

# CONSULTING SERVICES FOR THE CITY OF GUELPH INNOVATION AND SMART CITIES ROADMAP AND HIGH-LEVEL IMPLEMENTATION PLAN

## TERMS OF REFERENCE

### PURPOSE

The City of Guelph (the City) is an innovative municipality that has built a reputation for innovation and smart cities. Some of Guelph's work includes: [The Guelph Lab](#), [Civic Accelerator](#) and [Municipal Innovation Initiative](#), the [Our Food Future Smart Cities Challenge Office](#), [COIL](#), the staff [Innovation Fund](#) and other initiatives such as the Data Strategy.

The innovation and smart cities efforts have been driven by experimentation, siloed needs, and partnership opportunities that arose organically. These efforts have been very entrepreneurial in nature.

The City would like to reflect on its innovation and smart cities path with the goal of maturing our approach, embedding the culture and governance required, staffing, capabilities and skills, partnership ecosystems, innovation programs, data capacities, funding strategies and measurement frameworks that support the City's [Community Plan](#), [Corporate Strategic Plan](#) and [action plans](#); as well as the [Official Plan](#) and other key plans – e.g., [master plans and strategies](#). Additionally, this plan should address the long-term needs of Guelph as a municipality.

This plan will include recommendations for Smart Cities beyond the Our Food Future work and embodies the use of data and systems to provide more effective and efficient public services. It could consider the concept of circular economies (central to the Food Future work) as part of the Roadmap. It could also consider any or all of the additional sectors in Guelph's economy, such as, but not limited to, [advanced manufacturing](#), [agri-innovation](#), [clean technology](#) and [information and communications technology](#) (click on the links provided for more information).

Guelph is situated in the centre of the [Toronto-Waterloo Innovation Corridor](#). For the Innovation Corridor, advanced manufacturing, creative industries, finance and insurance, food and beverage and life sciences stand out as prominent clusters with potential to leverage technological and cross-sectoral linkages. Guelph will continue to be a partner in regional efforts to coordinate investment attraction and economic recovery across the corridor specifically in the three key subsectors of aerospace, automotive and food & beverage manufacturing.

This strategy should align with municipal, regional, provincial and federal innovation efforts (see Appendix A for additional information).

## PROJECT OBJECTIVES

The City of Guelph is issuing a request for proposals to solicit a qualified consultant to develop a comprehensive and attainable innovation roadmap and implementation plan that shall provide direction on the following:

1. Innovation and Smart Cities priorities (reflecting the City's [Community Plan](#), [Corporate Strategic Plan](#) and [action plans](#); as well as the [Official Plan](#) and other key plans – e.g., [master plans and strategies](#)).
2. Consideration for current or planned work, including listing potential projects that would fit into or build on the City's current Smart Cities Our Food Futures circular economy successes and updates to existing assets (for example fibre network).
3. Identification of key tools, platforms, policies, processes and/or programs required to build the City's internal innovation/smart cities governance, skills and competencies.
4. Identification of key tools, methods, platforms, policies, processes, programs and/or governance pathways to engage and collaborate with the City's diverse community, stakeholders and First Nation, Métis, and Inuit partners and community members in an inclusive and equitable manner.
5. Recommendations to develop our innovation ecosystem including which core partnerships to grow/build to scale our efforts and meet our goals (including local, regional, provincial, national, etc.).
6. Recommendations for financial and business models that will support our innovation/smart cities portfolio over the short, medium and longer term.
7. Proposed KPIs and methods for measurement and evaluation of the roadmap and implementation plan.

## BACKGROUND

The City of Guelph is a vibrant, diverse and inclusive community of over 135,000 people situated in the heart of southern Ontario. It is 100 km or one hour west of downtown Toronto, just 15 km east of Kitchener-Waterloo and only 145 km to the United States border via Buffalo, New York. It has close proximity to four domestic and international airports, (Pearson, Toronto Island, Waterloo and Hamilton), access to shipping ports through Hamilton, Niagara and Toronto and linkages to major transportation routes via rail and Highway 401. The city is rich in culture and history, architectural heritage and natural open spaces. Residents enjoy a combination of big-city amenities and small-town ambience, with soon to be

upgraded all day rail transportation linkages to the Greater Toronto Area and neighboring urban centers.

The University of Guelph is regarded as one of Canada's best comprehensive universities, recognized for high quality teaching, research and outstanding facilities across a range of disciplines including physical and life sciences, arts and humanities, social sciences, business, agricultural and veterinary sciences. The University has more than 29,000 students and over 3,500 annual graduates and is a key contributor to Guelph's economic prosperity.

Conestoga College has eight campuses including their motive power trades campus in Guelph which includes trade and skills training in automotive, truck and coach, heavy equipment, recreational vehicles and motorcycles. Conestoga College has a student population of 51,000 and graduates over 5,000 students per year across their campuses.

Municipalities are facing increasingly complex challenges. There is an increased demand for different services that reflect what residents, visitors and businesses expect. This demand needs to be balanced against a fiscally constrained landscape. The COVID-19 disruption has highlighted inequities which have coincided with municipal reflection on systemic racism and discrimination that exists in policy and services. In addition to these challenges, the past 18 months have shown that there are opportunities to transform and create a more equitable community that enjoys more inclusive, responsive and accessible service delivery. The use of technology change has pushed the realms of possibility; there are many municipal examples of service transformation – digital and otherwise. It is well-known that inequity and bias exist in new technologies and it will be important that our municipality fully explores the effects of this phenomenon and create effective strategies to navigate through it (e.g., tackling the digital divide).

The complexity of the service and policy landscape requires innovation, new perspectives, new models of delivery and governance. This is an excellent time for Guelph to leverage innovation and smart cities more proactively and thoughtfully to address these highly complex and systemic challenges. There are new opportunities for collecting data and using it to shape services and policy. Multiple perspectives are needed to make this systems changes – the City of Guelph will not be able to do this independently, therefore collaboration with partners in the public and private sectors will be required for this transformative change.

The City has built a reputation as a committed partner in Guelph's innovation ecosystem alongside regional governments, innovation centres, universities, community collaborators, business leaders, enterprising not-for-profits and other levels of government. The City needs to better understand how to leverage this network and grow our role as an innovative and supportive municipality within the entire ecosystem.

# SCOPE OF WORK/DELIVERABLES

The successful proponent will support the Strategy, Innovation and Intergovernmental (SIIS) department to complete the following:

## **Phase 1: Current State Analysis and Discovery**

Expected Deliverable: Current State Report

- Conduct an environmental scan of the municipal environment and best practices with regards to innovation/smart cities to determine what has proven successful in other municipalities and other governments (e.g., provincial, federal, and/or international).
  - The scan will also determine what elements Guelph can utilize and build upon from the experiences of other leading local governments.
  - The scan will determine what elements the innovation/smart cities perspectives can add to municipal services and policies; determine what is realistic and achievable for the City of Guelph.
  - The scan will outline the macro-level opportunities and challenges for municipalities as they incorporate innovation/smart cities perspectives into their transformation efforts.
  - Explore the connection between innovation/smart cities and corporate asset management & the natural environment, infrastructure, transportation and any of the other services provided by the City of Guelph
- Provide and explore core definitions around innovation and smart cities and determination of best fit for municipalities (if at all). Determine how innovation efforts differ from, and complement, LEAN methodology and process improvement initiatives (most municipalities have more experience with LEAN/process improvement).
- Provide a futurist view of how innovation and smart cities can enable our Community Plan and Future Ready Strategic Plan. A high degree of detail is expected within each of the five (5) strategic priority areas being considered individually and holistically, e.g., What innovation and smart cities trends are most relevant to 'Navigating our Future' that we need to prepare for and leverage and how can that be used across all the priority areas (if at all)
  - Exploration of challenges that can be expected as innovation and smart cities practices are used in change efforts to achieve the goals set out in the Community Plan and Future Ready Strategic Plan.
- Review and analysis of the City's current strengths and assets related to innovation and smart cities (current partnerships, programs, policies, skills, technologies, governance models, etc.).

- Review and analysis of the City's barriers and weaknesses related to innovation and smart cities.
- Provide an understanding of internal and external stakeholders' and the community's perspective of municipal innovation, data and service transformation.

## **Phase 2: Ideation and Creation of our Future State Roadmap for Smart Cities and Municipal Innovation**

Deliverable: Final Report including Future State Road Map for Smart Cities and Municipal Innovation as well as an associated high-level Implementation Plan

- Co-create an Innovation and Smart Cities Roadmap and Implementation plan with key staff, council, partners and the community, that includes the following:
  - Definitions of Innovation and Smart Cities in a municipal context
  - A set of Innovation and Smart Cities goals and priorities (themes) that will guide our efforts and help the City achieve our Community Plan and Future Ready Strategic Plan goals.
  - A set of Principles that will help guide the City's innovation and smart cities efforts in the community and aligned with organizational values
  - A set of criteria or a 'perspective' that helps the City prioritize investment choices in the future about how innovation and transformation is incorporated in workplans as the Strategic Plan evolves over time
  - Pathways, processes, policies and programs required to build the City's innovation and smart cities governance, staff skills and organizational culture and competencies.
  - Identification of key tools, platforms and programs that will help innovate and leverage smart cities opportunities.
    - This includes governance pathways and ways to engage and collaborate with our diverse community, stakeholders and First Nation, Métis, and Inuit partners and community members in an inclusive way as we innovate and leverage smart cities opportunities.
  - Recommendations of how co-dependent plans and strategies should align for greatest impact and execution of our Innovation and Smart Cities Roadmap and Implementation Plan.
    - These plans include, but are not limited to, the Digital and Technology Master Plan, Customer Service Strategy, Continuous Improvement Program, etc.
    - Consideration should also be given to regional, provincial and federal strategies, such as Ontario's Innovation Corridor.

### **Additional Considerations for the Roadmap and Supporting Methodology:**

1. The methodology should be innovative and could utilize Human-Centred Design principles.
2. It should include a robust engagement plan - Creative, innovative methods to engage with our Council, community, staff, strategic partners and collaboratives – with an emphasis on inclusion and equitable opportunities that build trust and shared ownership (as and where appropriate).
3. Use of creative visualization and storytelling/story boarding to make all content relatable, engaging and accessible.
4. Regular project management meetings (at least 2 per month).
5. Draft and final presentations to SIIS, Corporate Management Team, Executive Team and/or Guelph City Council.
6. Liaising with the City's Communications and Engagement team/representative in advance of engagement.

### **PROJECT SCHEDULE**

<b>Date</b>	<b>Deliverable/Item</b>
October 25, 2021	Project start date
November – January 2022	Current state analysis and discovery
February 4, 2022	Current State report
January – March 2022	Ideation and creation of roadmap and implementation plan
March 15, 2022	Final report
March/April 2022	CMT Presentation
March/April 2022	ET Presentation
March/April 2022	City Council Presentation (if required)

## APPENDIX A: BACKGROUND STUDIES, STRATEGIES AND PLANS

The selected consultant will need to consider the alignment of the City's Community Plan, corporate strategic plan as well as other strategies and plans which are detailed, but not limited to the list below:

- [Guelph Community Plan](#)
- [City's Strategic Plan – Guelph. Future ready.](#)
- [Our Food Future – Smart Cities Guelph Wellington](#)
- [Service Rationalization Review](#)

Additional resources:

Planning documents

- [A Place to Grow – Growth Plan for Greater Golden Horseshoe](#)
- [City of Guelph Official Plan](#)
- [Downtown Secondary Plan](#)
- [Clair Maltby Secondary Plan](#)
- [Guelph Innovation District Secondary Plan](#)
- [Baker District](#)
- [Transportation Master Plan](#)

Innovation/Smart Cities Plans and Partners: (this is not an exhaustive list)

- [Innovation for a better Canada](#)
- [Ontario Centre for Innovation](#)
- [Municipal Innovation Exchange](#)
- [Innovation Guelph](#)
- [10C](#)
- [The Guelph Lab](#)
- [Civic Accelerator](#)
- [Municipal Innovation Initiative](#)
- [COIL](#)
- [Innovation Fund](#)