| NO: | **R097** | COUNCIL DATE: | **May 7, 2012** |

REGULAR COUNCIL

TO:	**Mayor & Council**	DATE:	**May 1, 2012**
FROM:	**General Manager Investment and Intergovernmental Relations**	FILE:	**1855-20**
SUBJECT:	**IBM Smarter Cities Challenge Project in Surrey – Community Health and Youth and Early Childhood Development**		

RECOMMENDATION

The Investment and Intergovernmental Relations Department recommends that Council receive this report for information.

BACKGROUND

Surrey was one of only two Canadian cities and 33 cities globally to be chosen under the IBM Smarter Cities Challenge Program to receive the equivalent of $400,000 in consulting time from IBM senior staff for the purpose of analyzing and providing recommendations on how Surrey can improve its growth strategies, service delivery, community engagement and other efficiencies with a focus on community health, youth and early childhood development.

The IBM Smarter Cities Challenge is a three-year competitive program in which the IBM Foundation is awarding a total of $50 million worth of technology and services to 100 municipalities worldwide. During these engagements, IBM technical experts, researchers and consultants immerse themselves in local issues and analyze a range of options to address such issues. They then provide recommendations related to the outcome of their analysis. Among the issues they examine are healthcare, education, safety, social services, transportation, sustainability, budget management and energy.

The City of Surrey submitted an application to the IBM Smarter Cities Challenge in December 2011. The application focused on using data from the City and other stakeholders to improve outcomes in early childhood development, which ultimately is a determinant in relation to children becoming healthy and productive adults. A copy of the Surrey submission is attached as Appendix I.

Representatives from the Surrey School District, Surrey RCMP, Fraser Health Authority and the City met with representatives from IBM in February 2012 to discuss the submission, identify opportunities and confirm the City's commitment to the project.

There is no direct cost to the City of Surrey. The City and other City of Surrey stakeholders engaged in the project are responsible for being available for interviews with the IBM team as necessary. The City of Surrey is working with the IBM team in coordinating a launch event and will also coordinate a final presentation event at the conclusion of the project.

DISCUSSION

A team of IBM consultants will work with the City of Surrey and other community stakeholders for 3 weeks beginning on May 28. A kick-off event will be held May 29 to launch the engagement process and to provide an opportunity for Mayor, Council, city staff and community stakeholders to learn about the process and meet members of the IBM team. The IBM team is comprised of 7 senior leaders from around the globe, who will be located at City Hall during the three week study period and who will be conducting interviews with staff and an array of stakeholders.

In the first 10 days IBM will interview approximately 50 stakeholders to assess the current state of community health, youth and early childhood development. As part of the interview process, the IBM team will meet with City of Surrey senior management to share emerging themes, refine the challenge statement and confirm the direction of the project.

During the remaining time the IBM team will conduct research, analyze data and produce a preliminary report outlining their findings and initial recommendations. During their engagement in Surrey, the IBM team will tour the City with stakeholders to gain a better understanding of the City and will dedicate one day to volunteer at a local organization.

A final report and presentation on the research findings and recommendations will be made by the IBM team in June. The final report will be the property of the City of Surrey. The report will further detail recommendations for the near, medium and long-term to improve outcomes for Surrey's children and youth.

SUSTAINABILITY CONSIDERATIONS

The IBM Smarter Cities Challenge project supports the goals and objectives of the City's Sustainability Charter; more particularly, the following action items:

> *Action item SC5: ""Social Well Being of Surrey Residents";*
> *Action item SC6: "Accessible and Appropriately Located Services within the City"; and*
> *Action item SC15: "Literacy, Education and Training."*

CONCLUSION

The City of Surrey's participation in the Smarter Cities Challenge will provide a unique opportunity to have leading experts from IBM identify opportunities to improve outcomes for community health, youth and early childhood development.

Shaun Greffard
General Manager
Investment and Intergovernmental Relations

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Attachment:

Appendix I –Smarter Cities Challenge Submission

**Smarter
Cities
Challenge**

Background

Last year, IBM Citizenship launched the Smarter Cities Challenge -- a 3-year philanthropic initiative to contribute the skills and expertise of teams of top-talent IBMers to address the key challenges facing 100 competitively selected cities around the world. In 2010, as part of the program's pilot, we sent teams to 7 cities before formally announcing the launch of global applications for our 2011 grants.

After receiving over 200 proposals from cities around the world, we selected 24 additional cities to receive grants in 2011, from Chiang Mai, Thailand, to Syracuse, USA. Each city participating in the Challenge receives a team of 5-6 IBM experts to work with the city for a 3-week period on a strategic challenge identified by the mayor and top city leaders. During the project, the IBM team meets with dozens of stakeholders in government, business, not-for-profits and other organizations to examine the city as a "system of systems" gathering diverse perspectives about root causes and potential solutions to the challenge at hand. At the end of the engagement, the IBM team delivers strategic recommendations in a presentation and written "roadmap" that draws upon the technical experience and strategic insight of the IBM team, city staff and community members.

Upon the completion of the grant, executive summaries of each project are posted on the Smarter Cities Challenge website (www.smartercitieschallenge.org), alongside relevant video, press coverage and full reports to share experiences and build capacity.

City Forward

IBM's vision of a Smarter Planet is possible because the world is becoming more instrumented, interconnected and intelligent. As cities around the world become Smarter, they can leverage data to gain new insights across city systems and services, and provide city leaders with tools to optimize their use of limited resources and better target their interventions.

Building upon this, earlier this year IBM Citizenship launched City Forward (www.cityforward.org) -- a web-based platform that brings together publicly available city data, citizens, and professionals in ways that lead to new insights and support better decisions.

While cities and communities are encouraged to work with City Forward independent of participation in the Smarter Cities Challenge, IBM Citizenship will place a particular emphasis in our 2012 grant cycle on engagements that can draw upon City Forward's resources. Specifically, IBM Citizenship will reserve a small number of Smarter Cities Challenge grants for topics and cities that would benefit from a deeper connection and integration with City Forward, though Cities are not required to participate in City Forward in order to be eligible for a Smarter Cities Challenge grant.

Selection Process

The Smarter Cities Challenge 2012 application cycle will open on October 20, and close on December 16, 2011. The application consists of a fillable PDF form which can be uploaded to the Smarter Cities Challenge website upon completion. In addition to the form, each applicant is required to submit a brief letter from the Mayor, or equivalent executive officer of the municipal government, affirming the validity of the submission.

Applications will be accepted in the following languages: English, French, Spanish, Russian, Arabic, Chinese (Simplified) and Japanese. Only general-purpose governing bodies may apply for the Smarter Cities Challenge – special districts (such as port authorities, school districts or utility districts) are not eligible for the program at this time. After uploading a proposal, applicants will receive an email confirming their submission.

Once the application cycle has closed on December 16, 2011, the IBM Citizenship team will begin to review proposals. As part of this process, IBM Citizenship staff may contact the person listed on the application for clarification or answers to questions. Some applicants may be asked to participate in a phone interview or site visit with IBM Citizenship leaders in advance of decisions. The final selection of 2012 grants will occur in March 2012, and all applicants will be notified by email about their status.

Selection Criteria

Applications will be evaluated for the strength of the proposal and potential for a Challenge grant to make a positive impact.

To measure the strength of a proposal, the review team will look for proposals that:

- *Clearly outline a problem or opportunity to explore rather than a solution to be implemented;*

- *Provide evidence that the proposal is connected to the top priorities and challenges of city and community leadership;*

- *Emphasize efforts to address cross-system or services challenges, to align with the notion that cities are composed of 'systems of systems'.*

To measure the potential impact of a project, the review team will look for applicants that:

- *Champion a pressing, substantive topic that, if addressed, would tangibly affect the lives of their citizens;*

- *Demonstrate strong, dynamic leadership with track records of innovation and accomplishment;*

- *Commit to collaboration and access, including willingness to provide access to key stakeholders and existing efforts to promote open data.*

Two of the successful applications from the 2011 cycle are available as samples of outstanding proposals & letters of executive sponsorship: Townsville, Australia and Syracuse, New York.

If questions should arise about the program or application process, please reach out to the IBM Corporate Citizenship & Corporate Affairs Manager for your geography, or contact the IBM Smarter Cities Challenge team at info@smartercitieschallenge.org.

1. Contact Information

a. Applying Municipality

City: Surrey   State/ Province: BC   Country: Canada

b. Contact Person

First Name: Mike   Last Name: McGreer

E-mail Address: mmcgreer@surrey.ca   Phone Number: 604.591.4151

Street Address 1: 14245 - 56 Ave

Street Address 2:

City: Surrey   State/Province: BC

Country: Canada   Postal Code: V3X 3A2

2. What challenge facing the city does the proposal address?

a. Please provide a brief summary of the context surrounding the proposed topic area(s), including past efforts and current initiatives. If desired, include links to relevant articles, papers or blogs covering the topic(s), to provide our review team with additional background material

Our challenge is "How can the City and its partners make better investments in youth today, to create healthier residents and a more sustainable and prosperous community for tomorrow?" Surrey's population has increased 28% over the past 10 years, a third of the population is under the age of 20, has the highest birth rate in British Columbia and has the largest school district in the province with 70,000 students. Surrey's submission focuses on creating a healthy community with an emphasis on youth and early childhood development.

Our starting point was UBC's Early Childhood Instrument project, which measures five core areas of early child development that are good predictors of adult health, education and social outcomes. Surrey's results are summarized in a map. We need to understand how the City and it's partners can better share demographic, health, crime, sustainability, land-use, infrastructure, building, transportation, energy-use and education data to drive improved outcomes for those most vulnerable, and understand the impacts of our decisions.

The City and its partners have a number of Committees who focus on improving outcomes. Three examples are the Healthier Community Partnership, the Crime Reduction Strategy, and The Child and Youth Friendly City Strategy. These are backed by a $2 billion capital works program called Build Surrey. The Surrey Healthier Community Partnership, comprised of members from the City of Surrey, Fraser Health Authority, RCMP and the Surrey School District was formed with the mandate of creating a healthier community through more integrated decision making, information sharing, policy alignment, education and civic engagement.

b. Which key stakeholders are invested in the proposed topic area, both inside and outside city government?

The healthy community and youth focus is driven by Mayor and Council, who recognize that youth are our City's greatest assets. Internally, the theme cuts across City Departments. Lead agencies within the City include:

City Manager's Office - provides corporate leadership
Parks, Recreation and Culture - develops and delivers youth, early childhood and recreation programming
Planning and Development - sets land-use and social policy
Finance and IT - implements technology solutions
Investment and Intergovernmental - enables better co-operation between levels of governments and key partners

The City of Surrey and its partners have a record of success collaborating on initiatives and policy. We have included a letter of support signed by 5 partner organizations for the Smarter Cities submission. Partners include Surrey's RCMP detachment (the largest detachment in Canada), School District 36 (Surrey), the Fraser Health Authority, Simon Fraser University Surrey and Kwantlen Polytechnic University. Our key stakeholders are supplemented by dozens of not-for-profit organizations focused on improving resident and community outcomes.

c. Which city staff member would be the project's sponsor?

Shaun Greffard
General Manager
Investment & Intergovernmental Relations Department

d. Please indicate which topic areas are connected to the proposed focus (check all that apply):

✓ Economic Development	✓ Health & Social Services
✓ Education & Workforce Skills	Transportation
Water, Energy & Environment	Other
✓ Public Safety	

3. What does success look like?

a. What systemic factors prevent the city and community from addressing this issue without a Smarter Cities Challenge grant (for example: insufficient budget, organizational culture, regulation, legislation, etc.)

Organizational complexity and complexity of the overall system hinder our efforts to create a healthier community.

Health is a multi-faceted issue requiring the support of multiple organizations across the public and private sector. A healthy child needs high-quality health care services, education, nutritious food, a strong support network, recreation opportunities and a safe environment among many other variables. It is challenge to ensure the programming in public and private sectors are complimentary in nature and do not unnecessarily duplicate services or work at odds.

Each organization that delivers programming is complex and ever changing. The City and our partners are large institutional organizations (varying in size from between 500 and 3000+ employees) responsible for a range of business areas and services. Effective communication between business units within each organization is a challenge. There is often the unintended `silo effect' with isolated decision making and a lack of information sharing.

Finally, jurisdictions over health issues, data ownership and data sensitivity are overlapping and split between different organizations and levels of government. Again, coordination of programs, budgets and timing is a challenge. Moreover, overlapping jurisdiction can muddy ownership of the health issue. Simply stated, "Who is ultimately responsible for the health of residents and the community?"

While complexity is the key factor, it is compounded by several other salient factors:
- The city is growing rapidly, over 28% in 10 years, which creates substantial pressure to maintain current levels of service while meeting growing demand.
- Surrey's land area is massive. It is the size of Vancouver, Richmond and Burnaby combined.
- The City was built as a classic post-war, car-oriented suburb. Public transit, cycling and walking infrastructure is insufficient (although improving), thereby encouraging vehicle travel.

b. What would be a successful outcome of a Smarter Cities Challenge engagement for the city?

A successful long-term outcome is the continued transformation of Surrey into a vibrant, affordable, prosperous and healthy City where residents can live, work and play. We want to create a healthy physical environment, offer opportunities for engagement and civic services that support healthy development and allow youth and children to participate in and contribute to civic life.

In the near-term, there are a number of successful outcomes we hope to realize. The City hopes to re-allocate budgets and resources towards prevention, rather than reacting to events that have already occurred. For example, Surrey currently spends half (50%) of its budget on policing services. Ideally, more money could be spent working with high-risk youth to prevent future crime, rather than responding to crimes that have already been committed. Similarly more money invested to increase youth health (e.g. recreation programs, diet, education, day care, health services) will reduce the burden on the health care system and the community in the future.

In the near-term, we would like to equip decision-makers with improved real-time information from diverse data sources to produce better outcomes. More relevant and holistic information would help integrate and coordinate decision making across the broad stakeholder group.

Returning to our starting point, UBC's Early Childhood Instrument, our aim is to improve Surrey's overall performance compared to our baseline. Furthermore, we hope to create a more even distribution of scores across the City. Currently higher scores are correlated to higher-income areas.

Another challenge for the city is low-rates of post-secondary education. Higher levels of education are correlated to improved health outcomes and higher levels of income. A better educated labour force will help the City create more local jobs and attract investment into the City. Over the long-term, more local jobs means residents will be able to live and work in the same community, decreasing time spent commuting to work. Less time commuting allows for increased time with family, community participation and for healthy activities..

Among others, indicators of success will include improvements in the EDI metrics, a reduced burden on the health care system (multiple measures), an improvement in community safety and a corresponding reduction in policing costs, and increased university transfer rates.

By better understanding the system of systems, we will create a healthier community for current and future residents.

c. After the engagement, what efforts will be made to act upon the recommendations? What efforts would be taken to share best practices with other cities?

The Smarter Cities submission has the full support of the Mayor, City Manager and partner executives. The political and executive support will enable the City to act on the recommendations. While resources are constrained, Surrey is a fast-growing community with strong revenues and sound finances. Based on the City's rapid growth, we recognize now is the time to invest in initiatives that provide a positive return on investment.

The healthy community theme aligns with the Mayor's priorities and addresses high-priority issues. These issues are visible and critical to the near-term and long-term success of the City. We know our current trajectory needs to be altered to ensure a healthy community is achieved without burdening residents and businesses with increased taxes.

Being one of the larger cities in the region and one of the fastest growing in Canada, we recognize the obligation to share our best practices with others. The City has a record of proactively sharing positive outcomes with others to improve outcomes across the region. The positive media coverage the City receives in the past help us share our successes.
The City also shares best practices through organizations such as the Federation of Canadian Municipalities and the Union of BC Municipalities (UBCM). Surrey's best practices are award winning, and garnered awards for overall performance, its new website and its civic engagement program at the 2011 UBMC Convention.

Surrey receives substantial local media coverage, which provides an effective platform to disseminate information. Surrey has been receiving positive international media coverage, including in a documentary `Greentech in Greater Vancouver' aired in November 21 to a national audience on China Central TV.

The City is committed to greater online communication, both through the website and using social media. Surrey launched its award-winning website in October 2010, and created a dedicated web team and social media team to maximize the City's online presence and communicate with residents using social media channels.

Finally, Dianne Watts is a high-profile Mayor leading the transformation of BC's fastest growing and second largest City. The Mayor is an exceptional ambassador for the City, and readily shares Surrey's innovative and effective policies with other cities and organizations. In 2011 Mayor Watts was recognized as one of the top 4 Mayor's globally.

4. Executive Sponsorship

Please attach a letter, signed by the Mayor or equivalent top executive of the municipality, county or jurisdiction, confirming the city's submission to the Smarter Cities Challenge.

5. Smarter Cities & Data

While completing this section is encouraged, applicants are not required to fill out all of the questions in this section of the form to receive a Smarter Cities Challenge grant.

a. What role can open data and citizen engagement play in addressing the proposed topic area?

Surrey has a track record of success with citizen engagement. Surrey won the `Best Civic Engagement' award for its Community Consultation program to better consult citizens at the 2011 UBCM Convention.
The City of Surrey consistently engages with stakeholders and citizens when formulating policy and initiatives, as demonstrated by the Mayor's advisory committees on health care services, clean energy, red tape reduction, investment and crime reduction. A central theme from the Mayor and Council on all activities is engagement.

As discussed in the previous section, the City recently created a dedicated web team and social media team to maximize the City's online presence and communicate with residents using social channels. The new website and dedicated staff have dramatically increased year-over-year metrics in the areas of site and social media channel views and followers, and time on the City's website.

Open data presents an opportunity for increased citizen engagement. Surrey shares a wealth of information through its COSMOS online mapping application. Using COSMOS, residents and businesses can access map, building, drainage, planning, sanitary, transportation, utilities, water, community services, health services and property information.

b. Please describe your city's policy for the publication and release of city data, and, if available, provide links to the following:

Published Open Data policy, Data Glossary & Terms and Conditions:

The Engineering Department's GIS Division is taking modest steps towards open data, and has created a page that contains links and information about Surrey's GIS datasets that are freely available for download in several formats. The GIS Division assessed the needs of their business community and have opened up spatial data to meet the needs of clients.

Surrey hosted the first GIS Open Data Hackathon in November 20th. Thought leaders, designers, programmers and the public were encouraged to help build web-based apps, mobile apps and mashups using the City's freely available open data and published data sources.

Currently the City of Surrey does not have a formal open data policy, however discussions about the possibilities of building upon our open data are occurring. Open data discussions were triggered during the development of the City's new website during 2009 and 2010. There is a recognized opportunity to define and implement an open data policy through the IBM Smarter Cities Challenge.

Contact information for Chief Technology Officer or equivalent

Vivienne Wilke, GM Finance and Technology Department 604.591.4817 vnwilke@surrey.ca

✓ Yes, I would like to be contacted by the City Forward team about opportunities for collaboration.