**CITIZEN IMPERATIVES:**

* **(wide-ranging) citizen input.** May wish to spell out ways in which Ottawans and various community groups would be able to input into their vision of Ottawa as a smart city; the process should start with citizens and the issues they identify first, with emphasis on diverse lived experiences to ensure breadth.
* **Citizen literacy.** While the K12 digital literacy efforts mentioned are to be lauded, it may be useful to take a more holistic approach and focus on broader citizen literacy when it comes to data, digital, technology, etc. There is a need for these efforts to be complemented by civic education, which needs to be strengthened so that we have citizens who understand the basic values of our communities -- this is a way we strengthen our democracy and create community resiliency. Engaging organizations such as Synapcity, CIVIX and Samara would bring those values.
* **Diversity.** As it stands, there is little mention of diversity considerations in the draft. Would be useful to include and prioritize various lenses, such as gender, ability, race, etc. What would the strategy do to intentionally break entrenched cultural stereotypes, work actively against biases, etc.?
* **Artists.** An important component of any thriving community is its artistic community. Might be useful to incorporate plans to partner with the City’s many thriving artist communities for ways in which the technology components can leverage the unique value of the arts to create dialogue, inclusivity, sense of belonging, etc.

**ECONOMIC IMPERATIVES:**

* **Equity.** It will be important for the strategy to include a system of checks and balances against any one sector disproportionately benefiting from a smart city designation. For example, if internet access is seen as a human right, it should be regarded as a public commodity rather than a gated and metered utility.
* **Integration with broader economic and social plans.** To ensure sustainability, a smart city strategy should be integrated with broader economic and social plans. It could also influence those plans. For example, would it be possible to set minimum threshold percentages for smart city service contracts to be awarded for local, Ottawa-based companies?
* **Sharing economy and circular economy.** Cities and countries around the world are investing heavily in sharing economy (e.g. Singapore) and circular economy principles (e.g. Finland), which prioritize sustainable development, sharing of physical assets, and re-appropriating assets for new purposes through up-cycling, remaking, etc.

**INNOVATION IMPERATIVES:**

* **Experimentation.** Governments at various levels worldwide (e.g. UAE, Denmark, UK) are creating space for experimentation in order to compare interventions and test out which ones are most effective (e.g. UK or US What Works Centres). The federal government in Canada is asking all its departments to dedicate a fixed percentage of all of their spending to protecting space for deliberate testing of approaches as a default.
* **Data strategy.** Data and sensors are mentioned a number of times, yet there is no mention of an overall strategy that ties it all together. If it does not yet exist, this might be useful to invest in creating given the many strands associated with it, including citizen science, data governance, ownership, privacy, safety and security, ethics, open, accessibility, etc.
* **Outcomes.** Overall, it may be important to tie the Smart Cities strategy to wider conversations about goals and outcomes. It would be important to be able to connect these local efforts to the Sustainable Development Goals, for example. In addition, it is important to be able to measure progress, be open and transparent about failures and what was learned, as well as benchmark in an open way against similar smart cities of comparable profiles to Ottawa.
* **Open.** Smart cities are built on a framework of open standards, open data and open source approaches. Innovation comes when individuals are free to remix ideas and contribute to their evolution. This lowers the bar for innovation to take place and encourages more citizens to become engaged in experimentation. Positive examples exist, and are thriving; for example, Ottawa is the the first city to be mapped through Stats Canada’s Crowdsourcing initiative via OSM - <https://www.statcan.gc.ca/eng/crowdsourcing> - this data has already proved useful for the Red Cross after the flooding many communities faced in the spring.

**Specific comments:**

* **3 key goals, p. 4 --** Wondering if a fourth pillar could be around empowered and fulfilled citizens themselves as a goal?
* **Six key stakeholder groups, p. 6** -- Wondering if a 7th might be that of citizens? The City of Toronto has been experimenting with Citizen Forums/ Lived Experience Tables/Participatory budgeting, which bring in the voices of users and prioritize them as experts
* **Collaborative approach, p. 8** -- Might be useful to spell out what this might look like, from a citizen and community perspective
* **Regional collection model, p. 10** -- This is excellent, and we think it should be a principle that is always tried first; see point above about sharing economy circular economy
* **Internet Exchange, p. 10 --** There already is one in Ottawa - <http://www.ottix.net> - maybe acknowledge it, and mention why this may be insufficient?
* **Sensors and data, p. 11** -- Tied to the need for a wider data strategy, see wider point above
* **Sensors and data, p. 11** -- Sensors and data are used in other cities as aids in accessibility and wayfinding; may wish to incorporate
* **Bridge digital divide, p. 12** -- This is very important from our point of view; would it be possible to use the excellent data coming from the Community Foundations of Canada’s Vital Signs and similar such reports in order to ensure equity?
* **Anchor institutions, p. 12** -- Unclear how this would be accomplished; it is possible to add more specifics?
* **Student living lab pilot, p. 15 --** We’d love to hear more about this -- is there a contact person, or information online about this project?
* **Talent committee, p. 15** -- This is a great idea; emphasis should be on quality of life; the wants of current citizens should be constantly polled through surveys and ethnographic means
* **K-12 digital literacy, p. 15** -- Important for this education to go beyond digital literacy, see overall comment above
* **Entrepreneurship, p. 16** -- A vibrant, active start-up, technology and social enterprise community exists and plugging into and supporting would amplify work currently underway.
* **Working group, p. 20** -- This is excellent news, and Ottawa Civic Tech would be happy to serve on such a committee
* **Hackathons, p. 21** -- Important to leverage and connect with existing hackathon groups, rather than start ones from scratch (e.g. Random Hacks of Kindness, Hacking Health, Datafest, Decode, Ottawa Game Jam)