

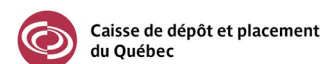
Montréal Networked Economy: A Collaborative Design



Contents

Foreword	1
Executive Summary	3
Designing Collective Intelligence in Montréal	5
The Circular Economy	5
Future of Work in the Collaborative Economy	6
Ecosystems: Reinforcing the Value of Collaboration	7
Recommendations	7
Tackling the Difficult Questions that Face Thriving Cities	8
Building on Montréal's Appeal	9
Innovation and the Local Economic Ecosystem	10
Montréal's attractiveness: Social and Urban Considerations at the Forefront	12
Realizing the 'City as a Laboratory' in Montréal	13
The New Networked Leaders	14
Leading by Sharing	14
What Does this Mean for Montréal?	14
Recommendations	14
The Interspace Network	16
Conclusion	17
Summary of Recommendations	17
Presented By	20
About the Organizers	21

Presented By:



For generations, competition has been the name of the game, whether it be in business, academia or even between nonprofits. With the recent advent of new technologies that promote and encourage information sharing, there is fertile ground to change the dominant model from one based on raw winner-take-all competition to a significantly more inclusive, collaborative model.

In cities around the world, there is a move towards more cooperative approaches to urban improvement. This approach is breaking down traditional barriers in business and municipal administrations, paving the way for innovators, entrepreneurs and, importantly, members of the public to have a say in the projects that are shaping their city. There is no one-size-fits-all model for collaboration. Each city must define its goals and all players must, together, establish what role they can play in this new economy. In Montréal, the focus is on connecting the city's innovative companies and entrepreneurs with city officials and harnessing its world-renowned creativity and high quality of life, combining these elements to turn Montréal into a city laboratory for innovation and forward-thinking.

From November 2016 through May 2017, the NewCities Foundation, in partnership with Montréal Living Lab and Made in Montréal, hosted a series of roundtable discussions focused on reimagining Montréal's urban future as a city and greater region, and making it more attractive on the international scene.

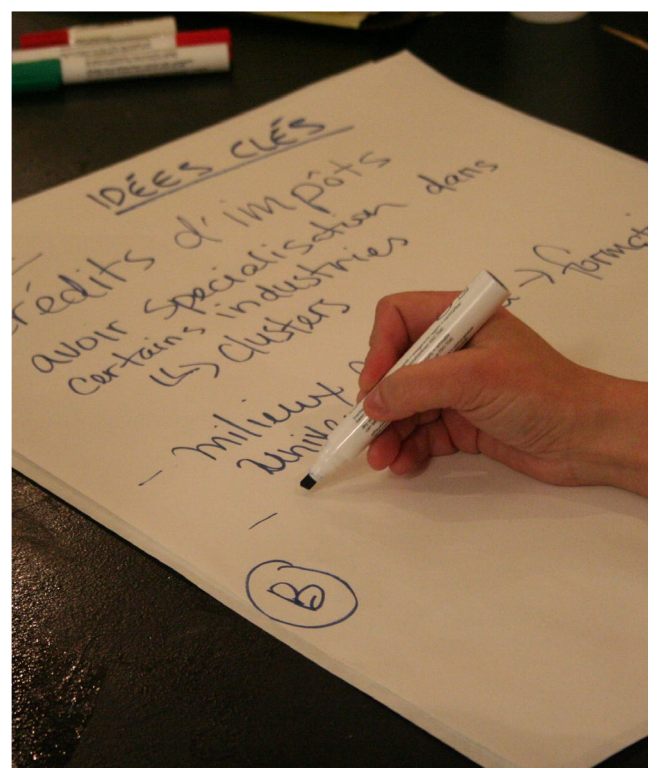
True to the NewCities multi-sector approach, these informal discussions invited participants with a range of backgrounds from across the city including municipal officials, corporate leaders, entrepreneurs and innovators. The roundtables posed questions designed to encourage new ways of thinking about the city and its development, whether that be improving life at the street level, enabling new models of manufacturing, connecting differently through living labs, making space for entrepreneurial ideas and creating new ways to engage with City Hall.

This final report details some of the most notable, inspired and achievable ideas that emerged during the three roundtable sessions. These recommendations, and the dialogue itself, constitutes a starting point; a conversation starter that will hopefully lead to new collaborations and different approaches to city-building projects. We thank our partners, our sponsors and all participants who dedicated their time and expertise to make Montréal a more inclusive, connected and vibrant place to live, work and play. We look forward to continuing the conversation.

Th E. Ledwell



Thomas Ledwell
Director of Communications
NewCities



Executive Summary



In the eyes of many, Montréal is thriving. In recent years, the city has experienced a surge in startup activity, increased its status as a centre for leading research and technological innovation, and has been recognized as a leading contender in liveable and intelligent urban centres worldwide. While Montréal has recently progressed its dynamic local development and enhanced the local quality of life, it is necessary to build on its momentum to support this growth and buttress local innovations and community development. Collaboration and experimentation pave the road to securing Montréal's leadership and success for the city's growth into the future.

By engaging a broad set of stakeholders in Montréal's dynamic community of business leaders, technologists, City officials, academics, local development experts and citizen organizations, roundtable discussions held in November 2016, February 2017, and May 2017, resulted in a number of actionable recommendations and opportunities.

Summary of Recommendations

Discussions focused on highlighting Montréal's unique local ecosystem, its attractivity on the international scene, and providing testing grounds to experiment and identify new services, products,

and innovative opportunities for problem-solving in the city. These insights urge stakeholders and leaders across all sectors in the city to consider:

Networking and better connecting local organizations for innovation through collaboration

- Promoting existing forms of interorganizational collaboration and the circular economy to demonstrate the value and innovative results of current partnerships in the city.
- Developing outreach across industries will facilitate connections and networks of collaboration, thus initiating relationships that may not naturally arise.
- Including technological applications, platforms, and data collection and analysis can contribute insights and useful tools to those interested in collaborating on innovative local economic development projects.

New Strategies for attracting and retaining talent and investment in Montréal to boost local capacity for innovation

- Proactively developing new planning tools, zoning and infrastructure required to integrate new industries, new trends, and opportunities

in production processes, shared workspaces, digital fabrication, transportation and public space.

- Including diverse local actors in the design of policy and strategic planning for creating an attractive environment for business and innovation brings important insights to both retain and support local talent, and attract new companies to ensure local organizations continue to thrive.

The city as a laboratory for developing unique insights and piloting new technologies

- Creating an easy-to-access point of contact for companies and organizations to consult with the city, learn about other local actors relevant to their projects and access data can stimulate innovative partnerships, and new products and services.
- Strengthening connections between universities, enterprises and startup communities through active outreach and forums for exchange can secure Montréal's leadership as a smart city and feed local innovations in technology and research.
- Incentivizing the sharing of networks, as well as reporting on results of collaborations and experiments reveals important insights and opportunities for institutional learning.

The roundtables posed questions designed to encourage new ways of thinking about the city and its development, engaging actors across all sectors and fields in order to integrate new trends and align strategies for the future growth and development of Montréal as a center of innovation. Broad questions were useful to tackle important, cross-cutting topics that may typically fall outside of the scope for day-to-day work strategies of any one local organization.

The intended result of these collaborative, informal discussions was also to invite participants to place their work within the context of urban innovation in Montréal, and to consider their own role in the development of the city as a leader, not only in innovative and entrepreneurial economic development, but also in bolstering the strong quality of life and local society and culture. The rapid pace of the emerging technologies, innovations and the new challenges and opportunities they create poses several advantages to a city that has begun a meaningful and open conversation on how to prepare for the future. These roundtable conversations have initiated this collaborative approach to strategizing and implementing plans for a future for Montréal that is characterized by collaboration, locally-driven innovation, and providing a leading stage for urban problem-solving.

Designing Collective Intelligence in Montréal



A dynamic cross-section of nearly fifty leading minds from Montréal's business, academic, economic development and technology sectors came together in November 2016 for the first of a series of three roundtables on local innovation and economic development in Montréal. This first installment was an exploration of the new realities of collaboration in the workplace and how networks can be harnessed for economic growth.

Each host organization moderated a separate breakout group exploring a specific aspect of a networked economy. Made in Montréal moderated a discussion on the emergent circular economy; Montréal Living Lab hosted the future of connected and collaborative workplaces in cities; and NewCities looked at the economy as an ecosystem. Each breakout group identified several important points of consideration for the city moving forward.

The Circular Economy

For many, collaborative, networked (or circular) economies are viewed as being at odds with current models of industry and development. Often described as a counterpoint to today's industrial world economy, the circular economy seeks to establish connections between businesses and industries to demonstrate the overall advantage, efficiencies and sustainability of collaboration and

sharing above strictly competitive relationships. Given that collaborative innovation and exchange is already very common in the manufacturing sector, urban manufacturing has become an interesting launchpad for a wider discussion on the potential of the circular economy in better connecting and nurturing local economic growth.

As an organization that supports local manufacturing, Made in Montréal occupies a unique and important position on the networked economy in Montréal. Leading a discussion exploring applications of this model in Montréal's local ecosystem, Made in Montréal demonstrated that manufacturing and related organizations and R&D actors comprise an important test-bed for learning from the processes and interactions required in the circular economy. In the case of manufacturing, the overarching goal of circular economies is to ensure that manufacturers have every opportunity to exchange, share and even co-create – a process Made in Montreal seeks to facilitate. For example, opportunities to build stronger networks within the manufacturing sector using this model provides the tools and connections businesses require to reduce their waste and re-insert their unused materials back into the local economy as materials for new products. In Montréal this process not only holds the potential to improve the sustainability and transportation

Roundtable 1

costs involved in sourcing materials, but can lead to new products, innovations, and partnerships – a valuable process applicable to other industries through the sharing and networking of less tangible skills, materials and waste products.

Through this discussion it became clear that there is indeed a growing local interest in developing the circular economy in Montréal, though it was equally clear that the city is still in the early stages. Roundtable participants including an interdisciplinary group of local stakeholders agreed that a strategy for forming a collective understanding of how the circular economy works should seek to do the following:

- **Identify and promote existing efforts:** There are several projects in place in Montréal that could benefit from better promotion, including local entrepreneurial partnerships tackling food consumption and waste reduction. The benefits of participating in and supporting circular economy must be made clear and be broadcast widely, thus a broad-reaching public information campaign will be essential for any program to be successful.
- **Perform outreach and involve new sectors and industries:** The manufacturing sector was identified as an ideal departure point for future efforts due to its wide range of material inputs and outputs. Outreach will be central to the strategy to expand the scope of the circular economy and demonstrate the value of local, collaborative networks to new industries.
- **Engage with technological tools and ‘smart city’ stakeholders:** As Montréal’s *Ville Intelligente* initiative gains steam, strategies for creating a more networked, collaborative economic development should consider how to capitalize on aspects of the smart city, such as data analysis tools, digital services and tools useful to develop the circular economy in the city’s business community.

Defining a clear message for the movement will be critical, but challenging. Roundtable participants discussed incentivizing businesses to participate through government programs or subsidies, however an understanding of the clear cost and environmental benefits should be the principal driver. Ultimately, a paradigm shift in thinking about how we deal with waste and byproducts at the local business level may be the most important first step.

Future of Work in the Collaborative Economy

Technology has dramatically changed the way we work, creating new opportunities for collaboration. This has been most obvious in the proliferation of shared workspaces and changing work cultures in Montréal and cities across the world. What will the workspaces of the future be and how will that change the way we work together? Can Montréal’s new home-grown approaches also attract international companies and investors?

These questions were central in the roundtable hosted by Montréal Living Lab. Breaking down geographical barriers will create limitless potential for collaboration and an environment for a wider cross-pollination of ideas. These new workspaces can be magnets within urban neighborhoods, a particular attraction for millennials and others choosing non-traditional work spaces.

The challenge for Montréal will be to create spaces that respond to the needs of this next generation of workers. The business community and the City can be enablers, funding and supporting new models and land-uses, facilitating shared spaces and encouraging their use. Importantly, access to these spaces puts the focus on collaborative and accessible venues for work, bridging potential divides that may otherwise arise in increasingly independent and ‘freelance’ economies.

Ecosystems: Reinforcing the Value of Collaboration

The economic success of any modern city rests on its ability to allow new ideas to emerge and integrate with the businesses, technologies and institutions operating at the city scale. This involves open and easy collaboration between the city itself and those actors within it – businesses, private citizens, civil society organizations and local institutions – that make up the local ecosystem. In Montréal, open and easy collaboration has not traditionally been optimal nor easy to accomplish, one of the main findings of this roundtable.

“On est bon dans le savoir-faire, pas forcément dans le faire savoir”, said one participant, adding that greater communication and openness will be at the heart of finding solutions to the city’s challenges. The city must have built-in processes that are more open to citizens’ ideas and that remove barriers for companies and citizens to experiment and pilot the new ideas that will help the city prosper.

Recommendations

- A Circular Economy initiative in Montréal needs a compelling champion or spokesperson that is able to reach the business community at the same time as the city’s consumer citizens in order to encourage widespread adoption;
- Predicting and acting on the space and technological requirements of the next generation of urban workers is critical for developing a robust networked economy in Montréal and in surrounding municipalities;
- Montréal – the city and the society – is in a unique position to create the next model for an open and collaborative urban ecosystem. Local economic development strategies should reflect this in their scope and ambition.

“For me, the purpose of these roundtables is to remind the entire Montréal ecosystem that to succeed in doing things locally or externally, we need to work together.”



Stéphanie Allard
Associate Vice President
Sales & Convention Services
Tourisme Montréal

Tackling the Difficult Questions that Face Thriving Cities



Opening presentation for November roundtable by Richard Shearmur, Director, McGill School of Urban Planning

Innovation, imagination and creativity are intangible qualities that all cities today are attempting to pursue and harness. They are considered harmless – who could reasonably be against them? – and are associated with many positive outcomes, such as economic growth, participative policymaking and urban regeneration. However a considerable amount of vagueness is attached to these concepts as soon as they leave the comfortable world of buzz words to roam the gritty streets of real cities. Which actors, organization or public bodies innovate? Is all innovation and creativity necessarily good? Who judges this process? Who benefits?

It is these rather intractable and difficult questions that the three roundtables held by NewCities and their partners over the last ten months have tackled. By gathering in the same room, and in informal settings conducive to exchange, a set of somewhat disparate actors – entrepreneurs, engineers, public officials, researchers and citizens – a series of fruitful dialogues were initiated. Taking as a starting point the fact that fundamental changes are currently taking place, the dialogues and discussions focused on possible ways forward for the city of Montréal.

What are these fundamental changes? All agree that mobile telecommunication technologies have altered the way social and economic activities relate to space and interact with each other, and all agree that globalization has made cities more vulnerable to external forces, heightening the need for them to be proactive. Yet each person in the room had his or her view on where Montréal should head, and what the causal processes are.

A wide variety of viewpoints, which reflect those in wider society, were set against each other: from technological determinism (cities and society are subject to technology, and should adapt to it) to the social construction of technology (cities and society should develop technologies that address problems and solve them in a manner that is debated and agreed upon by many); from private sector-driven urban changes to cities governed and moderated by representative organizations; from top-down decisionmaking to participative approaches, the gathering of diverse actors in these three roundtables has initiated a dialogue which now calls for a next stage: that of concrete research, observation and pilot projects.

These dialogues, that have bridged the gap between academia, entrepreneurs, engineers and local government, now need to be further extended to cut across social, cultural and educational backgrounds. The roundtables have been an exceptional opportunity to air ideas, listen to those of others and confront one's opinions and preconceived ideas about innovation, imagination, creativity and the city. The building of bridges and understanding between people and organizations which constitute the city – yet whose paths often do not cross – is essential for Montréal to become innovative in a collective way, and not merely the theatre within which individual projects succeed. NewCities roundtables have been a fantastic step down this path, which I – and I am sure all the other participants – feel privileged to have participated in. I, for one, look forward to the next steps, following the connections that have been made and expanding the collaborative approach to further engage, debate and collaborate around the future of Montréal and related questions facing cities all over the world.

Building on Montréal's Appeal:

The City's Attractiveness, Business Ecosystem and Capacity for Innovation



In the eyes of many, Montréal is thriving. In recent years, the city has experienced a surge in startup activity, increased its status as a center for leading research and technological innovation, and enhanced its quality of life and local culture. At the same time, Montréal is an eccentric city on the margins of the typical North American urban center – linguistically, politically, and geographically distant from other ‘destination cities’. Taking a cross-sector approach to consider Montréal’s ‘offer’ reveals important insights and strategies useful to help formulate a long-term vision to attract the growth, development and innovative industries best suited to the city.

With an educated, multicultural, bilingual and socially engaged population living within its dense, walkable, and culturally rich urban fabric, Montréal has considerable attractive assets. While these strengths offer great advantage, the areas of planning, policy and improvements required to further enhance the city’s attractiveness have become less obvious. Through the cross-sector and multidisciplinary lens of the February roundtable, the most salient points focused on support for local business, retention of experts from the city’s universities, and communicating the city’s value both abroad and at home. In many ways, the main challenge for enhancing Montréal’s attractiveness inverts the question: are strategies for attractiveness and growth serving existing businesses and communities?

For citizens, businesses and the public sector, the main considerations for developing Montréal’s attractiveness and capacity for growth are:

- **Formulating a comprehensive vision of Montréal for overseas companies, individuals and investors:** The geographic region is already successfully represented in a unified way when compared to other cities broken into competing municipalities. Beyond geography, the scope for promoting Montréal itself should be communicated more broadly, going beyond audiences in specific, targeted sectors to include a comprehensive vision of the city’s value, including quality of life, technology and academic excellence, and leading industries, highlighting their inter-related needs.
- **Identifying the actors and support required to retain university graduates at all levels:** Unique in many ways, including its French language and past economic downturns, strategies are required to avoid a ‘brain drain’ from local universities. To stem the flow, individuals should be dedicated to help navigate access to employment, to provide guidance in immigration processes and to facilitate outreach for language support and training.

- **Coordinating between different levels of government:** Cooperative strategy and planning is required to communicate incentives such as R&D tax credits, trade agreements and the availability of subsidies.
- **Broader inclusion in policy and strategy decisions:** Including smaller voices and diverse actors, nonprofits, non-governmental institutions and citizen groups in order to capture local insight and highlight needs in consultation over local development economic policy.

Innovation and the Local Economic Ecosystem

In the global marketplace, there has been a shift away from a few select 'global cities' to a more decentralized model. Cities of various sizes around the world are able to focus on their unique attributes, areas of expertise and local character as qualities in and of themselves. The larger question is how to build strategies to encourage local innovators to develop and deliver ideas and products that can enhance the qualities that make Montréal what it is.

As Montréal finds itself at the forefront of scientific research and technologies, such as Artificial Intelligence (A.I.), now is the time to ask: What will the city value in the future? With this new growth in the knowledge economy, are universities being included in the equation? How do we measure the success of Montréal's economic development?

Stakeholders identified several strategies to enable the connections and local stimuli required for ensuring the local ecosystem remains healthy for experts, businesses, communities and institutions that comprise it.

These recommendations include concrete strategies along three axes:

Establishing Montréal as a 'pilot city':

- Public budgetary measures, as well as regional and international networks for business and knowledge exchange, should increase their focus on experimentation, investing in new processes including Artificial Intelligence, automation and experimentation in industry and advanced manufacturing;
- Identify strategies to measure the impact of R&D investments;
- Develop new tendering policies open to startups and smaller scale, innovative actors;
- Advance the mission of 'Continuing Education', engaging an aging workforce, immigrant communities and young adults.

Facilitating collaboration and looking beyond traditional ways of doing business:

- Strengthen connections between universities and the enterprise and startup communities to bridge the industry-university divide to feed new technologies and research;
- Promote and facilitate the sharing of underused equipment and new technologies for small organizations;
- Open dialogue around the city's position and policies towards engaging all stakeholders: business, startups, universities, citizens, NPOs, etc. in local development decisions.

Considering the physical city:

- Proactively develop the new planning tools, zoning and creation of new kinds of spaces and infrastructures required to integrate new industries;
- Consider the infrastructure and implications of evolving needs for shared work spaces,

Roundtable 2

public spaces, manufacturing equipment and production processes.

A city that is open for business is not necessarily built for today's entrepreneurs, or geared towards productive innovation and advancing the needs of its residents. Moreover, roundtable discussions stressed that the city cannot expect startups to emerge in response to every technological need. Without support for new research and tools, and for the small- and medium-sized enterprises (SMEs) that contribute to innovation in the city, there will be saturation and fatigue in the entrepreneurship community.

Bearing in mind the strengths that the city of Montréal and its residents possess, whether it be talent, brainpower or cultural capital, the shared perspectives of diverse stakeholders suggest there are many willing and able to build a common vision for the city in the years to come. Extending this opportunity to the most innovative actors in the city – SMEs, startups, universities and residents themselves – will ensure that Montréal's attractiveness extends further afield. 'Innovation is a process, not a product' is a particularly relevant point and a mantra to create an attractive ecosystem. Looking to the future, to enhance Montréal's momentum, inviting collaboration and facilitating innovation and experimentation across sectors and business sizes may be the most 'attractive' strategy for Montréal.

“These roundtables truly collect the opinions of different stakeholders – public, private, academic. As a company, it is rare that we have the opportunity to express ourselves on these issues.”



*Caroline Vallée
Director, Business
Development and Marketing
ENGIE Services*

Montréal's Attractiveness: Social and Urban Considerations at the Forefront

Opening presentation for the February roundtable by Priscilla Ananian, Professor, Center for Research on Cities – CRV ESG–UQÀM Department of Urban Studies

Recognized as North America's second most liveable city, based on standards of living¹, 23rd in world rankings², and as North America's 6th most attractive city³, Montréal is a reference when it comes to distributing wealth and providing a safe urban environment. As for innovation, Montréal ranks 4th among North American cities with the most employment in future-oriented sectors⁴ and ranks 41st among the 100 most innovative cities⁵. Lastly, Montréal was recently selected as the Intelligent Community of the Year⁶ as well as best city for students in Canada, 2nd in North America and 8th in the world⁷. Montréal is home to more than 155,000 students attending the 11 different universities within its greater region⁸. Though the city ranks quite well in quality of life, innovation and accessibility to education, the metropolis has to overcome many socio-economic challenges if it is to consolidate its attractiveness and competitiveness, in comparison to other North American cities.

Montréal, like many other metropolises, seeks to develop strategies to attract new business, firms and communities, and importantly, to evaluate the performance of its policies in this regard. Rankings and benchmarking exercises remain the tools most valued by politicians, but Montréal's attractiveness shouldn't be based entirely on its comparison with other cities in Québec, in North

America, or in the world. A city's attractiveness depends on its ability to stand out as a privileged scene of social and urban development, of business and innovation. This ability does not rely on inspiration and comparison to what is being done elsewhere – Montréal's attractiveness is a social and urban matter, before being a lever for economic development. It will thrive through the establishment of strong ties between entrepreneurship and communities, as well as good living standards and urban infrastructure, and the way in which policies, tools and strategies are implemented by public authorities, private actors and communities.

With this in mind, Montréal's greatest challenge in developing its attractiveness as a city requires strategies for reinforcing relationships across three pillars: urbanity, socio-economic ecosystems and innovation. In that respect, the stakes of urban development such as mobility, resource management and social diversity represent in themselves opportunities to promote a regeneration of Montréal's neighborhoods (urbanity), to design strategies to strengthen local products and services (socio-economic ecosystems) and to allow for stronger ties between the manufacturing sector, services, culture, innovation and the city (innovation).

¹ Institut du Québec, 2015

² Mercer Canada, 2016

³ Institut du Québec, 2015

⁴ Idem

⁵ Innovation Cities, 2015

⁶ Intelligent Community Forum, 2016

⁷ QS Best Student Cities, 2015

⁸ Montréal International, 2016

Realizing the ‘City as a Laboratory’ in Montréal



Across the spectrum of fields and sectors represented at the roundtable to imagine the city as a ground for experimentation, the interest and willingness for collaboration and experimentation for new problem-solving models was immediately clear. The challenge is that many do not know where to begin. Connecting with municipal institutions is important, but complicated. Meanwhile, there are many organizations and individuals working separately to drive innovative new services and solutions for life in the city.

Considering the city as a laboratory is a useful way to imagine how collaboration between these radically new approaches to local issues can result in major breakthroughs that improve quality of life. When participants were asked to pinpoint issues that could be solved through collaboration and the ability to experiment, local actors offered examples across a range of endeavours: education, employment, energy, food, health, housing, transportation, workplace, and even local zoning regulations.

From the points of view of represented organizations, businesses, and public sector bureaux, leading actors and those implementing projects across Montréal should consider prioritizing:

- **Better understanding and outreach across the ecosystem:** There are too few collaborative links between organizations, resulting in missed opportunities for shared expertise and innovative partnerships, especially with civil society and small businesses.
- **Incentivizing the sharing of networks, talent, and research:** In Montréal, as elsewhere, local organizations are not accustomed to sharing networks and expertise that may be of use to non-competing local projects. Meanwhile, research data is seldom released if the intended results are not achieved.
- **Facilitating collaboration between organizations:** Simply put, people do not know where to start, and do not always know who possesses the complementary skills and expertise they require.

These key considerations emerged from an open discussion including various players. The central point was that ‘giving permission’ does not – alone – make the city a laboratory for exploring new solutions. It requires the development of new products and experimentation with new models of problem-solving in the city. The city must empower organizations to experiment and encourage a pooling of results – both success and failure – across an engaged, local network.

During the May roundtable discussion, participants highlighted that collaborative efforts could be used to tackle a range of issues across a variety of industries: technological support services for the elderly living downtown, new ways to scale local food production and distribution in sustainable agriculture, and, with Montréal's growing A.I. hub, laboratories to test the models and implications of automation of services and local manufacturing. Support for these experiments and the creation of test beds was highlighted as a way for the city to demonstrate its willingness to solve social and logistical issues in a significant, practical and relatable way.

By definition, networks are open to collaboration. There is no better place to start than with Montréal's leadership.

The New Networked Leaders

It is clear that several actors would like to take a leadership role in determining the direction, purpose and, ultimately, the success of the city as a 'laboratory'. Montréal is not the first city to take this road. As cities adopt 21st century innovations, urban experimentation is increasingly being put to use in cities all over the world.

As this approach gains traction, certain scenarios have troubling implications for problem-solving and the spread of good ideas across cities. While many cities will compete for the leading role and investment, measuring their expected benefits, some may conclude that if they cannot win they should remain on the sidelines altogether. This kind of Darwinian competition will not surface leaders, but survivors with no followers.

The real winners will be the collaborative, networked cities willing to carry out failed experiments, while sharing information and learning from their peers.

Leading by Sharing

The more you share, the more you grow. This is fundamental to networked communities. 'Sharing' means 'giving away what other people want'. You do not have to market your goods or services directly; simply share your ideas freely, and then see which are the most attractive to others.

There are new ways to do business within this collaborative model. Businesses and organizations must position themselves to meet the needs of clients, all the while demonstrating an openness to evolve their business model. In the new economy, businesses taking this networked approach will flourish, and in turn, help local economic development flourish around them.

What Does this Mean for Montréal?

Why would cities collaborate with us if we do not show openness to collaborating with them?

Being a city in the North should not stop us from trying to solve problems for cities in the South. Nor should it prevent us from soliciting help from cities big and small to help solve our own issues. The city does not have to be the first in everything, but it has to lead by example, sharing with other cities the successes, failures and insights taken from experimentation as it grows 'smarter' and more connected.

Recommendations

In order to succeed at implementing experimentation, the laboratory city will rely on the excitement and engagement of citizens and organizations that call it home. Engaging with citizens, making them part of the feedback loop

Roundtable 3

with the city, and involving various actors in local projects is critical to the success of this urban experiment. Currently, citizens have too few points of access with the city, given the complex nature of municipal jurisdictions, permits and regulations.


Roundtable participants suggested that the city should establish a 'flagship store', where citizens, businesses and local organizations have an accessible point to have answers to their questions, engage with open data, be introduced to the contacts and relevant partners needed to engage with the city, or develop and pilot an innovative idea. In Montréal, and most cities, there is no shortage of municipal buildings and institutions, but a digital or real-world point of contact run by the city with this intention could create a dialogue between citizens and the city administration, enabling the distribution of data and creation of new tools.

This goes beyond connecting organizations, individuals and initiatives that may team up or share information. Where the desire for collaboration and innovation exists, the city can build or facilitate these points of contact, demonstrating its willingness to collaborate, and creating a door for people to knock on to get things started. Montréal's Éco-Quartier and the city's *Ruelles Vertes* program offer important and successful examples of this approach, albeit on a smaller scale. The project invited residents to pool their talents, develop creative plans and provided them with a clear path to engage with the city and secure the resources needed to carry out this experiment. Since 2010, it has succeeded in redesigning and creating more than 300 green, pedestrian alleyways. The range of results clearly demonstrates the enormous potential of engaging with residents and the benefits of a clearly defined point of access to opportunities to experiment.

While this is a virtuous goal, it requires a few people networking beyond the boundaries of their organizations to get started. It requires people to

share their experience and knowledge, unafraid to speak openly about the problems, questions and common challenges and willing to collaborate beyond their organizations, whether private or public. They will be the leaders as we tackle urban challenges together.

“We need to start thinking outside the box, and we need help doing that.”



*Russell Copeman
Montreal City Councillor,
Borough Mayor for Côte-
des-Neiges-Notre-Dame-
de-Grâce*

The Interspace Network

Using Blockchain to Reshape Cities with On-demand Workplaces



By Claude Faribault, Director of Research at Montréal Living Lab.

Today, coworking spaces operate mostly as single entities, each one trying to build a community of members. However, social trends indicate that each community boundaries can flow widely and that individuals may jump from one community to another.

For operators, this translates into a constant need to acquire new members to replace old ones, and to compete between themselves on desk pricing, services, etc.

Current data show that the coworking market will triple or nearly quadruple in size during the next five years, mostly because large employers and governments have to decrease their real estate footprint and relocate their employees. This expansion phase will see a more diversified workforce hitting the road for available desks: full- and part-time employees, more women, private and public consultants, working retirees, etc.

New coworking centers will need to provide their users with more mobility and flexibility than ever before. What people ask for is on-demand booking and access to desks and services, closer to home where it makes a real difference.

For decades now, office space managers can control physical access with electronic locks and key cards using proprietary systems available from various vendors. However, to open their door to users they barely know, property owners need to collaborate with their access providers and create a network of interoperable office spaces while remaining commercially independent.

For that purpose, the Montréal Living Lab is developing an online platform, the Interspace Network, addressing the interoperability issue across multiple access control systems.

The Interspace platform allows system operators to register their proprietary system into a distributed Blockchain database and to expose its API securely. Such service may be to book a seat or a conference room at a nearby workplace for the next day, or to secure desks for many employees over any period of time.

The Interspace platform is thus a trusted third party providing secure interoperability with any door access system. It also allows property owners to manage their office space as they wish for themselves. With Blockchain, authentication info and booking requests are stored securely to ensure that each transaction is duly authorized, confidential and naturally paid for.

Conclusion



This report aims to distill the rich conversations held in the first series of three roundtables the NewCities Foundation held in Montréal, in partnership with Montréal Living Lab and Made in Montréal. By engaging a broad set of stakeholders in Montréal's dynamic community of business leaders, technologists, city officials, academics, local development experts and citizen organizations, collaborative discussion has resulted in a number of thoughtful ideas and actionable recommendations.

The roundtables, held in November 2016, February 2017 and May 2017, sought to develop initial answers to the following questions:

- Can a better 'networked' economy inform Montréal's future development, help design strategies to encourage experimentation, urban innovation and cross-sector collaboration?
- How can the city's most attractive characteristics, values and leading industries encourage investment while preserving the existing quality of life and social mix?
- How can Montréal cultivate a diverse economy that promotes both home-grown innovation and attracts a broad range of international companies and investors?
- How can technology and the smart city help connect and coordinate the multiple public and private actors within Montréal's economic development ecosystem?
- What tools can the city provide to encourage experimentation and facilitate the use of data?

Summary of Recommendations

A 'networked economy' for innovation through collaboration

- Identifying and widely promoting existing forms of interorganizational collaboration and the circular economy can help clarify the value and innovative results of such partnerships in the city;
- Strategies for local development should include outreach plans across industries to facilitate connections and networks of collaboration that explore relationships that may not naturally arise;
- Technologists should consider how technological applications, platforms and data analysis (as well as data collection) can contribute insights and useful tools to those interested in collaborating on innovative local economic development projects.

Attracting and retaining talent, investment and entrepreneurship in Montréal

- Marketing Montréal internationally as an important center for innovative companies

Conclusion

should reach beyond sector-specific messages to communicate the city's ecosystem and the value that comes with it. This will be key to relating the interconnected sets of expertise and activity emerging in Montréal;

- Proactively develop new planning tools, zoning and infrastructure required to integrate new industries in the city in order to create opportunity from new trends in production processes, shared workspaces, digital fabrication, transportation and public space;
- The evolving needs of current residents and organizations must inform strategies for building the attractiveness of Montréal including diverse local actors in the design of policy and strategic planning for creating an attractive environment for business and innovation. Topics such as the retention of talent and local university graduates, local tendering and procurement policies, and local R&D needs have important implications to attract new companies and ensure Montréal's organizations continue to thrive.

The city as a laboratory for developing unique insights and piloting new technologies

- To reduce inertia and stimulate innovative partnerships, create an easy-to-access point of contact for companies and organizations to consult with the city, learn about other local actors relevant to their projects and access data;
- By strengthening connections between universities, enterprises and startup communities through active outreach and forums for exchange, bridges can be built to span the industry-university divide and feed advanced technologies and research into new processes, services and product development;

- Incentivizing the sharing of networks, as well as reporting on results of collaborations and experiments can help ensure important insights and opportunities for institutional learning and innovation are not missed.

Achieving these goals relies on engaging actors across all sectors and fields and continuing efforts to find answers to the roundtable series' central questions. As a result, organizations will be better equipped to align strategies for the future growth and development of the city as a center of innovation. Broad questions were useful to tackle important, cross-cutting topics that may typically fall outside of the scope for day-to-day work strategies of any one local organization. At the same time, the intended result of these collaborative, informal discussions is to have invited participants to consider their own role in the development of the city as a leader, not only in innovative and entrepreneurial economic development, but also in bolstering the strong quality of life, social and urban characteristics Montréal possesses.

Montréal – the city and the society – is uniquely situated to create the next model for an open and collaborative urban ecosystem. Local economic development strategies should reflect this in their scope and ambition. The rapid pace of the emergence of new technologies, innovations and the new challenges and opportunities they create, bring several advantages to a city that has begun a meaningful and open conversation on how best to respond and adapt to changing trends. These roundtable conversations and the continued dialogue on Montréal's future development are setting the groundwork for a future of leading technological and social innovation, sustainable development and collaborative, community-driven local growth.

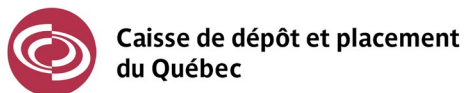




Supporting Partners



Hosting Partners





NewCities is an international nonprofit organization dedicated to making cities more inclusive, connected, healthy and vibrant. Focusing on people, places and policies, we bring together a global network of public and private sector leaders and Urban Tech innovators to foster results-oriented collaboration. We also produce actionable research that can be implemented by decision-makers across sectors.

newcities.org

 [@newcitiesfound](https://twitter.com/newcitiesfound)

 facebook.com/NewCitiesFoundation

 linkedin.com/company/new-cities-foundation



Founded in 2010, Made in Montréal's mission is to promote and support the local manufacturing community in Montreal to build an environment and culture of making, buying, and hiring locally – where manufacturing businesses can flourish. Local manufacturers are an important part of Montreal's rich creative fabric. Our vision is of a more diverse and sustainable local economy to build a vibrant, healthy, and economically resilient city.

madeinmontreal.org

 [@faitamontreal](https://twitter.com/faitamontreal)

 facebook.com/LocallymadeMtl/



Montréal Living Lab is a codesign and open innovation center partnering with citizens, researchers, public administrators, corporate executives and individual entrepreneurs to provide them with network intelligence, prototyping skills, market analysis and state-of-the art user experience in the field of life-changing technologies. The Lab is a nonprofit organization founded in 2010 by Louise Guay, Kim Davis and Claude Faribault.

livinglabmontreal.org



twitter.com/louiseguay



www.facebook.com/livinglabmtl/




newcities



Living Lab
montréal