

# Staff Report



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To	<b>Committee of the Whole</b>
Service Area	Office of the Chief Administrative Officer
Date	Monday, March 2, 2020
Subject	<b>Smart Cities Challenge Update and Confirmation of Advisory Board of Management Governance Structure</b>
Report Number	CAO-2020-02

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## Recommendation

1. That Council confirm its approval and support of the achievements to date under the Smart Cities Project, including all management, administrative, financial, and contractual aspects.
  2. That Council appoint the Mayor to the Advisory Board of Management of the Our Food Future initiative and that this appointment be reviewed twice per term as part of Council’s nomination committee process.
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## Executive Summary

### Purpose of Report

To provide Council with an update of the “Our Food Future” initiative and detail the proposed governance structure.

### Key Findings

On May 14, 2019, Infrastructure Canada announced that the City of Guelph/County of Wellington’s proposal to create Canada’s first technologically enabled circular food economy was selected a winner of the [Smart Cities Challenge](#), and a recipient of \$10M.

Over the succeeding months, staff have implemented a project plan to oversee the 5-year initiative. Activities included:

- setting up a Smart Cities office
- finalizing Agreements with the Federal Government and Project Collaborators
- hiring a firm to lead the communications and community engagement strategy
- developing a project management plan in accordance with the City of Guelph’s Project Management Office discipline
- confirming cross-sectoral membership on identified program delivery tables; and
- establishing early cross-functional pilots/projects that connect the three goals and demonstrate broad community impact

A component of the governance structure includes the appointment of the Mayor as a member on the City/County Advisory Board of Management. This appointment is supported by the City Clerk’s Office, and will be maintained through the City’s nominating/striking process.

On February 24, 2020, By-law Number: (2020)-20476 was adopted authorizing the City to enter and execute an agreement between Her Majesty the Queen in Right of Canada, as represented by the Minister of Infrastructure and Communities, and The Corporation of the City of Guelph, in respect of the Smart Cities Challenge.

## **Financial Implications**

The \$10 million grant from Infrastructure Canada is structured to allow for coverage of all expenses related to the establishment and execution of the Our Food Future initiative.

One of the key deliverables of this initiative is to demonstrate the degree to which the \$10 million grant is able to leverage additional investment within the community. To that end, reporting of this project will extend beyond actual expenditures and will include participants' in-kind contributions.

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## **Report**

### **Accomplishments since June 24, 2019 Presentation to Council**

#### **Smart Cities Office Established:**

On September 3, 2019, the Smart Cities Office officially opened. An in-kind contribution of the County, the dedicated office facility provides a space for City and County staff to work together to manage the initiative. City staff dedicated to the initiative include an Executive Director, Manager, Program Coordinator (2-year contract) and Administrative Coordinator (5-year contract).

The Smart Cities Office provides a primary point of contact for the Our Food Future initiative; responsible for the overall issues, risks and change management requirements. It provides project management, administration and oversight for the execution of key project milestones and deliverables. Responsible for coordinating the governance system, financial administration and performance monitoring/reporting, it also coordinates and delivers the overall engagement, communication and management functions and guides the implementation of technology and data strategies, on behalf of all projects.

#### **Knowledge Sharing/Recognition:**

Since the announcement of the Infrastructure Canada Smart Cities Challenge win, members of the Smart Cities team have presented at 24 events, locally, nationally and internationally, reaching an audience of approximately 4,000 people; in addition to podcasts and radio broadcasts.

Additionally, on April 6, 2020, in Denver, Colorado, the Our Food Future initiative will be recognized at the Smart 50 Awards, in collaboration with Smart Cities Connect, Smart Cities Connect Foundation, and US Ignite, in the category of community engagement. This prestigious award annually recognizes the 50 most influential and innovative projects in smart communities worldwide.

#### **Communications and Community Engagement Strategy Finalized:**

Following a competitive Request for Proposals process, which included a review of proposals by City and County staff, Dillon Consulting was selected as the consultant to

develop and execute a communications and community engagement strategy for the Our Food Future initiative.

### **Project Management Processes Instituted:**

During the project development stage of the Smart Cities Challenge application, the City and County held various roundtables to support decision-making, strategic direction, planning and development for the overall initiative and the nine specific pathfinder projects. Each of these teams included broad-based sectoral representation with collaborators, including participation from the University of Guelph, Conestoga College, health organizations, food security and social innovation agencies, businesses and school boards, as well as residents, data and technology experts, and food producers. These collaborators contributed to the success of the application through their extensive networks, service delivery capacity and engagement channels with community and client groups. The participant-led roundtables co-created project plans and budgets, as well as carried out prototyping experiments.

A Transitional Advisory Board was also formed, providing executive-level membership from the community, small and medium enterprises, large businesses, academic institutions, the tech sector, public health, the Ontario Centres of Excellence, the Ontario Federation of Agriculture, Ontario Agri-Food Technologies, Bell Canada and RBC. Co-chaired by a community representative and the CAOs of the City and County, the Transitional Advisory Board met for a series of strategic meetings, providing subject matter expertise and strategic advice and supporting knowledge mobilization.

The Our Food Future initiative is classified a "Tier 1" program under the City's Project Management Policy, which has direct support and oversight from the Project Management Office. This classification provides a stage-gate approach that includes budget planning (pre-initiation), initiation, planning, execution (with monitoring/controlling) and close-out. Staff will monitor activities as per the Program Management Plan (in particular, cost, schedule, risk and change management). The Contribution Agreement as negotiated with Infrastructure Canada also identifies additional project management requirements.

As per the expectations of the Tier 1 Project Management discipline, the following processes have been implemented:

- Program and Project Charters approved
- Risk Register completed
- Financial tracking and reporting established
- Implementation Schedule prepared and baselined
- Program Management Plan completed

Additionally, the City of Guelph are implementing processes to track the amount of funding leveraged from the Smart Cities award as well as the monetary value of the in-kind contributions of the community.

### **Agreements Finalized:**

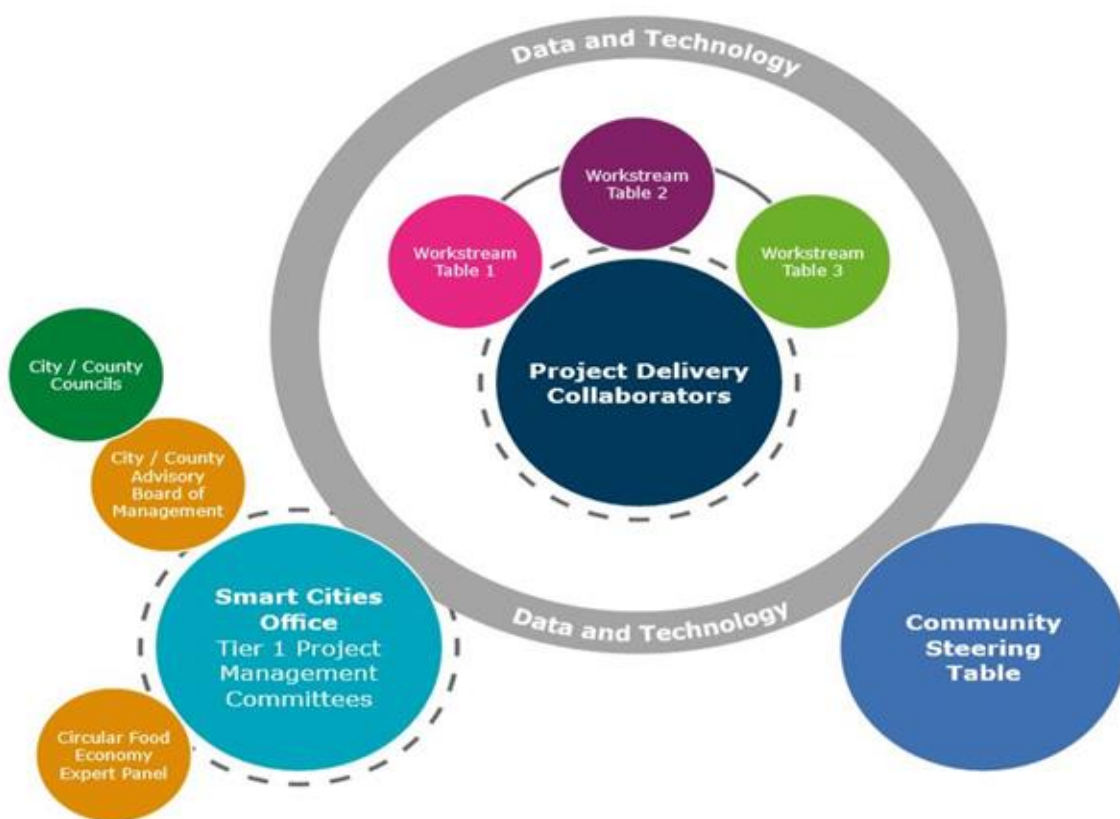
On July 12, 2019, the City received correspondence from the Government of Canada confirming the approval-in-principle of the City of Guelph's award of up to \$10M to implement the Our Food Future initiative over the term of the funding agreement.

City staff have negotiated the final particulars of the mandatory agreement with the Government of Canada. A special By-law authorizing the execution of that agreement has proceeded separately.

The City and project collaborators have also negotiated and finalized participant 5-year contracts. Principal organizations are required to ensure cross-sectoral collaboration with community members and applicable expert organizations to ensure a fulsome, community centred approach to program delivery. Details of the collaborator requirements are identified in Appendix 1. Remaining funding is designated for the execution of pilots or demonstration projects aimed to realize the circular food economy in action and the administration of the Smart Cities office.

### **Governance Structure:**

The Our Food Future governance structure is outlined in the diagram below.



### Community Participant Tables

The Community Steering Table includes core delivery participants, as well as organizations that may not be directly involved in project implementation, but play a supporting role in achieving the outcomes of the initiative. This local community-coordination table will receive regular reports from Project Delivery Collaborators and provides advice regarding implementation, resource coordination, community and stakeholder engagement, and outreach. The membership of this multi-sector table reflects principles of diversity and inclusion.

The Smart Cities office has also established a Program Delivery Team, comprised of City/County staff and delivery leads from the three Workstream tables, as well as data and technology experts from the City, County and community.

A strong data and technology approach is foundational to the Our Food Future initiative, encircling the work of the individual projects. Establishing a system of public data collection and use that is sustainable and participatory is a key step in building a healthy, circular digital economy. To do that, a robust data management plan is required. Our Food Future will embrace an open system that interconnects public and private systems and stakeholders. By establishing an open system, data from a variety of sources will be collected and shared across a variety of community collaborators, allowing the community to design interventions specific to local needs. The concept of a Data Utility will operate as a public trust, designed and governed according to the core proposition that access to public data is a service provided to the community to enable engagement, transparency, value creation and ongoing improvements in services. This new form of infrastructure will act as a test case for conceptualizing a comprehensive Data Utility program citywide in the future.

Appendix 2 identifies the composition of the Our Food Future leadership tables.

Expanding the knowledge of international Smart City best practices, developments in technology and data, innovation approaches, and providing considerations for sustainable future developments in circular food economy thinking, a Circular Food Expert Panel will seek advice from national and global leaders in these fields.

#### City/County Advisory Board of Management

The City/County Advisory Board of Management is designed to ensure public accountability in the coordination of a joint City/County initiative of this nature. Operating under the authority of Guelph City Council, this board will provide the strategic direction and oversight for the Our Food Future initiative as a whole. The Board will be responsible for monitoring the implementation/achievement of the circular food economy vision and objectives, addressing the ongoing sustainability of the initiative and resolving issues where required. Participants of the Advisory Board of Management will meet twice yearly.

Appointment of the Mayor as the City's Council representative on the Advisory Board of Management is requested at this time. Similarly, County of Wellington staff are proceeding with their regular processes to request the appointment of the Mayor of the Township of Centre Wellington on this shared committee.

The following City and County staff will provide support to the City/County Advisory Board of Management:

- CAO Scott Stewart, City of Guelph
- CAO Scott Wilson, County of Wellington
- Barb Swartzentruber, City of Guelph
- Mark Montgomery, County of Wellington
- Greg Clark, City of Guelph
- Ania Orlowska, City of Guelph

### **Activities for 2020:**

#### **Communications and Community Engagement**

- Components include but are not limited to:
  - identifying key messages and a statement of the overall vision for engaging the community
  - establishing guiding principles for engagement and communications
  - completing an analysis of engagement and communications-related risks to the Our Food Future initiative and corresponding mitigation strategies
  - designing community and stakeholder engagement objectives, including broader objectives that span the entire initiative, and more detailed engagement objectives for Year 1
  - a stakeholder analysis and a strategy for managing various levels of stakeholder involvement in the initiative
  - compiling a fulsome communications toolkit that will include elements such as brand guidelines, an image library, protocols, video and multimedia resources, social sharing assets and guidelines etc.
  - establishing engagement tools and tactics tailored to the needs of stakeholders and the project objectives. Specifically, intentional strategies for engaging youth/schools, Indigenous communities, new Canadians, older adults, and the rural/farming communities
  - instituting a digital engagement strategy describing the community engagement hub and data dashboard
  - engagement monitoring, evaluation and reporting plan

### **Nutritious Food Workstream**

- Commencing an assessment of neighbourhood food assets to determine which areas do or do not have access to healthy food so interventions can be considered and tested

### **Business Workstream**

- Launching the Circular Food Economy iHub – hosting hackathons, design jams and challenges to bring businesses and researchers together to tackle food system challenges
  - In December 2019, one such event was held in collaboration with Agriculture and Agri-Food Canada (AAFC). AAFC’s Regional Research Users Meeting brought researchers, businesses and academia together for a one day session to discuss advancements in food waste loss prevention. Speakers included City staff, initiative collaborators and AAFC officials. Innovation Guelph staff also facilitated a half-day session to discuss collaboration opportunities between researchers and businesses. 40 participants attended the event
- Launching the Harve\$t Impact Fund that will provide awards to businesses that demonstrates circular principles and providing seed funding to launch new collaborations and businesses
- Exploring the feasibility of circular food economy sustainability graduate certificate program at Conestoga College

### **Waste as a Resource Workstream**

- Working with businesses to provide tools to reduce waste and realize cost savings and greenhouse gas reductions by altering practices
- City and County waste departments working together to acquire baseline data related to food waste generation at the household level, with the intent to evaluate

opportunities to collaborate on food waste reduction and diversion initiatives in the future

- Participating in a nation-wide awareness campaign highlighting the realities and repercussions of food waste

### **Cross-Functional Pilots/Projects**

- Initiating demonstration projects within the community – e.g. the SEED’s upcycle kitchen taking surplus food and processing it into healthy, value added products (e.g. jams, sauces, etc.). These products can then be sold at sliding scale rates, creating greater access to a wider range of food products more affordably
- Commencing the newcomer pilot (a collaboration with the University of Guelph’s Centre for Urban Organic Farming) to leverage existing relationships to identify the food needs of new Canadians in one of Guelph’s lower income neighbourhoods, growing the food on the University of Guelph urban farm, and providing farming skills to newcomer women and youth
- Supporting a Food Waste project, led by the Recycling Council of Ontario, which will pilot a method and model to better manage edible food so it maintains and maximizes highest value, and optimize organics and packaging recycling within the institutional, commercial and industry sector
- Debuting a collaborative portal data utility where data can be shared in an open and transparent way
- Continuing to foster community based relationships and collaborations.  
Examples include:
  - working with school boards to imbed the Our Food Future vision in curricula
  - providing placement opportunities to University students across the workstreams and Smart Cities office
  - expanding the SEED community market into the Guelph Y facility
- Our County collaborators will also develop their rural broadband access pilot to help connect the rural communities and create an on-farm pilot to test and showcase the benefits of digital agriculture

### **Financial Implications**

The \$10 million grant from Infrastructure Canada is structured to allow for coverage of all expenses related to the establishment and execution of the Our Food Future initiative. Reporting requirements over the five years are in line with current practices at this City, as well collaborators will be expected to provide quarterly reporting of all financial activity to support this requirement.

One of the key deliverables of this initiative is to demonstrate the degree to which the \$10 million grant leverages additional investment within the community.

The majority of the funding from the grant will flow directly to the City’s collaborators, via Participant Contracts. Full financial reporting of their activities and progress will be provided to the City on a quarterly basis in order to ensure compliance with INFC requirements of the grant agreement.

In addition, information related to in-kind or ancillary projects that leverage the overall investment will be collected and shared as part of the quarterly Tier-1 public reporting.

## Strategic Plan Alignment

The Our Food Future initiative specifically aligns with the Strategic Plan priority areas of Powering, Building and Sustaining our future.

Through Our Food Future, Guelph will become a global innovation leader with its “made-in-Guelph” circular economy. Two of the goals for Our Food Future include supporting local and regional economies through the creation of new circular food businesses /collaboration opportunities and increasing revenues by recognizing the value of waste. Through this work, innovation through collaborations will be encouraged and businesses opportunities fostered, all of which contribute directly to the [Powering our Future](#) priority area of the Strategic Plan.

Participants will seek strategic investments that nurture social well-being, and by increasing access to affordable, nutritious food, the City of Guelph will continue to build strong, vibrant, safe and healthy communities that promote resilience in the people who live here. This work therefore contributes directly to the [Building our Future](#) priority area of the Strategic Plan.

Further, efforts to reduce and reimagine food waste will continue the City’s commitment to care for the local environment which is directly supportive of the [Sustaining our Future](#) priority area of the Strategic Plan

This initiative also aligns with other City priorities:

- Creating a culture to drive innovation and forming a foundation of [Building Partnerships](#). With its four commitments, when realized, it will be easier for business:
  - Get to yes - working with the community using a solutions-oriented mindset
  - Providing the tools needed to ensure processes are clear and straightforward
  - Building the right team to get the job done
  - Listen, learn, lead – the City’s culture of continuous improvement
- Enhancing Guelph’s profile as the heart of the innovation corridor
  - The City is anchored by a rich tradition in agriculture, the expertise and world-class research facilities at the University Guelph, home to the Ontario Agricultural College, and a cluster of companies and government agencies engaged in research, innovation and commercialization in the sector.
- Completing the implementation of Prosperity 20Next and setting the groundwork for the City’s next 5 year economic development strategy
- Reaching the City’s bold sustainability goals
- Leadership in progressive waste programming and waste diversion
- Guelph’s [Community Plan](#) which outlined goals shared by residents, businesses and other stakeholders that require collective efforts to achieve environmental, economic/social resiliency and adaptation including a circular food system – all of which are integral to the Our Food Future Vision.

## Departmental Approval

Financial Services

Legal Services

Project Management Office



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**Approved By**

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# Appendix 1

## Collaborator Project Details

### **Alectra Gre&t Centre** - \$150,000 (matched funding)

The data management plan includes the establishment of a Data Utility, similar in concept of public utilities that provide core infrastructure services, such as electricity and water. The concept of a Data Utility is gaining momentum around the world as more cities recognize the critical nature data represents in effective community engagement. A Data Utility will become a critical infrastructure service, responsible to support the requirements of Guelph-Wellington residents in an open and secure manner. However, providing secure, transparent access to data is only half of the role of the Data Utility. Equally important is integrating it with a solution/application development platform that will enable an innovation ecosystem for value-added services to be developed and monetized. The Data Utility will operate as a public trust, designed and governed according to the core proposition that access to public data is a service provided to the community to enable engagement, transparency, value creation and ongoing improvements in services. This will require the implementation of strict governance and security measures, aligned to the requirements of the individual data sources and designed for reliability/resilience. This new form of infrastructure will act as a test case for conceptualizing a comprehensive Data Utility program citywide in the future.

### **Provision Coalition: Business Tools and Services** - \$548,000

- Project: Business tools and services
- Co-lead of Waste as a Resource Workstream. Membership includes:
  - City of Guelph (expertise from waste management and energy management departments), County of Wellington, Innovation Guelph, University of Guelph, Wellington Waterloo Community Foundations

This project will develop, curate and share a suite of tools, business diagnostics and services to help public organizations and businesses reinvent their processes and business models. This includes developing baseline data, measurement technologies to support evidence based interventions and decision making that increase sustainability and circular principles.

### **Dillon Consulting: Communications and Community Engagement Strategy** - \$670,000

- Strategy and implementation components include but are not limited to:
  - identifying key messages and a statement of the overall vision for engaging the community
  - establishing guiding principles for engagement and communications
  - completing an analysis of engagement and communications-related risks to the Our Food Future initiative and corresponding mitigation strategies
  - designing community and stakeholder engagement objectives, including broader objectives that span the entire initiative, and more detailed engagement objectives for Year 1
  - a stakeholder analysis and a strategy for managing various levels of stakeholder involvement in the initiative
  - compiling a fulsome communications toolkit that will include elements such as brand guidelines, an image library, protocols, video and multimedia resources, social sharing assets and guidelines etc.

- establishing engagement tools and tactics tailored to the needs of stakeholders and the project objectives. Specifically, intentional strategies for engaging youth/schools, Indigenous communities, new Canadians, older adults, and the rural/farming communities
- instituting a digital engagement strategy describing the community engagement hub and data dashboard
- engagement monitoring, evaluation and reporting plan

**County of Wellington: County based pilots/initiatives - \$845,000**

- County Food Hub feasibility study, City/County collaboration on food waste reduction/diversion initiatives, Rural Broadband Access Pilot and Digital Agriculture Capacity-Building Adoption of an on-farm pilot
- Co-lead of Waste as a Resource Workstream. Membership includes:
  - City of Guelph (expertise from Solid Waste and Energy Management departments), Innovation Guelph, Provision Coalition, University of Guelph, Wellington Waterloo Community Foundations

This work will include conducting a feasibility study for County Food Hub, launching the Rural Broadband Access Pilot, launching Digital Agriculture Capacity Building & Adoption (on-farm pilot), and leveraging Guelph/Wellington Solid Waste Master Plan by exploring, developing, executing and evaluating opportunities to collaborate on food waste reduction and diversion initiatives.

\$600,000 has also been allocated to the City’s Solid Waste Department for staffing and to support their work with the County to explore, develop, execute and evaluate opportunities to collaborate on food waste reduction and diversion initiatives.

**Innovation Guelph: Circular Food Economy Innovation Hub (CFE iHub) - \$1,136,400**

- Co-lead of Circular Business Workstream. Membership includes:
  - City of Guelph (expertise from the Business Development Enterprise department), County of Wellington, 10C, Business Centre Guelph-Wellington, Conestoga College, Guelph Chamber of Commerce, Launchit Minto, Ontario Agri-Food Technologies, the SEED University of Guelph, Wellington Waterloo Community Foundations

This “think and do” iHub will be a circular economy innovation engine for the region, helping entrepreneurs come together to tackle our most complex food challenges. It will serve as a hub for discovery, assessment and analysis of problems; ideation, user-design, prototyping and validation of solutions; and ongoing mentoring and acceleration of new circular food economy entities. It will create collaborations to re-invent local food systems and solve local food problems that are globally relevant. Anchoring the project will be the establishment and operation of collision activities that foster collaboration in the agri-tech, clean-tech, social innovation and other sectors that may contribute to the initiative’s goals.

**Wellington-Dufferin-Guelph Public Health: Assessing the Guelph-Wellington Food Environment and Circular Food Security and Health Action Plan - \$1,710,730**

- Co-lead of Nutritious Food Workstream. Membership includes:
  - City of Guelph (expertise from the Community Investment department), County of Wellington, Guelph and Area Ontario Health Team, Guelph Neighbourhood Support

Coalition, North End Harvest Market, the SEED, Toward Common Ground, University of Guelph, Wellington Waterloo Community Foundations

- A) Utilizing on-the-ground research, surveying, GIS mapping and the results of Guelph Family Health study on the food environment, neighbourhood level access to healthy, nutritious food will be assessed, as well as behaviours related to food purchases and consumption. The data gathered will support the development an internet-based Dashboard. The Dashboard will provide access to baseline data regarding of the state of access to nutritious food and community assets. Data mapping and analysis of multiple datasets will identify access gaps, enabling us to establish targets, develop highly effective strategies and track these strategies across time. The information gathered will then be used as an evaluation or benchmarking tool.
- B) Informed by insights gathered by the Asset and Behaviour Mapping project, a Food Security and Health Action Plan will be developed to establish new intervention models, evidence-based policies and resource allocation decisions. Interventions will help influence behaviours related to food purchases and consumption, as well as attract the agri-food industry, community partners and businesses to areas with insufficient access to healthy nutritious and affordable food assets. The results will be effective investments in community-based programs and policies; greater physical and economic access to nutritious foods; well-informed and empowered residents; and, ultimately, improved population health outcomes.

**10C Shared Space -The Harve\$t Impact Fund: - \$1,729,760**

- Co-lead of Circular Business Workstream. Membership includes:
  - City of Guelph (expertise from the Business Development Enterprise department), County of Wellington, University of Guelph, the SEED, Innovation Guelph, Wellington Waterloo Community Foundations, Business Centre Guelph-Wellington, Launchit Minto, Conestoga College, Guelph Chamber of Commerce, Ontario Agri-Food Technologies

This expanded and connected local financial marketplace leverages granted funds to “de-risk” projects and grows institutional and venture capital opportunities. This circular fund and finance ecosystem will ensure the development/growth of a variety of types of businesses, support of social goals and enhanced success. The initial \$500,000 fund will enable new collaborations, support start-ups and facilitate innovations that apply circular ideas, data and technology to food problems. The Harve\$t Impact Fund will enable the sustainability of the Our Food Future initiative by supporting a pipeline of innovative data- and technology-driven businesses and collaborations, provide awards to circular establishments and seed new businesses.

## **Appendix 2**

### **Composition of Leadership Tables**

#### **Organizations involved in the Program Delivery Table**

10Carden  
Conestoga College  
County of Wellington  
Guelph Neighbourhoods  
Innovation Guelph  
Ontario Agriculture Food Tech.  
Provision Coalition  
Toward Common Ground  
The SEED  
University of Guelph  
Wellington Dufferin Guelph Public Health

#### **Organizations involved in the Community Steering Table**

10Carden  
Conestoga College  
County of Wellington  
General Mills  
Grand River Metis Council  
Guelph Chamber of Commerce  
Guelph Family Health Team  
Innovation Guelph  
LHIN  
Maple Leaf Foods  
OMAFRA  
Ontario Agriculture Food Tech.  
Ontario Federation of Agriculture  
Poverty Task Force  
Provision Coalition  
Second Harvest  
Toward Common Ground  
The SEED  
University of Guelph  
YMCA/YWCA  
Wellington Catholic District School Board  
Wellington District School Boards

## **Appendix 2 Continued**

### **Composition of Leadership Tables**

#### **Organizations involved in the Data/Tech Team**

Alectra Utilities  
County of Wellington  
Innovation Guelph  
Ontario Agriculture Food Tech.  
Toward Common Ground  
Upper Grand District School Board  
University of Guelph  
Wellington Dufferin Guelph Public Health  
Wellington Waterloo Community Futures