

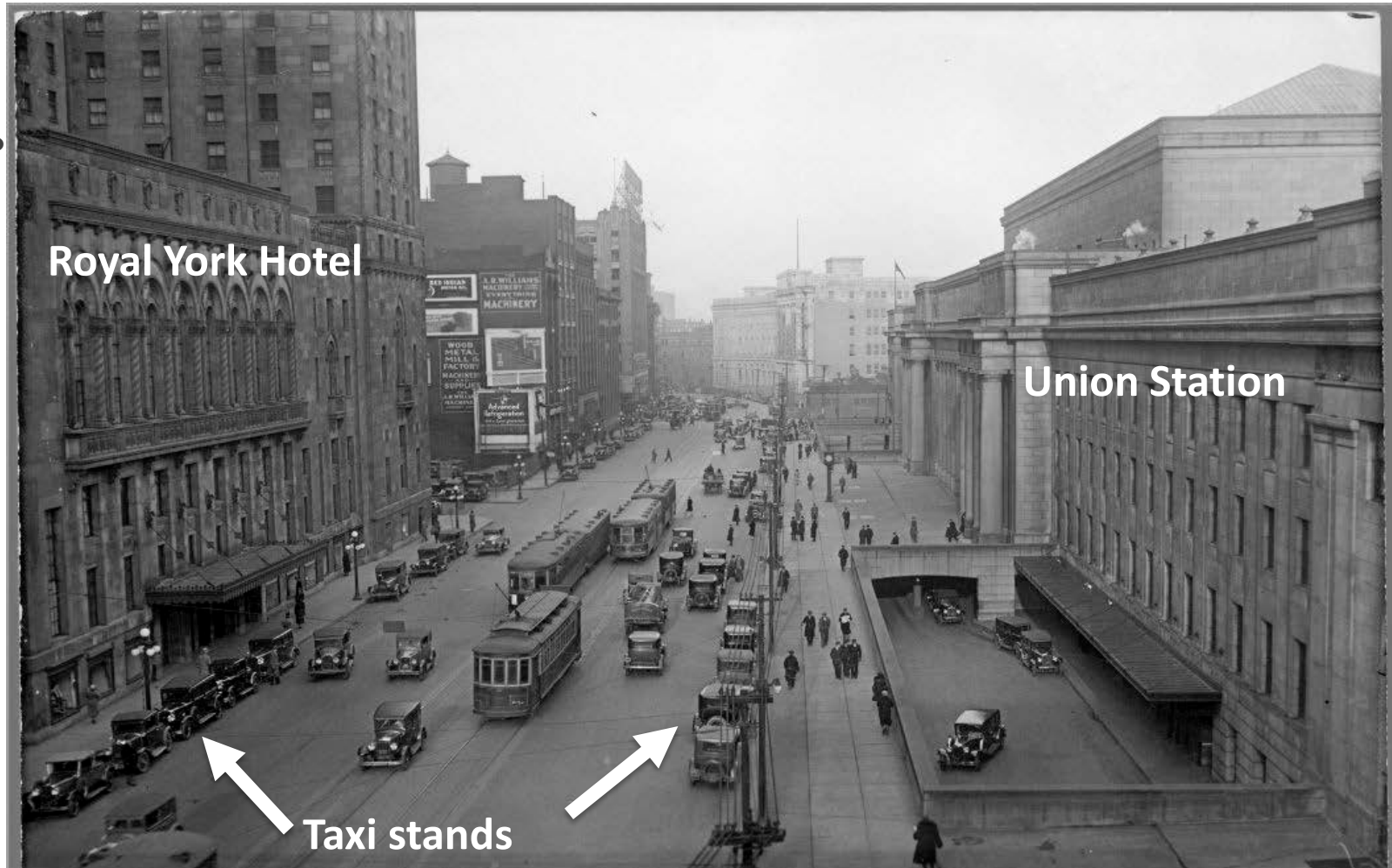
# What Disruption Looks Like.

Institute on Municipal Finance and Governance  
Promise and Peril in the Smart City:  
Local Government in the Age of Digital Urbanism  
January 25, 2018

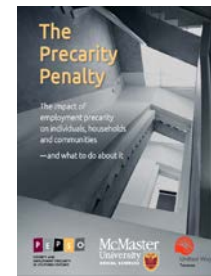
**Tracey Cook**  
**Executive Director**  
City of Toronto



# Our Past



# Our Path



**Toronto**

**The Sharing Economy:**  
What is the role of government?

Hosted by the City of Toronto  
in partnership with MaRS Solutions Lab

**MaRS Solutions Lab**



## UberX launches in Toronto & Mississauga



Toronto officials want Uber taxi app out of the city

**ELIZABETH CHURCH**  
CITY HALL BUREAU CHIEF — The Globe and Mail  
Published Tuesday, Nov. 18, 2014 1:58PM EST  
Last updated Thursday, Nov. 20, 2014 9:42AM EST

TORONTO & GTA | ONTARIO | CANADA | WORLD | WEIRD | ARCHIVES

### NEWS TORONTO & GTA

## John Tory says Uber 'here to stay' as city seeks injunction

BY DON PEAT, CITY HALL BUREAU CHIEF  
FIRST POSTED: TUESDAY, NOVEMBER 18, 2014 02:12 PM EST | UPDATED: TUESDAY, NOVEMBER 18, 2014 07:42 PM EST



## Judge dismisses city's application for injunction against Uber services

BY NEWS STAFF  
POSTED JUL 3, 2015 6:51 PM EDT | LAST UPDATED JUL 3, 2015 AT 9:40 PM EDT



# The Reality



# ..and then



# The Goal



EQUAL



EQUALITY

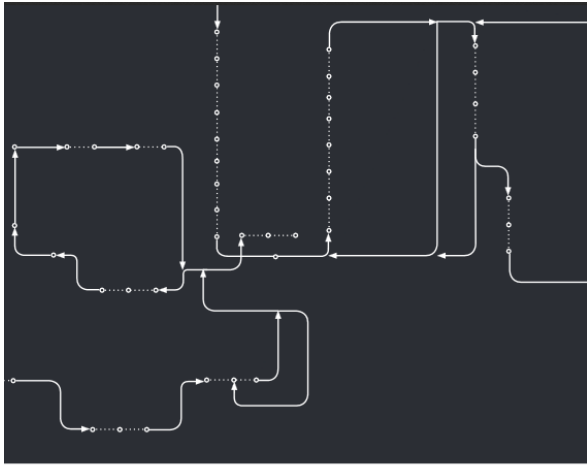
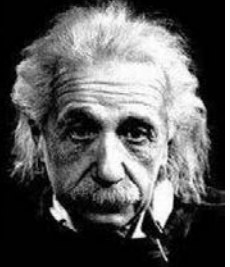


INCLUSION

Picture - <http://www.theinclusionsolution.me/equity-vs-equality-eliminating-opportunity-gaps-education/>

# Enabling Innovation

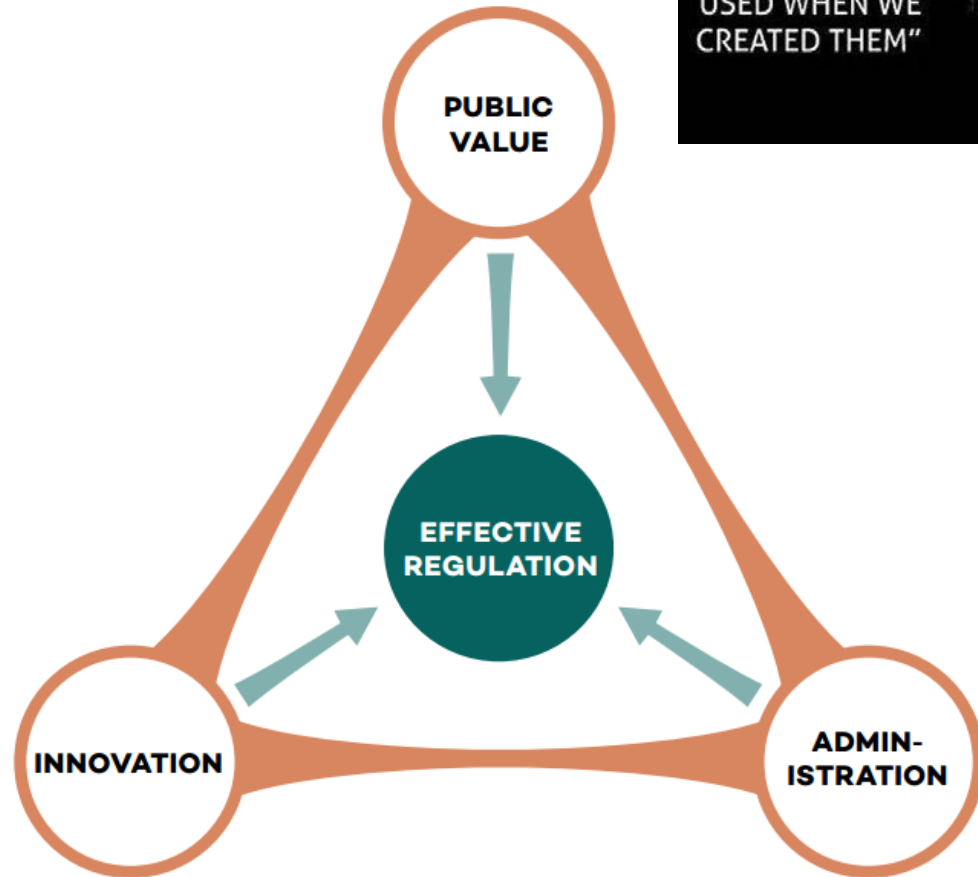
"WE CANNOT SOLVE OUR PROBLEMS WITH THE SAME THINKING WE USED WHEN WE CREATED THEM"



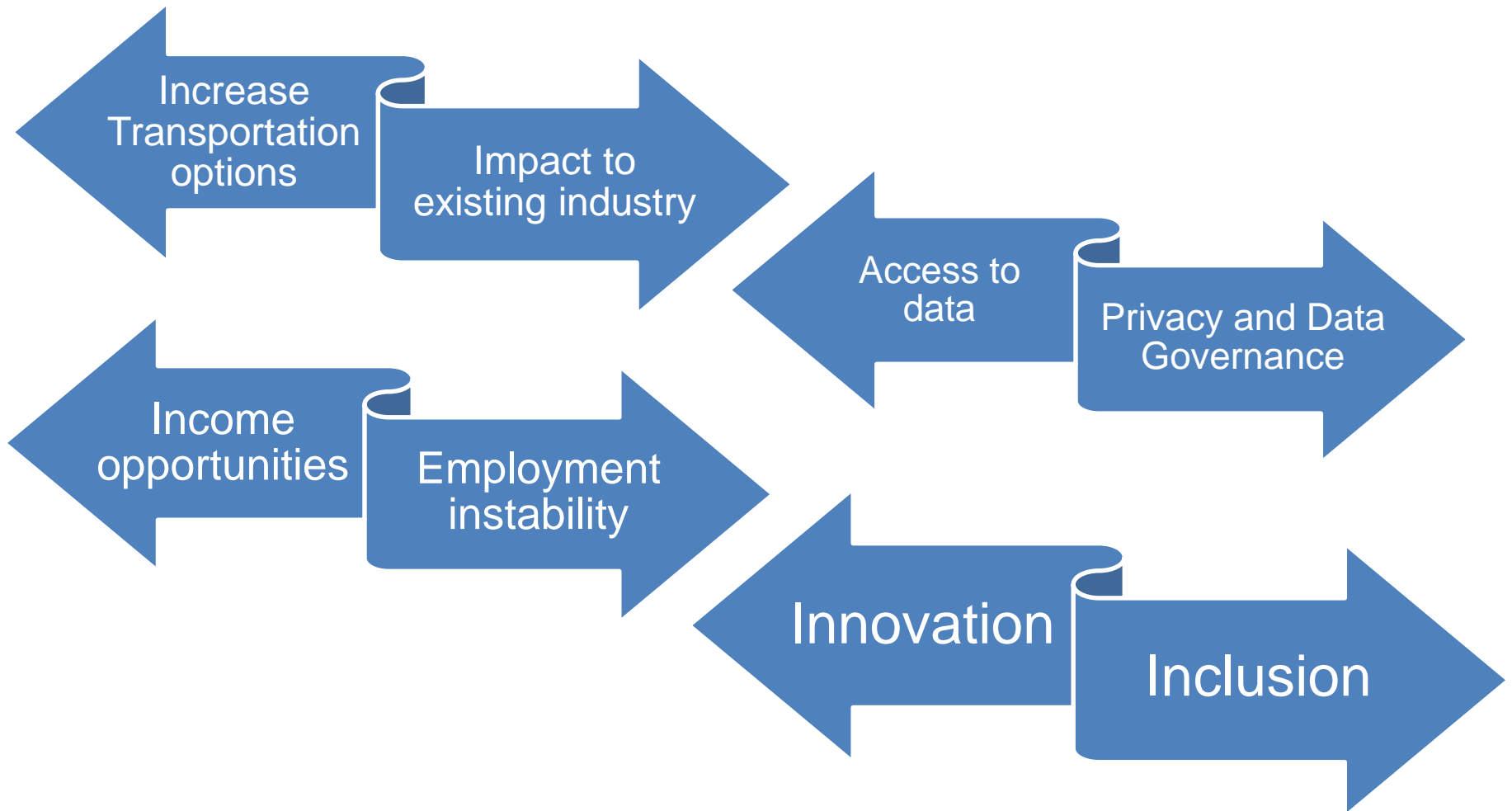
## Shifting Perspectives

REDESIGNING REGULATION FOR THE SHARING ECONOMY

MaRS Solutions Lab  
Sharing Economy Public Design Report  
March 2016



# The Challenge





# Our Present

After months of debate, the City of Toronto legalizes Uber

May 2016



By Ian Hardy MAY 3, 2016 | 11:11 PM EST | 18 COMMENTS

## Public Outcomes

- Increased consumer choice
- Increased competition and economic opportunities
- Responsive and adaptive government

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## Industry Outcomes

- Minimized regulatory burden
- Drive to innovate
- Flexibility to adapt business models

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## Public Service Outcomes

- Regulatory transformation
- Leveraging technology
- Enhanced customer service
- Preservation of consumer protection and safety

# The Future

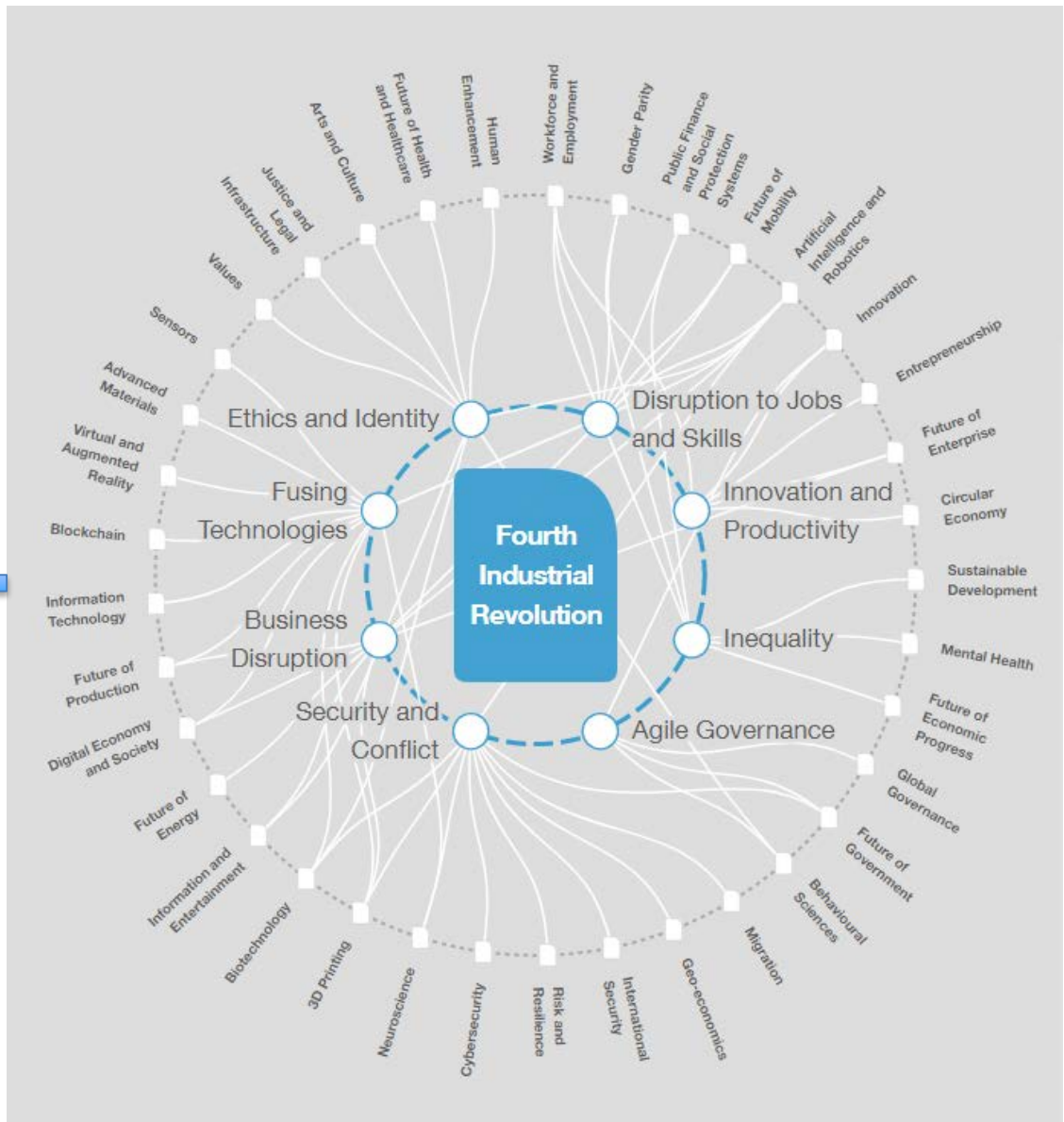
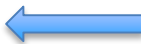
Innovation  
Values

Future of Mobility  
Workforce and Employment

Public Finance and Social  
Protection Systems  
Future of Government

Cybersecurity  
Mental Health

Blockchain  
Justice and Legal Infrastructure



<https://toplink.weforum.org/knowledge/insight/a1Gb000001RIhBEAW/explore/summary>

# Thank you

