



THE EMPOWERMENT & SMART MARKET PROJECT

Smart Cities Challenge

City of Corner Brook

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Section I: Applicant Information

Q1: COMMUNITY INFORMATION

Name of Community: Corner Brook

Province: Newfoundland

Population: 19,806 (2016 Census)

Indigenous Community: No, however the City is the location of the head office for Qalipu First Nation

Q2: PRIZE CATEGORY

\$5 million prize for populations under 30,000.



Section II: Preliminary Proposal

Subsection 1 – Problem Definition

Q3: DEFINITION OF CHALLENGE STATEMENT

Newfoundland has the highest unemployment rate in the country at nearly 2.5 times the national average. With over a 10% current unemployment rate in the City, we will reduce our rate to levels seen in other areas of Atlantic Canada.

Q4: DESCRIPTION OF OUTCOMES THAT THE PROPOSAL/PROJECT SEEKS TO ACHIEVE

Goals and Outcomes

The primary goals and outcomes for the City of Corner Brook Smart Cities approach is centered on resident collaboration and empowerment to contribute to economic development. Within the province of Newfoundland and Labrador, residents face unemployment rates of nearly 2.5 times the national average. While ambitious, the four anticipated outcomes of the Smart Cities project is achievable through leveraging smart technologies to bring the community together to innovate collectively:

- Increase of residents who feel empowered and have the knowledge necessary to be able to contribute to their community in terms of economic, environmental, and social aspects.
- Reduction in the unemployment rate within the city of Corner Brook to a rate in line with the rest of Atlantic Canada through an increase in private businesses.
- Increase in businesses that employ social enterprise practices and/or primary activities that contribute to social or environmental security.
- Increase in projects, partnerships, and connections between all levels of government, non-government organizations, industry, and individuals.

Current Conditions

With a strong and proud history in the forestry and fishing sectors, the city of Corner Brook has long been a hub for primary and secondary industries on the west coast of Newfoundland. While Corner Brook is the home of the last remaining paper mill in the province, the city has experienced a steady decline in population in the past three decades. Reflecting on economic opportunities, the population of Corner Brook has dropped nearly 19% since the 1980's.



The positive effects that small businesses have on unemployment rates has long been acknowledged. As of 2015, small businesses employed over 8.2 million individuals in Canada, or 70.5 percent of the total private labour force (Statistics Canada 2016). With the highest provincial unemployment rate in the country at 14.2%, Newfoundlanders face unemployment at 2.5 times the national average. As such, supporting small businesses and new entrepreneurs can result in gains in available local job opportunities and innovation.

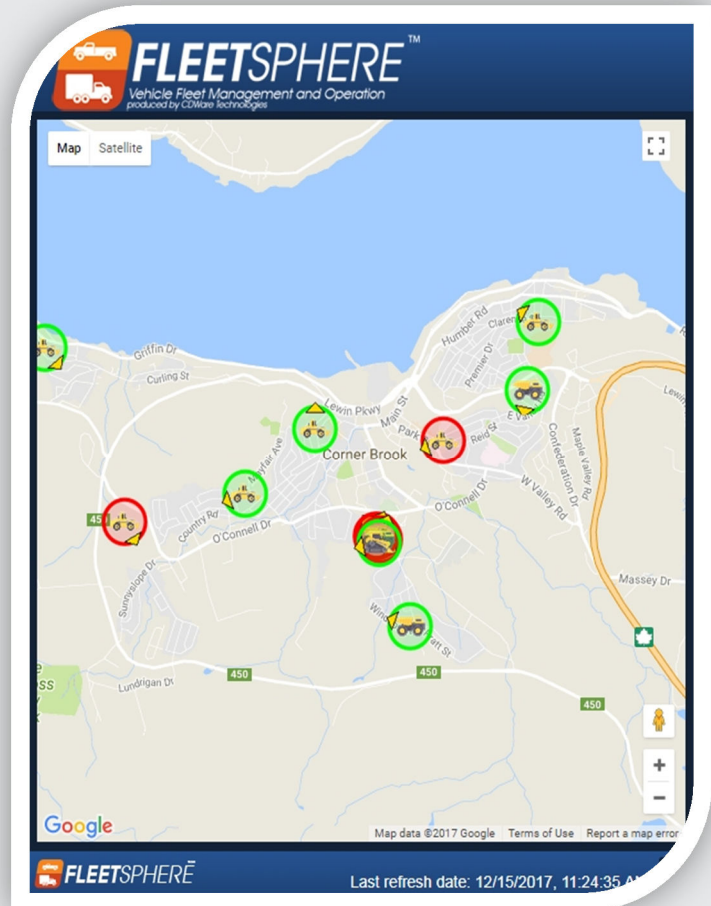
Selection of the Proposed Outcomes

Along with steady population decline and a 10% unemployment rate within the city, a recent survey showed that residents overwhelmingly identified “lack of job opportunities” as the single largest issue in the region. Furthermore, the two primary strategic planning documents for the City - the Integrated Municipal Sustainability Plan and the Corporate Priorities Plan - clearly outlines the vision for economic development. In particular, the Corporate Priorities Plan indicates the goal of *“exploring opportunities to develop market space to support entrepreneurial opportunities in retail and home based business”* and *“stimulating entrepreneurship culture and innovation through involvement and support of*

entrepreneur and technology associations and research opportunities". In short, the proposed outcomes were selected based on input from the community as well as the long term goals for the organization to ensure achievable, sustainable initiatives.

Rationale for the Smart Cities Approach

From the development of Geographic Information System (GIS) framework to the installation of Automatic Vehicle Locators (AVL) on buses and snow plows, the City of Corner Brook has been switching focus towards utilizing smart technologies to successfully address community needs. Initiatives such as the snowplow AVL project has garnered positive feedback from residents, as it provides a higher level of service and increases the quality of information sharing between the City and its citizens. As such, it is important to build on the use of smart technologies to bridge the gap between all levels of government, organizations, businesses, and individuals.



City of Corner Brook "Where is my Snowplow?" Application

In addition, as local businesses fell increased pressures from the global market, it is important that entrepreneurs take advantage of the opportunities that arise from the use of smart technologies. This can provide local entrepreneurs with a cooperative and innovative advantage by fostering connections and facilitating a collaborative environment with advanced technology.

Strategy for Measuring Progress

The key measure for the project will be reflected in unemployment rates for the Corner Brook area which is made available quarterly by the provincial government. Population increases can also be an indicator of significant economic gains. In addition, with the funding for the final proposal made available, additional benchmarking surveys and research will be gathered. For example, prior to the initiation of the full project, significant effort will be employed to complete resident and business surveys pertaining to the feeling of empowerment and enjoyment with the community. In addition, businesses will be asked to provide information on their activities as they relate to social enterprises and innovation. In essence, the primary metrics will be in the form of resident opinions of the innovative client as well as unemployment and population data.

Q5: HOW COMMUNITY RESIDENTS HAVE SHAPED THE CHALLENGE STATEMENT

Previous Engagement with the Community and Feedback

In 2017, the City of Corner Brook placed significant emphasis on collaborative efforts pertaining to economic development and community improvement. In the summer of 2017 the City facilitated an Economic Development Symposium featuring keynote speaker Roger Brooks. All members of the public were encouraged to attend this session as stakeholders in economic development for the region.

As a follow up to the Symposium, the City also released an online survey with residents to determine what opportunities they would like to see in their community. Suggested infrastructure included creating a “Maker Space” while residents stressed the importance of our local farmer’s market. In fact, 75% of respondents indicated that they wish to have increased locally made products while over 80% of respondents indicated a need for additional community markets.

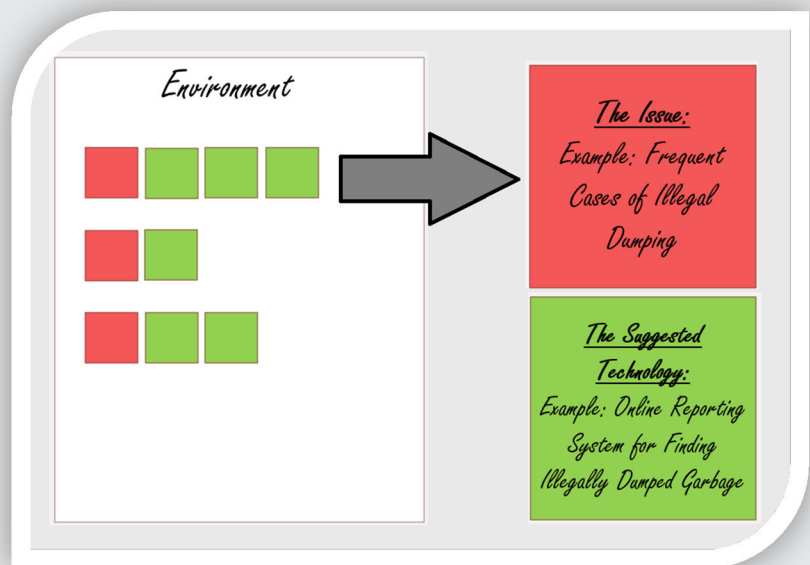
The Economic Development Symposium was then followed by a Destination Assessment workshop in the fall of 2017. The session was well attended by members of the public, local organizations, businesses, and all levels of government. Finally, in preparation of the Smart Cities proposal, the City of Corner Brook facilitated multiple public consultations and a survey in the winter of 2018.

Links Between Challenge Statement and Public Consultations

To generate the challenge statement, the City of Corner Brook Smart Cities Team facilitated multiple community consultation sessions along with a survey that was promoted in both traditional and social media. Collaboration sessions were held with members of the public, partners, and the youth of our community in order to gain diverse insights into the issues facing the community and how technology can assist.

During the collaboration sessions, participants were given the opportunity to illustrate both the issues in their community along with proposed solutions using a hands-on approach. Participants were encouraged to build on the ideas of others in order for an idea to reach its full potential.

During this session “Brainstorming Boards” were provided with headings such as Environmental, Economic, Social, and Governance. Community issues were illustrated on red post-it notes under each section with a chain of green solutions associated with each issue.





In all, 54 community issues were identified through all community consultations with 61 associated solutions based on smart technology. Two hundred online surveys were also completed. Overwhelmingly, the main issue was identified as the city's economic situation and lack of job opportunities.

Inclusive Consultations

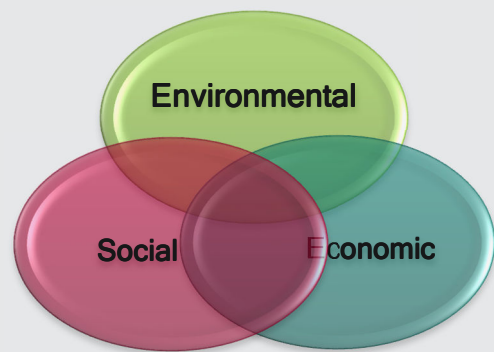
The community consultations and survey provided diverse perspectives from the community through participation from individuals, businesses, non-government organizations, and educational institutions. However upon carrying out both the initial Smart Cities consultation and survey, it was discovered that there was a gap in participation from the youth within the community. In response, individual consultations were given at Corner Brook Regional High to provide students the opportunity to provide their ideas and solutions. The students provided valuable insight into the community issues that matter most to them along with innovative ideas as to how smart technologies could be used.

Plans to Sustain Community Engagement

At its very core, the activities selected for the Corner Brook Smart Cities preliminary proposal focuses on resident empowerment and the facilitation of communication and collaboration. In celebration of this initiative, the Community Services Department of the City of Corner Brook will continue efforts to sustain dialogue between the community and stakeholders. Partners identified for this project will continue to work together to build momentum towards improving communication and economic opportunities using collaborative efforts and smart technology. In addition, the Smart Cities section of the City's website will be utilized as a hub for communication regarding community engagement for innovation.



In addition to Smart Cities community engagement, the Community Services Department will facilitate “think tank” type workshops in the community to continue addressing issues using socially, environmentally, and economically sustainable solutions. The workshop entitled “The Big Green Think Tank” has been developed as a means to empower residents and local organizations to be a catalyst for positive change in the community. It is anticipated that this series of workshops will take place in 2018 and 2019.



Three Focus Areas of a Sustainable Society

What Was Heard

In addition to consultations, over two hundred online surveys were completed which provided critical data and valuable insights from the community regarding the Smart Cities approach. The anonymous survey allowed residents and community stakeholders to provide candid feedback on what their opinions are regarding community issues. Here are a few responses from this survey:

“Develop an environment to foster and encourage the creation of new businesses in the region. This must be a partnership between local, municipal and provincial partners. Reliance on the paper industry and healthcare as the main employers is short sighted.”

“Increased community engagement including community committees, support for community neighborhood associations, and generally opportunities for people to get involved in decision making processes at the local and higher levels.”

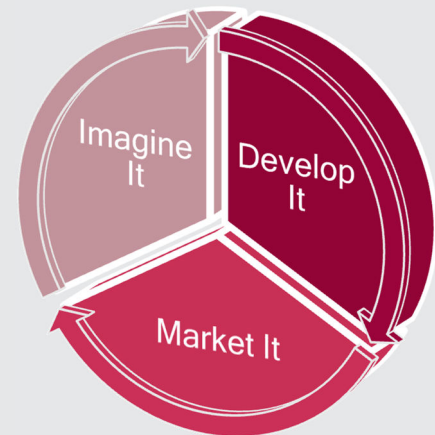
“It would be great to bring new industries into the area. Unfortunately, there is a high risk in the near future the mill may shut down. This will be devastating not only to mill workers, but all the spin off industries as well.”

Subsection 2 – Preliminary Proposal Details

Q6: DESCRIPTION OF PRELIMINARY PROPOSAL AND ACTIVITIES

Planned Activities and Projects

The Empowerment and Smart Market Project includes three core activities that will improve the economic outcomes for the residents of the Corner Brook area while creating open data architecture can be replicated in communities of all sizes within the country. These three core activities include the creation of a Smart Market, a Product Development Incubator, and a smartphone application that focuses on Empowerment through Collaboration. In essence, the project will allow residents to contribute to local economic opportunities through allowing them to imagine, develop, and market their ideas using smart technology. This includes imagining and creating ideas and partnerships through the **Collaborative Empowerment App/Digital Town Square**, developing their concepts through the **Product Development Incubator**, and Marketing their product through the **Smart Market**.



Imagine it: Digital Town Square

Bringing the people, ideas, and technology together to improve our communities



Develop It: Product Maker Space

Bridging the Gap Between Great Ideas and the Technology to Bring it to Life



Market it: Smart Market

Bringing Smart Technology to Co-Operative Frameworks

The initiative will strive to create sustainable smart technology infrastructure that can provide economic opportunities in smaller Canadian communities that are experiencing economic hardships from loss of major primary industries such as forestry, mines, and fisheries. Often times, smaller communities that rely heavily on so few industries become devastated by drastic employment reductions in a single sector. As such, it is critical that residents feel empowered to improve the economic situation of their community and that they are given the tools to do so.

Through collaborative efforts, access to technology, and a more strategic use of resources, residents become enabled to create and innovate in the business sectors of their municipalities. To facilitate this access to technology and collaboration, three projects will be carried out as part of the Smart Cities initiative:

1. **Collaborative Empowerment Application/Digital Town Square:** Develop an open source smartphone application with corresponding website that will act as a digital “town square” to allow a transfer of information between individuals and organizations who are looking to innovate and improve their community. This app will focus on helping individuals develop business out of the things that they are passionate about:



- Skill set matching between individuals and groups who have ideas and special interests.
- Focus on facilitating social enterprise creation by creating a communications network between individuals and organizations.
- Provision for users to provide micro-donations to other users.
- Gamification of submitting challenges and solutions to challenges through the offering of ideas and inspiration. This

includes scores for individuals and organizations to promote collaboration between entities.

- Direction towards “Do It Yourself” mentality to empower residents to address community issues on their own.
- Guidance through government programs and processes.
- Directory and promotion of local assets and activities that may contribute to (natural attractions, businesses, institutions, and other social infrastructure)
- Listing and promotion of local meetups, initiatives, and activity groups
- Create a network by allowing residents to create a “creative innovator” profile where they can list their interests, skill sets, and ideas.
- Notification of special projects and initiatives from individuals and organizations
- Notification and organization of community events
- Forum for feedback between residents and organizations
- Learning and information services
- Connect entrepreneurs with others who have skills and resources.

2. **Product Development Maker Space:** Create an open smart technology based maker space and living lab with a social and inclusive “café atmosphere” where prospective entrepreneurs, visionaries, and creators have access to mini-courses, guidance, collaborative problem solving, technology (computer software, hardware, and tools), and a smart kitchen and creative space. This would be accessible to all ages and skill sets with a focus to unleash citizen’s full innovative potential through a social and collaborative setting.



3. **Smart Market:** Establish a market space to support entrepreneurial opportunities whereby aspiring entrepreneurs can test out market feasibility and small businesses can grow to service their communities. This market space will be equipped with smart technology so entrepreneurs can receive feedback, suggestions, and collaboration.



- Smart phone app and website to make a single order online from all vendors.
 - Many vendors, one purchase at a single checkout. Create a program that records sales for each vendor and distributes cash to individual vendors.
 - Develop program to email out receipts and tailor made feedback survey to customers based on the individual products bought. Responses sent to the vendor that they bought from and in return the customer gets a digital coupon.
 - Smart Tablets at every station to display details on items and background on vendors
 - Central Digital Kiosk for Market navigation and information
 - Joint social media and website presence for all vendors.
 - Digital booking system for vendor and product space as well as staffing resources.
4. **Sharing of Knowledge:** Towards the end of the project, one program coordinator will share the experience, findings, and development expertise with other municipalities across the country.

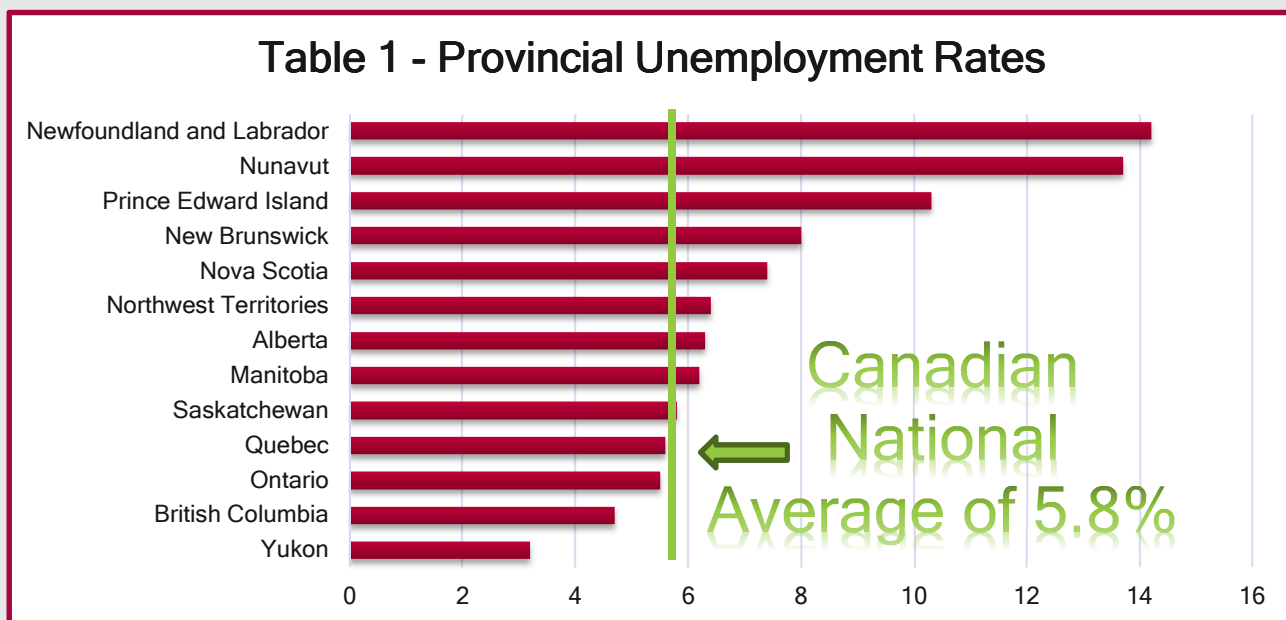
Project Links to Set Outcomes

Outcome #1: Increase of residents who feel empowered and have the knowledge necessary to be able to contribute to their community in terms of economic, environmental, and social aspects. The Collaborative Empowerment App has the primary function of facilitating communication between residents and other change makers in the community. It provides the exchange of ideas while fostering the connections needed to make real economic, environmental, and social change. Through the app, residents, local organizations, and businesses will have the framework necessary for the exchange of ideas, skills, and resources while building a “do it yourself” culture in the community.



Outcome #2: Reduction in the unemployment rate within the city of Corner Brook to a rate in line with the rest of Atlantic Canada through an increase in private businesses.

The positive effects that small businesses have on unemployment rates has long been acknowledged. As of 2015, small businesses employed over 8.2 million individuals in Canada, or 70.5 percent of the total private labour force (Statistics Canada 2016). With the highest provincial unemployment rate in the country at 14.2%, Newfoundlanders face unemployment at 2.5 times the national average (Table 1). As such, supporting small businesses and new entrepreneurs can result in gains in available local job opportunities and innovation.



All three components of the Empowerment and Smart Market Project (Smart Market, Product Development Maker Space, and Collaborative Empowerment App) have direct implications on creating and strengthening local small businesses. The Collaborative Empowerment App will forge the connections necessary to generate ideas while the maker space provides a medium to implement and create products based on the ideas. Finally, the Smart Market will provide the connection between entrepreneurs and customers in a low-risk climate while providing all of the advantages that technology has to offer.

Outcome #3: Increase in businesses that employ social enterprise practices and/or primary activities that contribute to social or environmental security.

From a local bicycle supplier creating public mountain biking trails to a theatre company promoting culturally significant productions, entrepreneurs can have boundless positive impacts on their communities. Promoting social enterprise practices with local entrepreneurs can provide stronger security for businesses while creating social harmony in our communities.

One aspect of the Empowerment and Smart Market project is to provide educational and networking opportunities to promote the principles of social enterprise. The province of Newfoundland and Labrador has an average of 427 non-profit and voluntary organizations per 100,000 population as opposed to 508 for the national average (Statistics Canada, 2003). While only some businesses may opt for a full social enterprise framework for their ventures, there is great benefit to both the business and the community when entrepreneurs adopt even some features of social enterprises.



Outcome #4: Increase in projects, partnerships, and connections between all levels of government, non-government organizations, industry, and individuals.

An additional anticipated outcome of the project is to increase the amount of partnerships and collaboration between all entities in the community. Prior to the start of the project, a benchmark of the number of collaborative efforts between organizations will be determined using surveys. This in turn will be evaluated after the Smart Cities project is in full implantation.

Scope and Size of Project

While ambitious, the Smart Cities project for the City of Corner Brook is achievable and would be carried out over a five year period. The overall goal of the project is to have the greatest positive impact on unemployment in the area while creating sustainable, lasting change. In essence, the scope is intended to create a movement of empowerment with residents which will in turn help shape attitudes, policies, and actions in the community.

The \$5 million dollar prize would be utilized to provide the resources necessary to create a permanent physical Smart Market and Product Development Maker Space while developing the virtual Collaborative

Empowerment Application over three phases. Phase One of the project would include the physical development of the

Market, Maker Space, and Application within a two year timeframe while Phase Two would see the full study and implementation over a three year period. After completion, the three projects are intended to be sustained by the City of Corner Brook and its partners.

Phase I

- Development and creation of the Smart Market, Product Development Incubator (physical locations) and Community Empowerment Application (virtual)

Phase II

- Direct involvement in programming, follow up, marketing, and promotion of the project by Smart Cities Project Staff to ensure long-term sustainable operational structure .

Phase III

- All three Smart Cities projects are sustained for long-term benefits to the community.
- Sharing of experience, open source software, and knowledge with other municipalities.

Openness and Scalability of the Project

The overall intent of the Corner Brook Smart Cities project is to improve economic opportunities in the region while providing proof of concept and framework for other communities in the country. As such, the planning and implementation of the project will focus on transparency, openness, scalability, and replicability.

Three major themes within the project will be utilized to ensure that the public will benefit from the teachings and framework of the project: a built-in budget to share knowledge with other municipalities during the five year implementation, open source software code made available to all, and public sharing of data and findings.

Facilitating Knowledge Sharing

Open Source Software Code

Sharing of Data and Findings

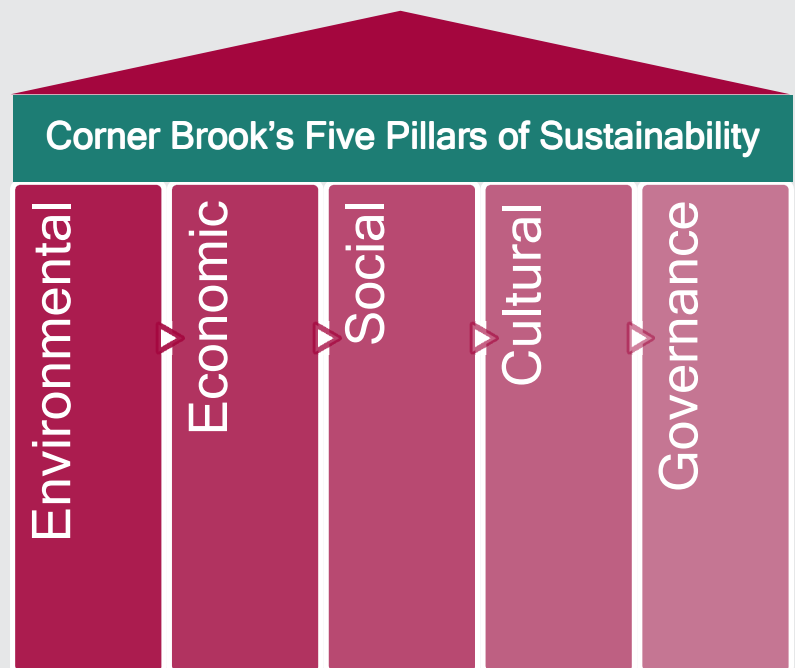
Through facilitating the sharing of implementation knowledge with other municipalities, other communities will be able to more readily develop similar programs within their own regions according to best practices. Similarly, the sharing of data and findings will assist other municipalities with scaling their project to meet their individual needs. Finally, providing the source code for all programming as open software will give other municipalities a cost-effective software solution that can be easily tailored for their region.

Q7: WAYS IN WHICH THE PRELIMINARY PROPOSAL SUPPORTS OUR COMMUNITY'S MEDIUM AND LONG-TERM GOALS, STRATEGIES, AND PLANS

The City of Corner Brook's Integrated Municipal Sustainability Plan (IMSP) and Corporate Priorities Plan (CPP) outlines the vision and direction that the municipality takes pertaining to goals, strategies, and plans.

Within the IMSP the five pillars of sustainability are listed as environmental, economic, social, cultural, and governance. In particular, the IMSP states that *"Corner Brook will continually strive to improve the quality of life, fostering security, stability and prosperity for all of its citizens and future citizens"*.

Furthermore, the CPP places emphasis on streamlining and supporting development while supporting and stimulating entrepreneurship. In particular, the CPP states the following strategies related to the Business Empowerment and Smart Market Project:



- Facilitate appropriate referrals to ensure business investors are connected to resources and business advice for plan development, advertising, and funding.
- Stimulate entrepreneurship culture and innovation through involvement and support of entrepreneur and technology associations and research opportunities.
- Explore opportunities to develop market space to support entrepreneurial opportunities in retail and home based businesses. Consider opportunities for establishing pop up shops or short term sales space, allowing aspiring entrepreneurs to test our market feasibility without a high investment.

The City of Corner Brook has undertaken a number of initiatives in recent years in an attempt to achieve outcomes in resident empowerment, unemployment rate reductions, and forging partnerships and connections between community members:

- **City Studio:** In both 2016 and 2017, the City of Corner Brook partnered with Memorial University of Newfoundland, Grenfell Campus to empower students in developing ideas to address community needs through planning and development. The students in Geography 3350 (Community and Regional Planning and Development) established and designed solutions that were both sustainable and revitalizing for the community. These ideas were pitched to council and staff to bring new ideas to Corner Brook development. This partnership is anticipated to continue in 2018.



- **Economic Development Symposium:** In the summer of 2017, the City of Corner Brook hosted an Economic Development Symposium featuring keynote speaker Roger Brooks. All members of the public, local business, non-government organizations, and government entities were invited to participate. This was followed by a second session in the fall of 2017.

The intent for the Smart Cities project is to build on the connections and ideas fostered through economic development and community collaboration activities. Through implementing the project, the City of Corner Brook will be able to take innovation and collaboration to the next level.

Q8: THE COMMUNITY'S READINESS AND ABILITY TO SUCCESSFULLY IMPLEMENT THE PROPOSAL

The City of Corner Brook manages a yearly operational budget of \$35 million dollars with a typical capital expenditure of \$10 million dollars, supported by approximately 240 staff members in the following departments:

- Community Services (Smart Cities project management)
- Engineering
- Development and Planning
- Finance and Administration
- Human Resources
- Information Technology
- Protective Services



Within these departments, employees manage daily operations in addition to project management of both large and small capital projects. Current examples

of large capital projects include the \$5 million dollar Main Street Bridge project and the \$1.3 million dollar Downtown Urban Development Action Plan.

The Community Services Department at the City of Corner Brook is responsible for the implementation of the Smart Cities project. The department is primarily responsible for initiatives in sustainability, economic development, and recreation. From professional engineering to business development staff, the Department brings technological approaches and innovation to community needs and initiatives.

Experience with Multi-Dimensional Projects

The City of Corner Brook takes pride in implementing multi-stakeholder and multi-dimensional undertakings. As collaboration provides strength to communities, ample opportunities have been taken to work with local and regional stakeholders to ensure successful projects.

Most recently, the City of Corner Brook joined with other communities and stakeholders in the region to implement a feasibility study for a new \$10-25 million dollar aquatic centre. Such a facility would span the recreational, business development, and tourist sectors while providing great benefits to all citizens in the region. Along with local non-profits and recreational organizations, Corner Brook joined with four neighboring communities to help realize this project.

Structure, Processes, and Practices to Manage Complex Projects

As the largest municipality on the West Coast of Newfoundland, Corner Brook acts as a physical, institutional, and business hub for the region. In addition, since the City has a large pool of diverse staff and resources, the municipality often acts as a regional leader with larger projects and initiatives.

Complex projects are led by City of Corner Brook staff through inter-departmental collaboration. This requires the expertise from all internal departments from Engineering and Finance to Community Services and Planning. External stakeholders meet with City staff regularly to ensure that the needs and recommendations of all parties are considered with the project. Here stakeholders become a part of the process to develop the vision, scope, and outcomes. Management of critical aspects of the project including developing a memorandum of understanding (MOU), tender documents, funding, contracts, and design documents is managed by City of Corner Brook staff subject matter experts.



Organizational Strengths and Potential Weaknesses

The largest organizational strength of the City of Corner Brook lies in its diverse staff and subject matter experts. Through its internal staffing, the City has access to a large network of technical and skilled employees who are passionate about community improvement. Individual departments are tightly interconnected with one another through various committees that encourage collaboration and the sharing of skills and ideas. Potential weaknesses such as gaps in expertise will be addressed through working with the skills of community partners and external consultants. To address expertise gaps, consultants and subject matter experts will be brought into the initiative as community partners or through formal Request for Proposal (RFP) processes.

Q9: PLANS FOR THE \$250,000 FINALIST GRANT

The grant to develop the final proposal will primarily focus on data collection and a feasibility study of individual activities as well as preliminary planning of the technology and marketing requirements. Under the City of Corner Brook's

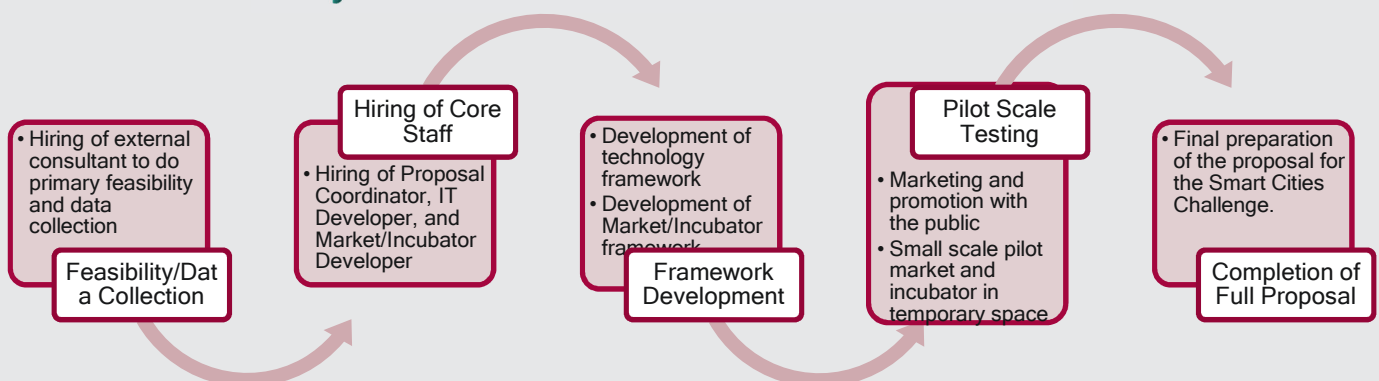
Community Services Department, the proposal team will be led by a Coordinator with an IT Developer and Market/Maker Space Developer as support staff. Funding for a small market and maker space pilot project will also be included in the scope of the grant. The budget for this exercise is listed in Table 1 with key activities as illustrated below.

Table 2 - Finalist Grant Budget

ACTIVITY	BUDGET
Feasibility Study and Data Collection (to be done in first two months)	\$40,000
Proposal Coordinator - 7 months at \$7,500 per month	\$52,500
IT Developer - 7 months at \$6,250 per month	\$43,750
Marketing and Market/Incubator Developer - 7 months at \$6,250 per month	\$43,750
Community Engagement (Marketing Materials, Promotional, Advertising)	\$30,000
Pilot Project Materials (Pilot Website, Maker Space, and Market Only)	\$40,000
<i>Total</i>	<i>\$250,000</i>

The overall intent of the grant is to leverage internal expertise within the City of Corner Brook and its partners while utilizing external consultants as required. The primary focus will be to build capacity within the organization as a means to promote long-term sustainability of the project. Investing in building internal capacity will provide opportunities for future growth in utilizing smart technology to address community issues while ensuring longevity and security to the Smart Market, Product Development Maker Space, and Collaborative Empowerment App.

Key Activities for Semi-Finalist Grant



In order to address gaps in the ability to implement the project, staff responsible for the Smart Cities project has begun to forge relationships with community partners. An internal team to champion innovation has also been developed as a means to promote long term growth in the region.

Q10: PARTNERS INVOLVED IN THE PROPOSAL

Partnership development for the Smart Cities Challenge in Corner Brook will be approached as an inclusive opportunity to bring about an increase in diverse private-public partnerships. Representation from private businesses, non-government organizations, and all levels of government would be necessary to ensure adequate networking and collaboration for successful implementation. Partners involved in the project will contribute to regular steering committee meetings in order to ensure roles and responsibilities are clear and all voices are equally heard.



The steering committee meetings will be chaired by core staff within the City of Corner Brook. The mandate of the steering committee will be to ensure that City staff have all the views and perspectives necessary to ensure an inclusive community project. If gaps in the partnership occurs, additional partners will have the opportunity to join the steering committee at the discretion of the committee and committee chair. Hiring of external expertise will be coordinated and managed by City staff in accordance with provincial procurement policies. This would include an invitation for proposals for the particular work which will be evaluated by City of Corner Brook Staff.

In order to ensure a successful project, the following partners have been identified in the community.

- **College of the North Atlantic:** As an existing partner on many community projects, this educational institution provides a solid ground to build innovation in the City of Corner Brook. With research staff active in

community innovation, this partner will help provide expertise in the development of innovation programming activities pertaining to technology.

- **Memorial University:** The Grenfell Campus of Memorial University is an educational institution located within the “Innovation District” of the City of Corner Brook. Along with world-class laboratory and research facilities, the school offers degrees in fifteen disciplines ranging from visual arts to business and environmental studies. In addition to collaboration with City Studio programs for innovative community development, Grenfell will be an asset to planning and implementation of the Smart Cities project.
- **Western Environment Centre:** This non-profit environmentally focused organization within the city plays an active role in improving the community through new and unique projects. WEC has traditionally partnered with the City on many innovative projects which ties environmentalism and healthy communities to feasible, sustainable growth. The group has an active volunteer base along with a small staff that has been paramount in shaping public policy and promoting sustainable activities in the region.
- **Wonderful Fine Market:** The Wonderful Fine Market is a vibrant co-operative market in the City. With dynamic and unique vendors, the Market will be able to provide insights into the needs of small and home-based businesses as well as a direct connection to these entrepreneurs.
- **NAVIGATE:** NAVIGATE provides innovative start-up businesses with direction and assistance in skills assessment, business planning, networking and mentoring opportunities, as well as idea generation.
- **ENACTUS Grenfell:** A student based entrepreneurial group focused on advancing the social, environmental, and economic health in Canada, ENACTUS will provide valuable perspective to the Smart Cities project.

In addition, the residents of Corner Brook will be considered participants of the Smart Cities Challenge. Throughout the planning and implementation of the Challenge, great efforts will be taken to ensure the challenge reflects the needs and values of the community. This will be done through regular surveys and community outreach.

Q11: CONFIDENTIAL THIRD PARTY INFORMATION

Not applicable.

Section III: Other Requirements

Q12: SUMMARY OF THE PRELIMINARY PROPOSAL

Imagine It, Develop It, Market It - these are the three pillars of Corner Brook's Smart City vision. Through empowering residents and guiding the entrepreneurial spirit using smart technologies, communities of all sizes can take charge of economic development in their regions.

Imagine It (Collaboration Empowerment Technology): A "digital town square" smartphone application and website to facilitate the transfer of information between individuals and organizations looking to innovate to improve their community and provide economic opportunities. The app will focus on facilitating enterprise creation, fostering a "do it yourself" empowerment mentality, guidance through government programs, and creating efficient use of resources.



Smart Market

- Traditional Farmers Market that relies on smart technology to improve vendor participation, product selection, customer service, and continuous improvement feedback.
- Provide a technological framework for co-operative style markets and businesses.
- Using smart technology to break down barriers for small and budding businesses by providing them a venue to "test the waters" of their product, allow them to sell products without being on-site every day. This would enable individuals with other jobs and commitments to sell their product and ensure consistent store hours for customers (one of the biggest issues with most farmers markets).



Product Development Maker Space

- A bricks and mortar maker space that brings the knowledge and infrastructure of smart technology to budding and small businesses.
- Break down the barriers by helping small businesses navigate their skills deficiencies, government regulations, and market requirements.
- Provide infrastructure and smart technology equipment knowledge and rentals for small and budding businesses (for example: sensors and data tracking for food safety testing).



Collaboration Empowerment App/Digital Town Square

- A "Digital Town Square" smartphone application and corresponding website to facilitate the transfer of information between individuals and organizations who are looking to innovate to improve their community and provide economic opportunities.
- Focus on facilitating enterprise creation, fostering a "do it yourself" mentality to empower residents, guidance through government programs and processes, and creating an efficient use of resources.

Develop It (Product Development Maker Space): A bricks and mortar maker space that brings the knowledge and infrastructure of smart technology to budding and small businesses. This incubator will break down barriers by helping small businesses navigate skills deficiencies, regulations, and market requirements while providing smart technology knowledge and access.

Market It (Smart Market): Farmers Market that relies on smart technology to improve vendor participation, product selection, customer service, and continuous improvement feedback. This will provide a technological framework for co-operative style markets and businesses. Here, smart technology will be used to break down barriers facing new and growing businesses.

Q13: ONLINE LINK TO FULL APPLICATION

An electronic copy of the application can be found at the following link:

<http://www.cornerbrook.com/smartcities>

Q14: COMMUNITY LEADERSHIP COMMITMENT

Please see attached letter in Appendix A.

Q15: POINT OF CONTACT FOR THE APPLICATION

Name: Annette George, P.Eng

Title and Affiliation: Manager of Community Services, City of Corner Brook

Phone Number: (709) 637-1552

Email Address: ageorge@cornerbrook.com

Q16: PRIVACY NOTIFICATION, CONSENT AND RELEASE FORM, AND COMMUNICATIONS PROTOCOL

The Privacy Notification, Consent and Release Form, and Communications Protocol has been read and understood. The individuals responsible for submitting this proposal is in agreement with the terms of these documents.

Section IV: Survey Questions

Q17: INFORMATION ABOUT THE ORGANIZATION

Nestled in the Bay of Islands within the Long Range Mountains, the city of Corner Brook is the largest community in Western Newfoundland and acts as the main service center for the region. The municipality has a population of 19,806 with an estimated 40,000 individuals within commuting distance of the city. The city's size and location makes it the premiere destination for retail, services, recreation, and outdoor adventure.



The largest employers in the community are Western Health and Corner Brook Pulp and Paper Limited. Home to three post-secondary education institutions, the city also supports industrial, professional, and personal service businesses. Provincial and federal governments also have a large number of departments within Corner Brook which include a concentration of forestry, fishery, and agriculture industries.

The City of Corner Brook employs over 240 staff within the departments of Protective Services, Public Works, Finance and Administration, and Community, Engineering, Development and Planning. City Council consists of seven elected members.

Q18: FOCUS AREA OF PRELIMINARY PROPOSAL

The Corner Brook Smart Cities Preliminary Proposal focuses on both **economic opportunity** and **empowerment and inclusion**.

Q19: THE COMMUNITY SYSTEMS AND SERVICE AREAS TO BE IMPACTED IN THE PRELIMINARY PROPOSAL

The community systems and services areas to be impacted in the preliminary proposal include primarily **economic development** and **education and training**. However, as the focus for the project is innovation and business development to address community issues, it is anticipated that areas of **environment**, **recreation**, **social services**, and **waste** will be impacted.

Q20: TECHNOLOGIES EXPECTED TO BE IMPACTED IN THE PRELIMINARY PROPOSAL

Technologies expected to be impacted in the preliminary proposal includes **open data platforms**, **payment platforms**, **mobile applications**, **Internet of Things (IOT)**, **Networks**, **enterprise solutions**, and **big data analytics**.