SMART SOUTH ISLAND

Citizen-Inspired Transformation

SOUTH ISLAND
PROSPERITY PROJECT

SMART
SOUTH ISLAND

SUMMARY

This proposal was developed in response to Infrastructure Canada's Smart Cities Challenge, a call for communities across the country to address local issues through the use of data and connected technology. Enclosed is Greater Victoria's response to questions 1 – 10 from the applicant guide.

A Smart City is comprised of countless elements - it is challenging to decide which initiatives to pursue, and which to leave for later. While our ambition was to work on initiatives on multiple fronts, we saw that as a recipe for mediocrity. We want to create something great, which other cities will emulate.

That's why we chose to go deep on transportation.

Greater Victoria is not a big city by population. It is, however, an important city strategically. Canada's 15th largest metropolitan area. A $5 billion high-tech sector. Located in one of the world's most progressive and innovative regions: The Pacific Northwest. A gateway to Asia. A place where forward-thinkers thrive. A place people visit and tell their friends.

We want Greater Victoria to showcase how mobility can be done right. How everybody should enjoy the freedom of mobility. How all points of friction can be eliminated between multiple modes of transit, even in a single trip. How big data, big ideas, and big thinkers can make a big difference in quality of life, while reducing the impact that cities have on the environment.

APPLICANT INFORMATION

QUESTION 1

Please provide information on the community that is submitting this application. If this application is being submitted by a group of communities, add each community separately using the button. If this application is being submitted by a regional entity, please include the name of the regional entity with each individual community (e.g. City of Dunn/Smith Region). Do not include the regional entity as a separate, stand-alone community.

ANSWER

Community: (Greater Victoria)
Name of community: Greater Victoria
Province or Territory: British Columbia
Population based on: 367770
Indigenous community: No

QUESTION 2
Please select a prize category.

ANSWER

$10 million (population under 500,000 residents)

PRELIMINARY PROPOSAL

PROBLEM DEFINITION

QUESTION 3

Please define your Challenge Statement in a single sentence that guides your preliminary proposal. It should describe the outcome (or outcomes) you hope to achieve.

ANSWER

"Freedom to move"
We will collaboratively create a multimodal transportation network that is convenient, green and affordable, which will boost South Islanders' mobility wellbeing score by at least 20%.

Please describe the outcome (or outcomes) your proposal seeks to achieve by elaborating on your Challenge Statement.
This section should include:

- Specific goals you hope to achieve by implementing your proposal, justifying both the level of ambition and the achievability of the outcome (or outcomes) sought.
- Baseline data and evidence to establish the current state with respect to the metrics used in your Challenge Statement, and context around the outcome (or outcomes) sought.
- Evidence to support the selection of this/these outcome (or outcomes) over others, in reference to the needs of the community.
- Rationale for applying a smart city approach to achieving the identified outcome (or outcomes).

Strategy for measuring progress toward outcome (or outcomes) and achievement of outcome (or outcomes).

ANSWER

Overview:

Our Challenge Statement is "We will collaboratively create a multimodal transportation network that is convenient, green, and affordable, boosting South Islanders' Mobility Wellbeing score by at least 20%." We will measure our progress in four key areas we have identified through community consultation: (1) convenience, (2) affordability, (3) wellbeing, and (4) green. Outcome statements, baselines, indicators, and a monitoring plan for each outcome are described below, including the development of Canada's first Mobility Wellbeing Index.

Benefits and Impacts:

A multimodal transportation network considers various modes (walking, cycling, car, transit, rideshare, etc.) and the connections between them. Mode choices touch every aspect of life; from where we live and access services to where we work. Transportation choices give us freedom. The long-term impacts of 'smart' mobility and transportation are:

Economic
- Reduced cost of living.
- Increased employee recruitment / retention.
- Reduced cost of moving goods / services.
- Reduced road and parking facility costs.
- Improved support for local industry.
- Time savings.
- Increased employee engagement.

Social
- Access to greater opportunity for disadvantaged groups.
- Affordability (cost savings as percentage of household income).
- Increased independence for people who cannot or do not drive.
- Improved public health / psychological wellbeing.
- Improved air quality.

- Greater opportunity for interaction with friends.
- Stress reduction (healthy, relaxing, productive commutes).

Environmental
- Energy conservation.
- Noise reduction.
- Pollution reduction.
- Reduced urban sprawl and increased urban land value.

South Island is at a Tipping Point:

The trend in Greater Victoria is following that of Metro Vancouver, where a skyrocketing cost of living is creating an exodus of young families. People on the periphery—minorities, immigrants, and low-income individuals and families—have difficulty making ends meet.

Greater Victoria outpaced Canada's 5.0% national growth rate between census years. It was classified as 'severely unaffordable' in the Demographia International Housing Affordability Survey (2017), a rating that compares housing costs to median household income in 406 cities across 9 countries (including 35 in Canada).

Research shows transportation, social inclusion, and affordability are linked. Affordable housing fails when it is not matched with affordable transportation and easy access to employment and amenities. Affordability is a complex issue, yet by focusing on reducing transportation costs as a percentage of household income, we can alleviate problems caused by the rising cost of dwelling, while signaling that inclusion is our community priority.

According to Mayor Lisa Helps, City of Victoria, "We are at a critical point in our history as a region. Rising pressure on affordability creates inequality. Transportation is a complex matter that cuts through the middle of so many issues." Parts of the region face mounting transportation challenges. The Douglas Street-Highway 1 Corridor, for example, is considered British Columbia's second most congested highway outside the Lower Mainland.

This is a tipping point. Congestion and sprawl will only worsen as rising unaffordability creates pressure to build new housing further and further from the core. We must proactively address the unaffordability, inefficiency, and environmental degradation caused, in large part, by the lack of coordination within our transportation system. The South Island region faces far greater costs in the future if we do not address these issues now.

How does being 'Smart' Solve our Challenges?

"An advanced city is not a place where the poor travel in cars, it's where the rich use public transportation."
-Enrique Peñalosa, Mayor of Bogota, Colombia (nicknamed "the Mayor of Happy")

Today's challenges need more innovative solutions. According to our research (Smart South Island Readiness Assessment, 2017), 'smart' technologies (Information and Communications Technology

(ICT) integration, predictive analytics, open data mapping, Internet-of-Things (IoT) applications), reduce costs, optimize infrastructure, and improve engagement between citizens and governments.

When combined with outcomes-based strategy, technology is a tool: a great enabler of efficiencies, engagement, and insights. We can combine data and performance metrics, for example, to be radically transparent about our goals and progress. Finally, we can use technology to scale new heights and magnify our impacts. Or, Bill Gates says, "Never before in history has innovation offered the promise of so much to so many in so short a time."

2024 Goals:

"The best way to predict the future is to create it."
-Peter Drucker, legendary management theorist

We will not only create accessible, affordable, green, multimodal transportation options and Mobility as a Service (MaaS) solutions (described in question 6), but also develop a groundbreaking Mobility Wellbeing Index (described in question 4).

Specifically, by 2024:

1. We will experience increased emotional and physical wellbeing through our daily commutes.
2. Our community will have convenient and dignified mobility options.
3. Convenient and connected multimodal transportation options will move people through high-density corridors quicker than single-occupancy vehicles.
4. Our community will have resource-efficient mobility options.
5. Our community will have viable alternative mobility options within a 200-meter (five- minute) walk of home.
6. Our community will rely less on single-occupancy vehicles to commute during peak travel times.
7. People who don't drive will have greater mobility options and freedom.
8. We will reduce cost of transportation and mobility as a percentage of household income.
9. Our community will benefit from regional transit authorities (e.g., BC Transit) and other transportation providers creating more cost-effective service.

Six Universal Principles:

Based on feedback from residents, stakeholders, and governments, we developed six universal principles that all projects will embrace:

- **Citizen-Focused:** The principle of design thinking will be used to engage citizens in crafting solutions, understanding needs, and embracing empathy. Our tagline 'Citizen-Inspired Transformation' is our guiding philosophy.
- **Sustainable:** All solutions and initiatives must apply a triple-bottom line approach with a focus on low-carbon solutions to future-proof our economy.
- **Prosperous:** All solutions must be guided by the understanding that sustainability includes a healthy and resilient economy.
- **Efficient:** Technology must be used to enable better use of resources, producing less waste.
- **Collaborative:** All solutions must benefit our full membership: 5 First Nations, 10 municipal governments, 5 industry and business associations, 3 post-secondary institutions, 2 non-profits, and 17 large employers.

- **Transparent:** Citizens must benefit from open data and the ability to engage in the process of guiding community decisions and contributing to local solutions.

Convenience is a Critical Success Factor:

Travel options have to be convenient to be adopted. Ride-hailing services, like Uber and Lyft, are rapidly gaining traction in other regions because they are extremely convenient and user-friendly, resulting in a major shift in behaviour. A local success story is Modo, a carsharing co-op marketed as an 'affordable, convenient and super easy' option. We will apply these ambitious learnings to the entire multimodal system.

Monitoring and Evaluation Plan:

Our Monitoring Plan will be designed around key performance indicators outlined below. We will use business intelligence tools to manage data and measure progress toward outcome statements. The Mobility Wellbeing Index combines system performance data with primary research. Targeted surveys will be undertaken, complementing less frequent data publications (e.g. StatsCan Census and CRD's Origins and Destinations Survey). Targeted investments in sensors (e.g., on light poles, transit buses, real-time feedback applications) and/or partnerships with data solution providers (e.g. Telus, CRD) will fill data gaps on a real-time, living dashboard.

Mobility Wellbeing Index: The Mobility Wellbeing Index will be a unique tool to measure our progress toward increased wellbeing in our community as a result of transportation improvements. Index scores will be drawn from analysis of subjective and objective data, such as trip times, GPS data from transit vehicles, geographic information systems, and direct surveys of multimodal commuters.

The Mobility Wellbeing Index will be informed by the Smart South Island Inspiration Centre (see question 6).

The connection between mobility and wellbeing is receiving increased attention around the world. A report commissioned by the Economic and Social Research Council of England, for example, found that commuters with greater flexibility over their transport mode have greater journey satisfaction, and also that every additional minute of commute time reduces job satisfaction, reduces leisure time satisfaction, increases strain, and reduces mental health (Kiron Chatterjee, "The Commuting and Wellbeing Study," UWE Bristol, 2017, p.10).

Chatterjee's study, which surveyed 26,000 people living in England from 2009-2015, found that commutes contribute to improved wellbeing in terms of (1) time to relax, think and 'shift gears,' and (2) enjoyment of the travel itself, (3) use of the time productively. According to another study at the University of California (Davis), the 'ideal' commute time is between 15-19 minutes, which impacts positively on people by providing time to relax, think, or use the time in other productive ways (L.S Redmond, Transportation, 2001 (28), p. 179). Although this research is compelling, there are data gaps that we expect to bridge.

Outcome Statements:

The following section describes the logic model that guides our projects, grounded by key outcome statements and baselines. We outline our monitoring plan and performance indicators below.

A. Convenience

Through the activities outlined in question 6, transportation and mobility across the region will become more convenient, with increasing multimodal options seamlessly integrating with one another, allowing for improved, more efficient transportation.

Sub-themes: connected, seamless, well-functioning, multiple options, integrated, faster, efficient, inclusive, accessible.

Outcome Statement 1
With more convenient, accessible multimodal transportation options enabled by smart technology, residents with access to convenient alternatives to single occupancy vehicles will increase by at least 20% by 2024.

Baseline
Approximately 73% of people from the Western Communities and Saanich Peninsula drive their vehicles to and from the core region at peak times. As part of our Mobility Wellbeing Index, we will survey these commuters (and other users) to establish a baseline of their access (both perceived and in reality) to convenient alternatives.

Mobility Wellbeing Index data sources and key performance indicators will include:

- Percentage of commuters using travel mode other than a personal vehicle, by mode/ type (ISO 37120 indicator, sourced from StatsCan Census, BC Transit, and CRD Origins and Destinations Survey data).
- Annual number of public transport trips per capita per year (ISO 37120 indicator, sourced from BC Transit data).
- Number of public transport trips per capita per year (CRD Origins and Destinations Survey – potential expansion through BC Transit data).
- Percentage of major employment centres serviced by frequent transit (BC Transit and CRD).
- Average commute times in minutes (ISO 37120 indicator, sourced from StatsCan Census data).
- Surveys of transportation users on all modes, capturing trip satisfaction and ease of experience.

B. Affordability

Through the activities outlined in question 6, transportation and mobility across the region will become more affordable relative to single-occupancy vehicle use; deliver more efficient and cost-effective transit and transportation; provide better value for money; and allow commuters to decrease the percentage of their income spent on transportation.

Sub-themes: cost-effective, value for money, resource-efficient, less money spent on travel.

Outcome Statement 2
With improved multimodal transportation options and trip planning enabled by smart technology, residents will spend, on average, less than 10% of their annual household incomes on transportation.

Baseline

At present, depending on home location, residents spend between 9.5% and 16% of their annual household income on transportation. According to 2016-2017 BC Transit data, the average number of vehicles per household in Greater Victoria is 1.7. From the CRD's Origins and Destinations study, 11% of households are car-free, 43% have one car, and 42% have one vehicle for every adult in the household.

Mobility Wellbeing Index data sources and key performance indicators will include:

- Percentage of household income spent on transportation (StatsCan Survey on Household Spending and Environics data).
- Annual number of public transit trips per capita per year (ISO 37120 indicator, from BC Transit data).
- Average cost of owning and maintaining a single-occupancy vehicle versus median income (ICBC and third party sources).
- Vehicle ownership and average number of vehicles per household (ICBC, BC Transit Customer Satisfaction Tracking Survey, CRD Origins and Destinations Survey).
- Number of personal automobiles per capita (ISO 37120 indicator, ICBC data).
- Self-reports on monthly transportation expenditures.

C. Wellbeing

By increasing the convenience of multimodal transportation options and making alternatives to private vehicle ownership more convenient, predictable, and comfortable, we can increase subjective wellbeing - including evaluative wellbeing (how satisfied individuals are with their lives overall); experiential wellbeing (how often individuals experience different emotions); and eudemonic wellbeing (whether individuals feel they are fulfilling their potential) (Chatterjee, 2017, p. 8).

Sub-themes: safer, healthier, less stressful commute, enjoyable commute, comfortable, improved social connectivity.

Outcome Statement 3

With multimodal transportation options and planning enabled by smart technology, the number of daily trips made by active and healthy travel modes (i.e., walking, transit, cycling) will double by 2024 over the current baseline, and average levels of reported trip satisfaction in the region will rise 10%.

Baseline

In 2011, approximately 2.8% of all daily trips by residents were made by bicycle and 12.8% by walking. In 2016/17, one-quarter (25%) of those surveyed by BC Transit's Customer Satisfaction study used transit less often (net loss -10%) than the year before; 33% chose to drive alone in their personal vehicles while 32% chose to bike, walk, or use other active transport.

Mobility Wellbeing Index data sources and key performance indicators will include:

- Percentage of commuters using travel mode other than personal vehicle (StatsCan Census and CRD Origins and Destinations Survey).
- Kilometres of bicycle paths and separated bike lanes per 100,000 population (ISO 37120 indicator, sourced from CRD data).
- CRD daily bike count data.
- Safe, active travel access to wellbeing infrastructure such as hospitals, schools and recreation centres.
- Surveys of transportation users on all modes capturing trip satisfaction, ease of experience, emotional affect (joy, fear, rage, sadness) and social attitudes.
- General life satisfaction surveys among commuters on all modes. Pyscho-physiological stress measures among commuters on all modes.

D. Greener

Through the activities outlined in question 6, the region will continue to lower greenhouse gas emissions as a result of more convenient access to multimodal options such as carpooling, vanpooling, cycling and walking, reducing the number of trips taken with personal automobiles.

Sub-Themes: lower-carbon footprint, efficient mobility, Mobility Wellbeing Index.

Outcome Statement 4
Due to shifts in number of per capita daily trips taken with personal automobiles towards daily trips per capita taken with alternative travel modes, per capita vehicle fuel consumption will decrease by 15% by 2024.

Baseline
We will work to establish a baseline for per capita vehicle travel and per capita fuel consumption based on the standardized methodology of the BC Climate Solutions Secretariat (not yet released).

Key Performance Indicators and Existing Data Sources:
- Per capita vehicle travel (BC Climate Solutions Secretariat).
- Per capita fuel consumption (BC Climate Solutions Secretariat).
- Percentage of all trips made by mode in the region i.e., automobiles versus cycling, walking, and public transit (CRD Origins and Destinations Survey).
- Number and types of vehicles registered in the region (ICBC data). Daily bicycle counts (CRD).
- Average trip satisfaction (Mobility Wellbeing Index). Number of public transport trips per capita per year (ISO 37120 indicator, BC Transit data).

Please describe how your community residents have shaped your Challenge Statement. Describe your plans for continuing to engage and involve them in your final proposal going forward.
This section should include:

- Descriptions of previous engagement with residents, businesses, organizations, and other stakeholders on topics related to the Challenge Statement.
- Descriptions of feedback that came to light through past engagement processes.
- Links between the Challenge Statement and engagement feedback.
- Evidence of efforts made to be inclusive and to represent the community's diversity. Plans to sustain engagement through the development and implementation of the final proposal.

ANSWER

Catalyzing Smart South Island: from Collaboration to Citizen Co-Creation

The following section describes the development of our Smart South Island Vision 2040 and our progression from a regional and collaborative stakeholder approach to an innovation-driven, citizen engagement approach.

1. Concept Development

The South Island Prosperity Project (SIPP) was created in 2016 by public and private partners including municipal governments, First Nations, industry and business associations, non-profits, post-secondary institutions and a mix of large regional employers. Our goal is to create sustainable and inclusive prosperity in the South Island, BC's capital region, also known as Greater Victoria.

In our first operating year (April 2016 to March 2017), one of our priorities was to develop an inclusive economic development strategy to maximize the region's competitiveness. To that end, we held three roundtables exploring shared opportunities and economic development theory for prosperity. At these events, world-renowned cluster expert, Ifor Ffowcs-Williams, presented to business and industry leaders in group discussions to explore shared priorities and possibilities.

The concept of building an economic development strategy around 'Clean, Connected and Competitive Communities' resonated among private, municipal and post-secondary stakeholders as a way to answer "What are our values and capabilities, and how can we link our strengths and assets to global opportunities?" A 'smart cities' approach emerged, including exploration of secure networking, visual analytics, and mobile telecommunications. The result was the beginning of an ambitious, multi-stakeholder economic development plan focused on being 'Clean, Connected and Competitive.'

Six months before the announcement of Canada's Smart Cities Challenge, SIPP had received full stakeholder endorsement for pursuing a Clean, Connected, Competitive Communities program as an economic development strategy.

We commissioned a renowned consulting firm to produce the first South Island Smart City Readiness Assessment and SWOT Analysis (published in November 2017), and created the first

South Island Prosperity Index—a regional report card using the ISO 37120 framework— to measure our performance over time.

2. Leadership Teams and Vision 2040

Anticipating the Federal Smart Cities Challenge announcement, SIPP established a Smart South Island Steering Committee in the summer of 2017. This committee included: Emilie de Rosenroll, SIPP CEO; Jacques Van Campen, Schneider Electric VP; Dan Ruscheinski, Esri Canada Director; Sean Midwood, former NATO technologist; Mayor Lisa Helps, City of Victoria; and Erinn Pinkerton, BC Transit CTO.

To provide strong linkages to local governments, SIPP formed a Partners Committee of local municipal and First Nation government representatives, the Victoria Foundation, and the Greater Victoria Public Library. They began by identifying the region's top challenges.

To understand our community's priorities, we tapped Victoria Foundation's Vital Signs Report. Each year for the past 13 years, this report has measured the vitality of our region, assigning an annual grade to each theme. The report combines statistics with a citizen survey, capturing accurate representations of daily life in the South Island.

To help us understand the challenges and opportunities of each theme, we formed five subcommittees with experts and stakeholders in each theme: Economic Resiliency and Inclusion (C+); Transportation and Mobility (C+); Housing and Affordability (C-); Human Health (B-); and Environmental Health (B).

Their tasks were to: 1) ensure that the 'current state' was captured in baseline data, 2) suggest indicators to track progress, and 3) help the Steering Committee define and refine our Vision 2040 to guide the overarching Smart South Island strategy and initiatives.

3. Awareness and Citizen Engagement

"Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody."
-Jane Jacobs

To engage our communities in defining how to improve the region, we asked "What can being 'smart' solve?", "How are other places in the world making their communities 'smarter'?", and "Why should citizens care?" In short, we needed consensus on the why before discussing the what.

To engage our community's feedback on our five Key Challenge Themes, the first Smart South Island Symposium was held in November 2017. Nearly 300 people came together to discuss the region's key challenges, share perspectives, explore solutions, and discuss common values essential to the process. This energetic event was facilitated by award-winning Canadian writer and urbanist, Charles Montgomery.

Charles used a smartphone app to gather data about age, residence, and cultural identity in real

time, and several traditional techniques, such as idea boards, to capture and visualize opinions. The event embodied Smart South Island's tagline 'Citizen-Inspired Transformation.' Video and summary reports are at www.smartsouthisland.ca.

SIPP also hosted a roundtable with the region's top employers to gain more insight into regional barriers to economic success, and to engage in dialogue about how smart technology and data help competitiveness. In both consultations, transportation and mobility emerged as top concerns.

SIPP also engaged the academic community in a discussion about Smart Cities at the inaugural Victoria Forum—a national conference hosted in November 2017 by the University of Victoria. Our panel featured CEO Emilie de Rosenroll; Mayor of Victoria, Lisa Helps; Telus Chief Envisioner, Dan Pontefract; IBM Canada's John Longbottom; and Esri Canada's Dan Ruscheinski.

4. Encouraging Citizen Participation

In September 2017, the www.smartsouthisland.ca website was launched to keep our community informed and seek online feedback. To drive engagement and crowdsource new ideas, we launched an Open Innovation Challenge in December 2017. The Open Innovation Challenge asked the general public, non-profit organizations, and entrepreneurs to develop innovative ideas for solving our community's challenges under the five theme areas. Three challenge winners were awarded $15,000 each to incubate their ideas.

To promote the initiative and encourage mass participation, SIPP embarked on a travelling roadshow. We hosted five sessions throughout the region attended by over 150 participants, including an open house at one of our region's busiest shopping centres. The result was 69 submissions to the Open Innovation Challenge. From 69 submissions, 10 finalists and eventually three winners were selected at the Open Innovation Symposium in March 2018.

As one winner was quoted in the news, "The Innovation Challenge galvanized us to go out and look for partners on this project. Today, we are lucky enough to work with IBM on developing the technology. With the $15,000, we can accelerate the development … we're incredibly excited about making a big impact, and getting there quickly, because of the support we received today." The event, hosted at the University of Victoria, was a free, live pitch event where the top 10 finalists delivered three-minute presentations to an expert judge panel and audience of 200 people. The audience vote was weighted along with the judge's scores to tabulate the winners.

5. Striving for More Diversity and Accelerating Civic Innovation

As engagement in Smart South Island progresses, it is essential to include everyone in our community and ensure that citizen participation and co-creation is part of the project structure and governance. Public events taught us that engaging youth and young adults is challenging. To address this, a Future Innovator Challenge will be launched in fall 2018 to target K-12 and post-secondary students.

Engagement with Indigenous communities is embedded in our values and constitution. We will continue our monthly IndigenousConnect forums, and we have an IndigenousConnect regional conference slated for later this year, to help catalyze entrepreneurship and Open Innovation.

6. Institutionalizing 'Citizen-Inspired Transformation'

We see limitless potential for local governments in unlocking innovation in the region for economic benefit, and harnessing the collective wisdom of citizens in solving local problems. Our third proposed project, the Smart South Island Inspiration Centre (SSIIC), provides a way to continually engage and co-design with South Islanders. It embodies our Smart South Island tagline, 'Citizen-Inspired Transformation'.

SSIIC will house the open-data 'atlas' and provide an interactive and immersive access portal for citizens and stakeholders to engage with the data. SSIIC will also manage the shared use of this data through an open data sharing agreement with local governments and institutions. It will be instrumental in catalyzing social entrepreneur ideas through free open data and Open Innovation Challenges, creating tangible social impact across the region, and new entrepreneurial ventures. As these ventures commercialize (either as companies or as non-profits/social ventures), the benefit will extend beyond social impact into economic impact and job creation, further engaging citizens in the process.

PRELIMINARY PROPOSAL DETAILS

QUESTION 6

Please describe your preliminary proposal and its activities or projects.

This section should include:

- Planned activities or projects to achieve the outcome (or outcomes) set out in the Challenge Statement.
- Clear links from the identified projects to the attainment of the outcome (or outcomes).
- Scope and size of each planned project in your preliminary proposal, describing how it is feasible and suitable for achieving the outcome (or outcomes) in a manner that is impactful for the community, ambitious, and transformative.

Measures put in place to
1) make the proposal open, interoperable, scalable, and replicable or a description of your plan to do so going forward for the benefit of your own community and other communities in Canada; and
2) enable other uses of the technology, innovation, and data in your proposal.

ANSWER

OVERVIEW AND KEY OUTCOMES

We are proposing three main projects to fulfill the Challenge Statement and achieve our desired outcomes. Each project is aligned to key outcomes and measured against the key indicators described in question 4. Projects will be integrated through the Mobility Wellbeing Index, as well as shared governance and data sharing.

PROJECT ONE:

Integrated Mobility-as-a-Service (MaaS) establishes seamless mobility options to increase ride-sharing/multimodal adoption, starting in select high-density employment areas in the South Island region;

PROJECT TWO:

Smart Trip Planning and a Single-Payment Mobility Platform implements a customer-facing payment system into the back-end of an integrated trip-planning tool; and

PROJECT THREE:

Smart South Island Inspiration Centre (SSIIC) combines an open digital platform (including data insights and visualization of regional mobility progress) with citizen engagement and education. The platform will evolve into an interactive mobility lab dedicated to collaboration, education, and innovation through advanced analytics and data simulation.

PROJECT ONE - Integrated Mobility as a Service (MaaS):

OVERVIEW: This project will increase multimodal transportation options and reduce single-occupancy vehicle trips by developing seamless Mobility-as-a-Service (MaaS). MaaS brings all available modes of transportation together into a single intuitive mobile application. It brings together travel planning with payments.

MaaS is a shift from personally owned modes of transportation toward mobility solutions consumed as a service. It will harness the power of shared data and incorporate a variety of transportation options, including taxi and ride-hailing/sharing, public transit, car/bikesharing, and delivery services, which will be combined to reduce private automobile travel.

This project begins with primary market research, beta-level maps, and data modeling, followed by pilot projects with some of the region's major employers and employment centers. These initiatives will be the foundation for scaling a number of MaaS options.

CURRENT STATE: The South Island region has many large government, institutional, and private-sector employers clustered in several geographic areas. The largest 20 employers are responsible for approximately 60,000 full/part-time workers. Currently, there is no means for these employers to coordinate strategies for more efficient commutes.

PROJECT DESCRIPTION: Through the application of data modelling/simulation, geospatial mapping (e.g. by postal code and work destinations), visualization tools, and ongoing evaluation using the Mobility Wellbeing Index, 'first mile, last mile' transportation options will be improved through expanded multimodal transportation and MaaS options. This project will help people and employers benefit from the convenience of MaaS solutions.

Stage Gate 1 (Research and Concept Development)
Duration: 6 months

- Surveys and interviews will be undertaken to establish baseline/context.
- Commuters will be consulted to refine the project and measure the psychographics of the

targeted users.
- Existing efforts by employers in the region around coordinated employee commuting will be identified, with efforts to optimize best practices.
- Geospatial mapping and modelling will be used to optimize commutes, including research and review of existing solutions, mapping major employment clusters/ employee communities, and mapping of current mobility options by household.
- Create a Mobility Wellbeing Index (described in project three) to evaluate local transport behavioural effects and plan for more integrated mobility services that improve wellbeing and reward travelers for healthier choices.
- Map key services and assets, such as daycare, housing availability and proximity to employment, to identify gaps and issues linked to mobility.
- Gather transportation-origin destination studies and map current walking, cycling, and public transit gaps.

Stage Gate 2 (Prototype Development):
Duration: 8 months

- Target select employers (large and small) in high-density employment clusters to develop programs, leveraging existing infrastructure and services, to encourage employees to coordinate their commutes and consider multimodal options.
- Develop an app that allows commuters to connect and plan their commutes.

Stage Gate 3 (Roll-out and Deployment)
Duration: 24 months

- Develop marketing and communication plans, in collaboration with participating employers and major institutions.
- Use pilot information plus geospatial data to inform the Mobility Wellbeing Index and target the best locations for new multimodal options.
- Review, optimize, and expand program to more employers and public institutions.
- Encourage, develop, and trial new investments in MaaS solutions.

Stage Gate 4 (Scaling and Replicability)
Duration: Ongoing

- Program development and implementation will be assessed through Mobility Wellbeing Index, noting costs and obstacles, and developing innovative solutions.
- Following pilots with employers and institutions, scale the project to address the multimodal transportation needs of broader groups, such as students in the region.
- Explore gamification of transportation, using 'travel tokens' offered by employers to commuters with an ability to scale usage across province and country.

PROJECT TWO - Smart Trip Planning and Single-Payment Mobility Platform:

OVERVIEW: Develop a smart mobility trip-planning app to improve the convenience and attractiveness of MaaS, supporting efficient and affordable modes of transportation. The resulting seamless system will be intuitive and easy to use, reducing logistical hassles of trip planning. It will include an integrated, single-payment system for multiple transportation options, enabling

residents to conveniently and affordably move throughout the South Island. The app will use a single 'smart' fare-card system accessible on smartphones. This payment platform may be scaled to include electronic payments for other public and private services.

CURRENT STATE: Public transit riders can purchase monthly plastic bus passes and/or single trip paper tickets. There is no smartphone fare payment option. However, a number of web-based payment platforms related to transportation already exist in the region (including BC Ferries online fare portal, a bikeshare program app, and City of Victoria's parking payment app).

PROJECT DESCRIPTION: The smart trip-planning and single-payment app will be developed through a public Open Innovation Challenge, engaging developers and citizens in the process. With support from existing partners (including BC Transit and Modo Car Share), the open-data-fed app will provide route planning services for travelers in the region, integrating all potential modes of transport. For example, the app will integrate BC Transit and BC Ferries schedules, and the availability of multimodal options into the single platform.

The app will include an open, flexible and secure digital payment platform with cloud-based financial technology. Transportation service providers in the region will be able to have their data, information, and programs (including existing apps) plugged-in to the integrated, API-based platform. Additional features developed through the Mobility Wellbeing Index will also be integrated, including carbon-footprint calculators and active-living calculators.

Payments will be streamlined and stored to an individual's secure 'virtual wallet' (charged by credit cards, bank-to-bank transactions, or through tokenization). A customized loyalty or reward program will also be developed (potentially leveraging the successful Carrot Rewards program), designed to incentivize users with discounts, 'tokens', and contests based on user frequency.

Stage Gate 1 (Research and Concept Development)
Duration: 6 months

- Connect with mobility and transportation service providers in the region to establish partnership agreements and test the new platform.
- Research secure payments platforms.
- Engage with residents to determine desired features and functionality of the app.
- Identify data and infrastructure requirements.

Stage Gate 2 (Prototype Development)
Duration: 6 months

A multimodal trip planning app will be developed and linked to various MaaS providers, including transit and first-mile, last-mile options (bike share, taxi, carpool), feeding information to the Mobility Wellbeing Index.

Stage Gate 3 (Roll-out and Deployment)
Duration: 24 months

- Undertake investments in required infrastructure to enable payment system (e.g., transit payment sensors).

- Develop marketing and communication plans, in collaboration with key partners (e.g., BC Transit, Modo).
- Launch an app and centralized payment platform on limited scale in line with the Integrated MaaS project, working with BC Transit, municipalities, bike share / car share, and the region's employers and public institutions. Develop possible incentive or rewards program.

Stage Gate 4 (Scaling and Replicability)
Duration: Ongoing

Program development and implementation documented with special attention to costs and obstacles, and innovative solutions developed.
Although integrated mobility apps exist in many countries, and specialized apps exist in most cities, this project will demonstrate it is possible to integrate them in North America and use the data to support wellbeing. The centralized, single-payment platform and mobility-planning app can be scaled locally and replicated across Canada and/or internationally.

PROJECT 3 - SMART SOUTH ISLAND INSPIRATION CENTRE (SSIIC):

OVERVIEW: Building on open data sharing practices with municipalities and institutions (utilizing data collected through projects one and two), the third project is the Smart South Island Inspiration Centre (SSIIC). Focused on transportation and mobility, the Centre will start as an open digital platform combining data insights, visualization, and simulation with citizen engagement, capacity building, and evolve into a mobility and interaction lab.

The Centre will be dedicated to collaboration, open data, education, and innovation through advanced analytics and data simulation, becoming a resource to businesses, visitors, residents, and creatives. The Centre will also act as a 'public-private' incubator (building on SIPP's Open Innovation Challenges) and will enable local governments to test, model, and facilitate applied innovation using data and simulations focused on transportation and mobility.

CURRENT STATE: With multiple stakeholders within BC's provincial capital, sharing services and coordination ('digital integration') is vital to resolving the region's biggest challenges, while saving money and creating innovation.

PROJECT DESCRIPTION: SSIIC will facilitate collaboration, open data, education, and innovation through advanced analytics and data simulation. It will start as a data-sharing 'atlas', using the ArcGIS platform from Esri, and be put online as a web-based interactive space. The platform builds on the open data agreements signed by local government partners, and information from the Mobility Wellbeing Index. Initially, the platform will contribute to the ability to gather, analyze, and measure efforts to improve wellbeing through transportation.

As additional software applications and plug-ins are added to enhance the platform (including predictive analytics and modelling capabilities) the Centre will support local government capacity development, best practices, collaborative decision-making, promoting public education, and creating a springboard for outcomes-based innovation projects into commercially viable enterprises. SSIIC will house open-source curricula (like data governance and privacy training) and showcase global best practices (e.g. to begin this process SIPP has signed an MOU with the Shanghai Centre for Smart City Promotion).

Early iterations utilize a web-based open platform, but ultimately the SSIIC will be a physical space where data visualization and data modelling (simulations) can be created to model new programs. The SSIIC will also help with ongoing citizen engagement by enabling people of different backgrounds to see how transportation, infrastructure and development will impact their neighbourhood and day-to-day lives. SSIIC will be a socially inclusive space that is fun and educational. The SSIIC can be a springboard for outcomes-based innovation through Open Innovation Challenges, crowdsourcing, and hackathons for high school and university students. It will be a testing ground for public-private partnership solutions, and municipalities will be able to use the platform for transportation and mobility planning.

Stage Gate 1 (Research and Concept Development)
Duration: 6-8 months

- Establish goals, objectives and a business plan.
- Establish municipal and stakeholder open data sharing agreements.
- Survey key stakeholders and the public to establish specifications and functionality of the technology platform.
- Develop regional open data platform, including any required enterprise licensing agreements.
- Analyze best practices in subjective survey methods and identify survey platforms.

Stage Gate 2 (Prototype Development)
Duration: 8-10 months

- Data optimization achieved, linked to the Mobility Wellbeing Index, and including enhanced capabilities through data visualization, modeling / scenario development, and predictive analytical capabilities.
- Public-facing, geo-portal developed and tested.
- Mobility Wellbeing Index interface modelled, tested.

Stage Gate 3 (Roll-out and Deployment)
Duration: 24 months

- Physical location for SSIIC secure.
- Infrastructure and IT / ICT frameworks installed.
- Smart South Island Inspiration Centre (PPP project incubation space) aligned with marketing / communications plan launched.
- Mobility Wellbeing Index introduced, generating public discourse on choices.
- Programs in line with Challenge Statement and broader Smart South Island Vision 2040 optimized.

Stage Gate 4 (Scaling and Replicability)
Duration: Ongoing

The SSIIC regional collaboration model will be refined until it becomes a best-practice that can be emulated across Canada and internationally. International relationships, like Shanghai Centre for Smart Cities Promotion, will be fostered to attract global knowledge, insights, and best practices.

Please describe the ways in which your preliminary proposal supports your community's medium and long-term goals, strategies, and plans.

To supplement your response, please upload any relevant documents and make clear linkages and references.

ANSWER

Smart South Island's Vision 2040:

Vision 2040 describes the future state of a Smart South Island. Its contents are the guiding principles for this proposal. Vision 2040 outlines our community's desire to see significant improvements to quality of life through the use of data and connected technologies across five Key Challenge Themes: Economic Resiliency and Inclusion, Transportation and Mobility, Housing and Affordability, Human Health, and Environmental Health.

This proposal will influence transportation and mobility-related outcomes in line with the intent of the Smart South Island Vision 2040 document (attached in question 7).

Regional Growth Strategy:

The Regional Growth Strategy January 2018 (RGS) is a long-term planning document providing direction to Greater Victoria's 13 municipalities' Official Community Plans. The RGS's objective is to improve multimodal mobility as a means to "provide residents with reasonable and affordable transportation choices that enhance overall regional quality of life".

The details of a proposed 'Regional Multimodal Network' are outlined within the Capital Regional District's Regional Transportation Plan 2014. All 13 municipalities have formally adopted the RGS and all municipal transportation projects also align with the RGS transportation objective.

In line with the above objectives, this proposal:

• Outlines projects which support multimodal transportation by developing a trip-planning and payment system allowing users to seamlessly transition between modes.

• Describes the increased reach of a Regional MultiModal Network, introducing new modes that serve a wider demographic, and expanding existing services to underserved parts of the region.

• Maps out construction of an open-data platform and sharing model to enable land-use planning, as it relates to establishing the Regional Multimodal Network around key community activities e.g. housing, major employers, daycare, leisure facilities.

BC Provincial Ministry of Transportation and Infrastructure's "2018/19 – 2020/21 Service Plan":

The "2018/19–2020/21 Service Plan" details the Ministry of Transportation and Infrastructure's goals and objectives. Objectives include reducing transportation-sector GHG emissions, and improving service to all British Columbians.

In line with these objectives, this proposal:

- Encourages transportation modes other than the single-occupancy vehicles, to decrease C02 emissions. This is achieved by implementing projects that integrate alternative modes, and making them widely available through strategic partnerships.

- Provides data on how users engage with transportation services and infrastructure. These data sets will be analyzed for trends, and used by the Ministry to support service improvements.

South Island Prosperity Project's Strategic Plan:

- SIPP has always been deeply engaged in strategic planning at roundtable discussions with municipal and community leaders and private businesses. This resulted in the organization's first five-year strategic plan in Fall 2016. The strategy outlined SIPP's five strategic goals. A strategic lens was developed, initially called 'Clean, Connected, Competitive Cities (C4)'.

- This sector development framework was conceived as a means to pursue Canada's Supercluster initiative (prior to British Columbia's ultimate focus on a Digital Supercluster). This was later adapted as a Smart Cities framework and renamed 'Smart South Island' as a strategic initiative of SIPP's 2017-2018 operating plan.

Attachments:

0_Smart South Island Vision 2040.pdf (4.11mb)
1_Smart Island readiness and SWOT.pdf (2.66mb)
2_2018RegionalGrowthStrategy-bylaw4017-signed.pdf (3.84mb)
3_CRD-RTP_issuesopps_final-2012-07-17.pdf (3.51mb)
4_Ministry Service Plan 2018_19-2020_21.pdf (534.39kb)

QUESTION 8

Please describe your community's readiness and ability to implement your proposal successfully. This section should include:

- Experience with implementing complex projects (i.e. multi-stakeholder, multi-dimensional) that span multiple business lines and functional units.
- Structures, processes, and practices in place or planned for managing and implementing complex projects that span multiple business lines and functional units.

Organizational strengths and potential weaknesses for managing and implementing a smart city proposal, and plans to address weaknesses to ensure successful proposal management and implementation.

Proven Performance in Complex, Multi-Stakeholder Environments:

SIPP is ideally positioned to plan, design, and implement a regionally-integrated, inclusive Smart City strategy. We have the skills, access, and specialties of a coalition of 15 governments (10 municipalities and 5 First Nations), 3 post-secondary institutions, 2 non-profits, 5 business and industry associations, and 17 large employers.

SIPP leads a formalized regional alliance able to effectively design and manage projects of this scope because:

- Our incorporation two years ago follows a year of groundwork building partnerships with common vision, mandate, goals, and a binding constitution.
- Our model is driven by a Board of Directors, comprised of private sector members, as well as two post-secondary and First Nation representatives, and is accountable to 42 municipal, First Nation, private, academic, and non-profit members.
- SIPP has extensive in-house governance, finance, and project management skills. We have assembled private and public-sector partners and experts to help us develop our plan.

Understanding the Region's Challenges:

SIPP has done extensive research to understand and work with our internal and external strengths and weaknesses. In 2017, we commissioned Delphi Group for a Smart South Island Readiness Assessment and SWOT. The report revealed gaps which we analyzed through the lens of the five Key Challenge Themes. The Transportation and Mobility gaps are outlined below. They link to outcomes outlined in question 4.

Gaps in access to multimodal transport options:

- Lack of high-capacity public transportation options / rapid transit / rail corridors.
- Lack of mixed modal infrastructure. Difficulty providing transit and car share options owing to sprawl (no rapid transit between high-density nodes).

Gaps in clean and non-motorized mobility:

- Single occupancy vehicles remain preferred mode of transportation for residents, with residual resistance to bike lanes.

Gaps in integrated ICT:

- No widespread deployment of sensors and ICT on public transit vehicles and infrastructure.

Adoption of a Stage-Gate/Innovation Process Model:

SIPP understands the importance of innovating to address these gaps. We are working to understand the process and drive solutions and implementation.

Our hybrid project management framework combines Stage Gate and Agile processes. Stage Gate enables consensus to be built in advance at planned stages, or 'gates.' Gate Review Teams monitor expenditures and KPIs - pivoting, course correcting, and allocating budget.

The combination of a Stage Gate framework with Agile and design-based innovation will encourage creativity, testing, iteration, and rapid decision-making with diverse stakeholders. This enables us to work successfully using trial and error principles, and involve customers in prototyping.

We have defined our four Stage Gates as:

- Research and Concept Development.
- Prototype Development.
- Roll-Out and Deployment.
- Scaling and Replication.

SIPP's Governance and Oversight Structures and Mechanisms:

SIPP'S independent Board includes experienced business leaders, academics and First Nations leaders with a well-defined policy governance mandate. We tapped our industry and governance expertise when assembling a Smart South Island Steering Committee and five Key Challenge Theme Subcommittees to inform Vision 2040. These committees were selected for their understanding of the objectives of smart cities strategies, their diverse subject matter expertise and backgrounds, and their ability to help with implementation and risk management.

SIPP uses third-party validation, quality assurance practices, and audits, employing a part-time CFO/CIO, an accounting and bookkeeping firm, a member-appointed external auditor from KPMG, and an active Financial, Audit and Risk Management Committee. This allows SIPP to be flexible, manage risks, and segregate duties.

If shortlisted, SIPP will explore the governance framework of restricted fund accounting, establishing an independent foundation to manage/leverage the federal grant. This foundation will consist of a Board of Directors experienced in fund management of similar magnitude and relevance. SIPP has begun consulting with strategic advisors such as BC Investments (managing portfolios of $135.5B) and KPMG. Both are developing recommendations for SIPP. The main criteria in either case would be a governance structure ensuring adequate financial oversight, controls, and risk management.

Human Resources:

SIPP's management team includes a CEO with over 15 years of economic development experience, and a CFO/CIO with CPA and Chartered Director designations and over 30 years of applied technology experience. Our staff has extensive experience in fund development, communications, project management, and economic development. SIPP can leverage the vast knowledge of its established mentor network — highly qualified professionals with extensive industry experience and track records. Through this network, SIPP has the ability to address industries ranging from manufacturing and aviation to technology and transportation.

Project Management:

SIPP's CEO will lead the project, with an oversight group structured as follows:

- Mission Identification: CEO and steering committee, consisting of Municipal Governments, Transportation Authority, Advanced Technology, HR, and Governance.
- Project Implementation Plan: Management team consisting of CEO and CFO.
- Project Resource (Internal and External) Allocation Plan: CEO and CFO.

Weaknesses:

We understand managing data is complex, and have identified these weaknesses/mitigation strategies.

Internal:

- Limited resources for a dedicated security and privacy manager: SIPP has appointed an interim CIO with over 30 years of technology experience.
- We have engaged a security expert to create a confidentiality and privacy policy.
- Collaborating with the security expert, we are designing a privacy and confidentiality training course for board, employees and municipal staff.
- We will initiate an independent security audit of our data and processes.
- All data have been moved into the cloud to ensure cost optimization and reduce cost for server maintenance/security.

External:

Replication of regional projects related to transportation:
- SIPP has engaged all local government planning departments to ensure project alignment and avoid task replication.
- We have engaged regional government CIO's to establish a data sharing privacy and confidentiality agreement.
- We have engaged BC Transit in selecting smart city projects to ensure alignment with regional public transport strategy.

QUESTION 9

Describe your plan for using the $250,000 grant, should you be selected as a finalist. Provide a high-level breakdown of spending categories and an accompanying rationale.

ANSWER

We will leverage the $250,000 grant with contributions from both internal operating funds and matched with stakeholder contributions, resulting in a refined plan for the project activities, increased capacity for smart city expertise, and the consultation process and research phase for the creation of our Mobility Wellness Index.

Our plan for using the $250,000 grant includes the following: citizen engagement framework, customer and outcomes research, project management, and project governance. Although SIPP plans to engage professional expertise for bid preparation, our goal is to maintain a ratio of 60:40 internal to external resources.

SIPP has estimated that our Federal Challenge response will require a budget of $375,000. SIPP has held preliminary conversations with stakeholders to augment or match the $250,000 federal grant, ensuring a well-planned final submission with clearly defined and measurable outcomes. Through this process we've determined $55,000 will come from our 2018/19 operating budget, and the remaining $70,000 will be leveraged through partner contributions from regional stakeholders.

The activities related directly to development of SIPP's final proposal based on this budget are:

- Planning: $62,500 (25%).
- Project Validation: $85,000 (34%).
- Proposal Response: $80,000 (32%).
- Administration: $15,000 (6%).
- Contingency: $7,500 (3%).

Planning:
- We will engage professional services for citizen engagement sessions. These will include a symposium, an ideation seminar, and two focus group sessions (one with a group representing major employers, and another representing members of the public).
- We will engage professional services for stakeholder engagement processes needed to determine the values and critical elements for the Mobility Wellness Index.
- Next step will be assessing the data requirements to achieve the outcome desired by the region (conducted by hiring professional services).
- SIPP will evaluate data collection methodology in collaboration with hired professional services.
- SIPP staff will engage stakeholders for the projects.
- SIPP staff will create a project deliverables and timeline.

Project Validation:
- SIPP staff will create a project management schedule using the Agile Project Management framework.
- Create a Minimal Viable Product feature list for each of the three proposed projects (listed in question 6).
- For each proposed project, create a mock-up wireframe to list functionality.
- Create three test user environments.
- Test output.
- Create citizen feedback forum.
- Collect data to refine project outcome.

Proposal Response:
- Appoint a proposal manager.
- Create a response process team.
- Create a checklist of mandatory requirements.

- Appoint a steering committee representing regional stakeholders.
- RFP for proposal writers.
- Draft RFP content as a result of steering committee recommendations.
- Create financial model for project.
- Write, review, and submit response.

Describe the partners that are or will be involved in your proposal. Where partners are not yet determined, describe the process for selecting them.
This section should include:

- A description of existing partners (what type of organization, what they do, etc.), their relevance, and expected contribution to the outcome (or outcomes).

Where partners are not yet determined or where it is anticipated that additional partners are required, describe the process for selecting them.

ANSWER

SIPP has always leveraged partnerships to meet our mandate of economic development for our region. We utilize a competency matrix to qualify three categories of partners: planning partners, project validation partners, and implementation partners.

We began our response to the Smart Cities Challenge by forming a steering committee with a mandate to recruit strategic partners. This committee was supported by five subcommittees. Their job was to identify and qualify each theme area identified in the applicant guide through the lens of our current state and our Vision 2040.

The steering committee set the parameters for baseline data and end state goals. It is important to point out, however, that SIPP evaluates achievable sustainable regional benefits beyond the life of funding; our vision is to continually improve our community in perpetuity.

SIPP engaged the following partners for Smart Cities Challenge:

Planning Partners:

Our planning partners include our Steering Committee and Partners' Committee.

Our Steering Committee members are Jacques Van Campen, former VP of Schneider Electric; Emilie de Rosenroll, CEO of South Island Prosperity Project; Dan Ruscheinski, Director, Sales Operations and Business Partners at Esri Canada; Sean Midwood, NATO (retired); Lisa Helps, Mayor, City of Victoria; Erinn Pinkerton, Vice President, Business Development and CTO at BC Transit.

The Partners' Committee represents and liaises with our 10 regional governments and 5 First Nations to deliver a unified Vision 2040.

The members are the Mayors of Victoria, Sidney, and View Royal; Councillors from Saanich, Highlands, Oak Bay, Colwood, Esquimalt, North Saanich, and Central Saanich; Christina Clarke, Manager, Songhees Nation; Maureen Sawa, CEO, Greater Victoria Public Library; and Robert Janus, Director of Communications, Victoria Foundation.

Project Validation Partners:

Citizen-inspired transformation is a SIPP guiding principle. Residents of South Vancouver Island were engaged through a symposium to gather their ideas (as outlined in our response to question 5). We also engaged subject matter experts for focused research (South Island Prosperity Index, Smart South Island Readiness Assessment, and a Regional SWOT Analysis).

These partners include:

- Esri Canada: Esri worked with Smart South Island to explore the idea of a Smart South Island Inspiration Centre, particularly the feasibility of launching a beta version online.
- BC Transit: BC Transit informed all aspects of project design and validation - particularly how the projects aligned to existing technologies and short-term capital plans.

Implementation Partners:

- Regional government (Municipalities and First Nations) staff (i.e. CIOs, Engineering, Public Works) who will implement our initiatives and data sharing agreements.
- BC Investment Management Corporation (BCI), the managers of BC Government's $135.5 billion pension portfolio, will serve as financial management advisors, if bid is successful.