

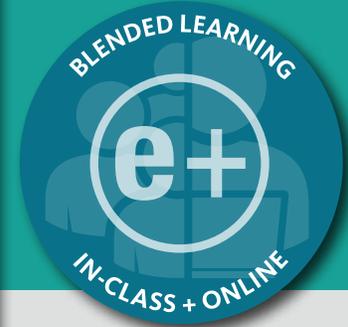


**Schulich**  
School of Business  
Executive Education Centre

Upcoming Sessions:

October 7, 2019 - February 6, 2020

2 x 4-day class sessions + online webinars



# SMART Cities Leadership

First program of its kind in Canada!

## The Municipal Leader's Journey Into Innovation, Integration and Realism

Prepare now to put yourself at the forefront of SMART in Canada

*This unique educational experience has been developed to help participants achieve municipal integration, effectiveness and innovation by deepening their knowledge and insight about what is required to successfully implement SMART initiatives.*

Don't miss out. Get SMART

Register Now!

### A One-of-a-Kind SMART Primer:

- Explore current thought trends in SMART design and management
- Investigate innovative ways to engage stakeholders in the technical, scientific, and business marketplaces
- Enhance your understanding of the issues related to security, open data, and transparency
- Study successful international SMART projects with their creators
- Prepare and submit a report to your senior management detailing a project or initiative that could benefit from the inclusion of SMART principles

Complete Details / Register Today

<http://seec.online/12416>



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# SMART Cities Leadership

The Municipal Leader's Journey Into Innovation, Integration and Realism

## SMART is coming. Are you and your department ready?

SMART Cities is the topic of endless conversation, anticipation, and speculation in the municipal sector. But until now there has been little more than discussion groups and conferences to deepen one's knowledge. The Schulich Executive Education Centre's new one-of-a-kind SMART Cities Leadership program will **close that gap by pulling back the curtain and comprehensively addressing the art and science of SMART implementation.**

Participants will do a deep dive into trends in SMART design and management, and gain a **comprehensive overview of all the elements and dimensions which must be considered and managed in order to move to a successful SMART future in their municipality.** They will also explore a number of successful domestic and international SMART initiatives and gain unique insights through discussion of their complexities with the very creators of those projects.

Get SMART.  
Prepare now to lead the future of municipal management.

## Who Should Attend

The program is designed for any municipal leader who is concerned with innovation and creativity, and wants a thorough understanding of what's required to prepare for and successfully implement SMART initiatives. It is perfect for:

- Directors and department managers of IT, Data Management, Internal Services, Planning, Business Management, Procurement, and Customer Service
- Directors of Communications, Council Relations Managers, Media Managers and other professionals responsible for public relations and community interface
- Managers and Project Managers overseeing projects and departments that would pursue SMART initiatives or that could immediately benefit from such inputs

## What You Will Learn

1. The new world of integration: how to be SMART
2. SMART business processes: the new world of SMART economics
3. Platform service delivery models: the future of municipal services
4. Disruptive technologies and their effects on SMART economics
5. The art of the possible (from a realist's perspective)
6. Consultants, techies and scientists: the nature of SMART partnerships
7. Practical insights from top-flight project managers and visionaries
8. Integrating SMART approaches into current workflows and project designs

Unique  
Organizational  
Value-add  
Feature!

## Work On Your Own Personalized SMART Initiative Recommendation Report

With feedback from an instructor, participants will apply their new knowledge and skills by preparing a researched report for submission to their direct supervisor.

The report will be a roadmap to implementation, recommending a SMART alteration, improvement or fundamental conceptualization of a municipal project or initiative in order to increase efficiency, reduce costs, or prime for future development and growth.

*Don't miss the one program in Canada which will put you on the forefront of SMART!*

## MODULE 1: The World of SMART Innovation

### The New World of Integration – How to be SMART

- New vs. old ways of thinking
- Integrated thinking/systemic agility
- Process and policy changes for integration
- Culture change for integration
- Parameters of success

### The New World of SMART Economics

- People and planning
- Governance
- Economics and business models
- SMART Infrastructure
- Data as currency: evidence and evaluation

### Consultants, Techies and Scientists – The Mechanics of SMART Partnerships

- Planning and team composition
- Scoping the project/pilot/phase
- Public engagement
- Procurement
- Partnerships
- Technology
- Monitoring

### The SMART Community Experience – Where Success Leads

- Partners and contributors
- City's role in fostering SMART communities
- Policy, partnership and governance frameworks

## MODULE 2 (Online): Standards of Excellence from Across the Country and Around the World

### Innovations, Integration and Solutions from New Zealand

- Stories of development, proposals, partnerships, challenges and eventual successes related to two prominent programs in Wellington

### Where the Rubber Hits the Road – Lessons Learned from SMART Trenches

- Leading change = changing culture
- Establishing a sense of urgency
- Empowering others to act on a SMART vision
- Planning for and creating short-term wins
- Monitoring progress
- Creating permanence: making it last

### Innovations, Integration and Solutions from Abroad

- Learn from the integration and innovation demonstrated by novel and successful SMART initiatives from abroad
- Share ideas with internationally steeped industry leaders
- Integrate international insights into your personal project plans

## MODULE 3: SMART Outcomes for SMART Communities

### Building and Selling the SMART Roadmap

- Current to future state roadmap
- Budget and governance
- Growth/scalability and ROI
- Program and project scope
- Talent required and selling your strategy

### Systemic Security and the Protection of Privacy in the World of Big Data

- Implement the notions of Privacy by Design at the base of project flows
- Learn about cutting edge practices and conventions that keep your municipality safe
- Resolve the conflicting nature of corporate security and systemic efficiency

### SMART Citizen-Centered Service

- The changing expectations of citizens
- Managing for improved performance and less risk
- Security considerations of open data
- Enhancing the political will of Council

### Presentation of Final Reports, Debrief and Graduation Luncheon

#### Need More Information?

For program content and administrative inquiries, please call us at 416.736.5079 (1.800.667.9380 toll free), or email us at [exceedinfo@schulich.yorku.ca](mailto:exceedinfo@schulich.yorku.ca)

**Get the whole picture.**  
Preview complete course content and instructor bios online.

**Complete Details / Register Today**

<http://seec.online/12416>

## Instructors

Participants will benefit from this outstanding line up of experienced municipal executives and subject matter experts.

**Jesse Adcock**, Chief Information Officer, City of Vancouver

**Sean Audain**, Innovations Officer, SMART Cities, Wellington City Council, New Zealand

**Ann Cavoukian**, PhD, Former Information and Privacy Commissioner of Ontario

**Sanjay Dhebar**, MBA, Economist and Award-Winning Professor

**Lawrence Eta**, Deputy CIO, City of Toronto

**David Fell**, Chief Executive Officer, Eastern Ontario Regional Network

**JP Gedeon**, PhD, Director, SEEC Centre of Excellence in Municipal Leadership

**Antoine Haroun**, Chief Information Officer, Halton Region

**Nasir Kenea**, PhD, Chief Information Officer, City of Markham

**Naeem Khan**, Manager, IT Services, City of Stratford

**Jag Sharma**, Chief Administrative Officer, City of Oshawa

**Brenda Stonehouse**, Strategy and Performance Specialist, City of Kawartha Lakes



## Learning shouldn't stop at the end of your formal education.

Because few of us have the same job for life, we constantly have to re-invent ourselves, learn new skills and adapt to the changing municipal environment. Today's professionals and executives must be able to quickly develop and fine-tune personal business skills to adapt and grow.

The Schulich Executive Education Centre is a strategic business unit of the Schulich School of Business at York University in Toronto. Our role within the school is to provide lifelong learning for the development of professionals and executives long after their full-time education has been completed and they are in the work force.

### All SEEC Programs Feature:

#### Just-in-Time Learning for Immediate Application

Executive and Professional Development at Schulich is focused, practical and immediately applicable to the skills you need and the task at hand. Select from a wide variety of relevant management topics at SEEC today, and use the new skills and techniques you learn at the office tomorrow.

#### Advanced Curriculum Structure

Our programs combine a variety of modalities to ensure optimal program effectiveness, relevance and retention for adult learners. They include mini-cases, break-out sessions, simulations, role playing and other interactive events to reinforce the concepts being taught.

#### Outstanding Faculty

Our accomplished faculty is drawn exclusively from both practitioners and academia, and each is an acknowledged leader and innovator in their field. Their professional activities, research and work experience allow them to bring a wealth of insight and cutting-edge knowledge to the program.

#### Risk-Free Learning

SEEC Open Enrolment programs come backed with a 100% satisfaction guarantee.



#### A Lasting Memento

Participants receive a handsomely framed Certificate of Course Completion.



### Upcoming Sessions & Locations

**Module 1: October 7 -10, 2019**  
**Module 3: February 3 - 6, 2020**

Schulich Executive Learning Centre  
York University, 4700 Keele Street, Toronto  
Tel: 416.736.5079

**In-class programs run 9:00 a.m. - 4:30 p.m.**

**Module 2:** Online webinars: Dates between Oct. 11, 2019 - February 2, 2020 • Dates TBA

### Program Tuition & Registration Details

**Program Tuition:** \$7,695 + applicable taxes. This includes instruction, all seminar materials, lunches, refreshments, but not hotel accommodations. • A deposit of \$1,000 + applicable taxes is required to secure your place in the program

- First Installment of \$4,617.00, plus HST due by October 7, 2019
- Second installment of \$3,078.00, plus HST due February 3, 2020

**Please Note:** Fees, dates, speakers and applicable taxes are subject to change. SEEC's liability is limited to reimbursement of paid tuition fees. One free transfer is permitted, provided written notice is received at least 15 days in advance of the seminar start date. Late transfer requests, less than 15 days in advance of the start date, will incur a \$100 fee. Additional transfers are \$200 each. Cancellations received in writing at least 15 days in advance of the seminar start date will receive a full refund. Written cancellations received less than 15 days prior to the seminar will be subject to a \$1000 administration fee. Participants must attend all program days and fulfill all program requirements in order to receive a certificate. Complete registration details at [seec.online/FAQ](http://seec.online/FAQ). HST# R19306736.

### Optional Accommodation

To enhance your learning experience, participants receive a special corporate rate at the Schulich Executive Learning Centre Hotel (for programs held at the Schulich Executive Learning Centre), and area partner hotels (for programs held at The Nadal Management Centre). For details, please visit the **Contact and Locations** section of our website.

### Contact Us

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