



Creating the First Global Govtech Innovation Hub in Canada

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Contents

Session Goals

Challenges & Opportunities

A Solution

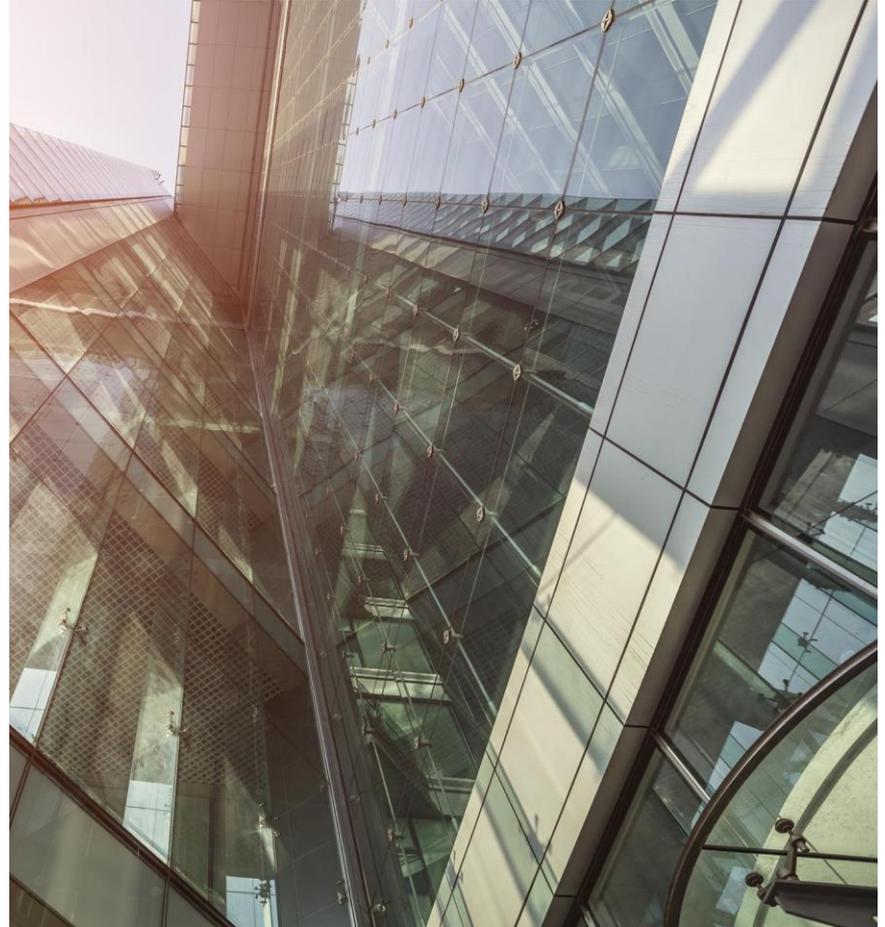
Business Model and Offering

Value Proposition

Governance Model

Projected Outcomes and Impact

Next Steps



A photograph of three business professionals in a modern office setting. A woman with glasses and a dark blazer is leaning over a laptop, pointing at the screen. A woman with long dark hair is standing behind her, looking at the screen with a smile. A woman with curly hair is sitting at the laptop, looking down at the screen. The background shows a bright, modern office with large windows and a white wall.

Challenges & Opportunities

Government relevance to citizens is in jeopardy

Citizens increasingly expect governments to provide the fast, seamless service they're used to from the private sector.

They want to deal with the public sector on their own terms, whether it's on a mobile device, at home on their computer, in person or through a combination of channels.

Staying relevant means continuously evolving and putting the citizen and employees at the centre of digital transformation.

Source: PwC Canada

“If a company fails to get digital right, it’s out of business. If a government fails to get digital right, it’s out of touch with its citizens.”

Our relevance to citizens is in jeopardy if we can’t deliver world-class government digital services.”

Scott Brison, 2017

Minister of Digital Government
President of the Treasury Board of Canada



According to the **UN eGovernment Survey (2018)**, Canada is now ranked **23rd**, continuing a downward trend in comparative terms since a **3rd** place ranking in 2010.



3rd place in 2010



23rd place in 2018

What's holding us back?

Digital innovation and transformation in Canada's public sector is lagging other countries

Problems to solve include...

Inability to execute – even with strong planning and policy development

Slow & complex procurement requirements

Processes that favor large companies and shut out innovative SMEs and startups

Large-scale government IT implementation projects that don't follow leading practices, well known in industry

Risk averse, complex and hierarchical governance and management

Inadequate and silo-ed supply of skilled and experienced resources



Inertia in moving from old ways of working

Services developed from the "inside-out", instead of the "outside in" (not user-centric or integrated)

Inability to access development and testing platforms and tools



... but the way we are addressing these challenges today won't get us there

Presenting a Solution that...

...Translates challenges into **opportunities** for public, private and not-for-profit entities across the country

...Establishes Canada's **world leadership in govtech innovation, adoption and impact***, and

...Helps Canadian technology firms to **capitalize on this global market**



Our vision

Canada Center for Digital Government

A global govtech collaboration hub accelerating digital government advances that provide impactful and relevant socioeconomic outcomes for Canada and creating significant business and trade opportunities for industry.

A man with short brown hair, a beard, and glasses, wearing a dark suit, white shirt, and dark tie. He is looking upwards and to the right with a thoughtful expression. The background is a dark, stylized cityscape with various buildings and a prominent spire, possibly a cathedral or church tower. The overall tone is professional and forward-looking.

Our mission

Canada Center for Digital Government

To foster pan-Canadian collaboration and disruption that will build the digital government Canadians want and expect, while creating new global market opportunity for our technology firms

Goals & Objectives

Enabling an innovative and impactful govtech collaboration model that will drive a significant ROI for all participants*



1

Developing digital government outcomes that make a positive difference for Canadians



2

Providing SMEs and MNEs with opportunities to develop and benefit from Govtech business



3

Creating export opportunities and developing talent to grow the Canadian economy

*Note: specific metrics including GDP impact, jobs created, investment attracted, to be developed in parallel.

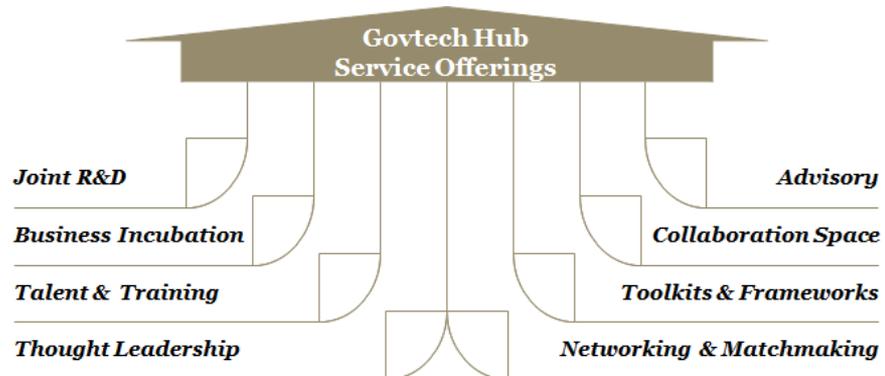
A photograph of two hands, one from a darker-skinned person and one from a lighter-skinned person, reaching towards each other and forming a heart shape. The background is a soft-focus landscape of tall grasses under a warm, golden sunset sky. The overall mood is hopeful and collaborative.

Business Model & Offering



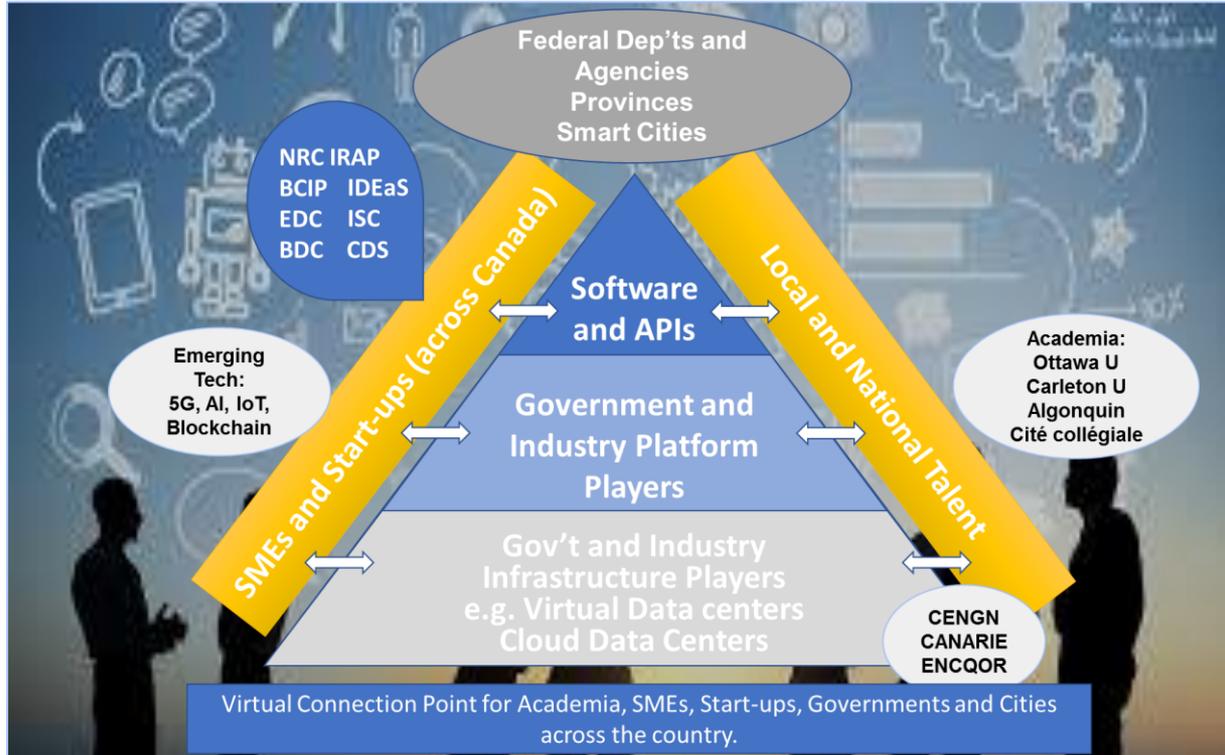
Offering: Leveraging our pan-Canadian ecosystem for transformation

Harnessing and
pooling a set of
diverse skills, ideas,
perspectives, and
experiences across
a powerhouse of
stakeholders



A collaborative “sandbox”

With the potential to bridge the divide between government, the private sector and academia.





Accelerating transformation through win-win service offerings

Talent & Training

Improving access to subject matter experts and developing skills for digital transformation.

Joint R&D

Improving taxpayer ROI from innovation and experimentation investments by improving transparency and collaboration of innovation programs across various levels of government.

Collaboration Space

Providing the sandbox, physical space, virtual environments, and technology platforms for public and private sector to innovate, experiment, co-locate, and collaborate.

Advisory

Assisting the public and private sector to design, manage, and execute lasting change, based on trusted relationships, deep industry knowledge and professional experience.

Global Govtech Innovation Hub Service Offerings

Toolkits & Frameworks

Providing digital transformation, design thinking, co-creation, and agile implementation approaches (including crowdsourcing).

Thought Leadership

Converging diverse perspectives, experiences, knowledge, and skills to harness the power of the whole, which is greater than the sum of its parts.

Networking & Matchmaking

Building business relationships and showcasing SME capabilities to the public sector, allowing for the identification and development of solutions that are high quality, sustainable, and scalable

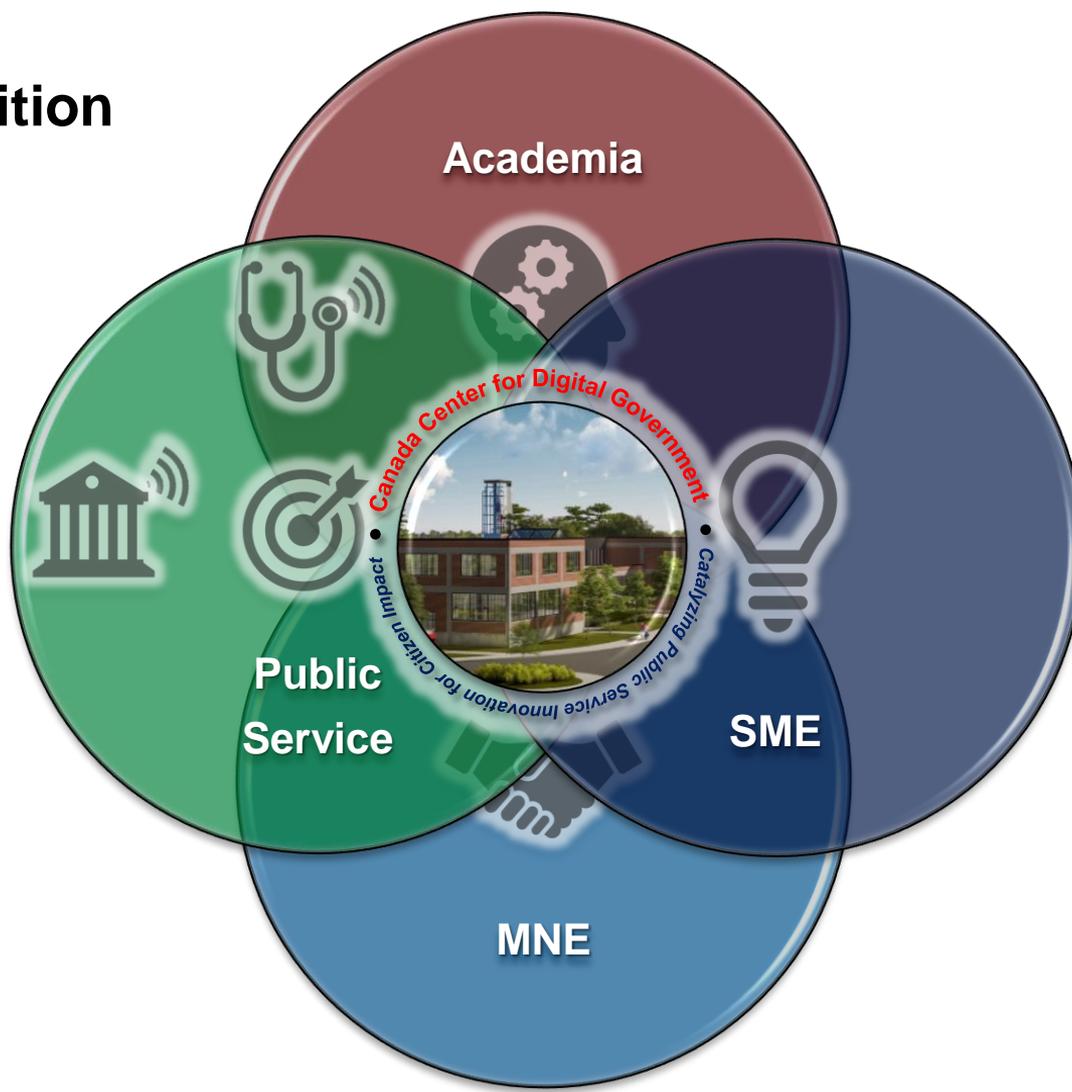
Business Incubation

Incubating and accelerating private sector start-ups and ventures into global organizations by improving access to funding and reducing government barriers to SME engagement.

Value Proposition



Value Proposition



Value Proposition



- 🎯 Industry & academia matchmaking to address key challenges through low cost transformative sandbox projects
- 🎯 Prototype supply agreements to enable diverse SME economic advancement & significant potential for export capability
- 🎯 Tech transfer management, IP marketplace leverage & expansion, contracts & funds management, program promotion

Value Proposition



💡 Real world projects, strategic market references & cashflow increasing venture value & global scale potential

💡 Business acceleration services, skills & competencies development in an inspiring, immersive space

💡 Access to strategic market & MNE specialized expertise, thought leadership, platforms & technology

Value Proposition

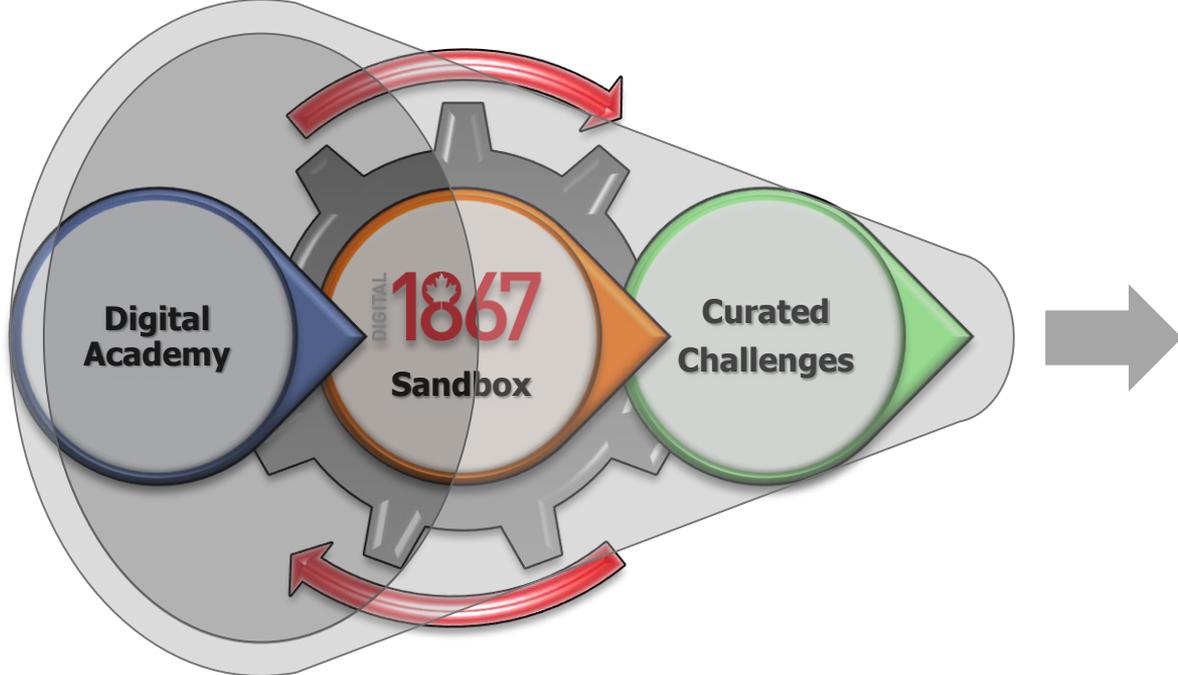


- 🤝 Strategic market access to big challenges & big data through managed sandbox prototyping projects via SME's
- 🤝 SME/ ISV activation through on-site labs, specialized program execution & recruitment
- 🤝 Devices & services consumption by creating new vertical demand with global potential

Value Proposition



- 🧠 Disruptive technology research applied to strategic markets aligned with industry
- 🧠 Targeted entrepreneurship development creating a pipeline of new ventures and talent
- 🧠 Fourth Industrial Revolution thought leadership applied to educational experiences inspiring the art of the possible



1

Developing digital government outcomes that make a positive difference for Canadians



2

Providing SMEs and MNEs with opportunities to develop and benefit from Govtech business



3

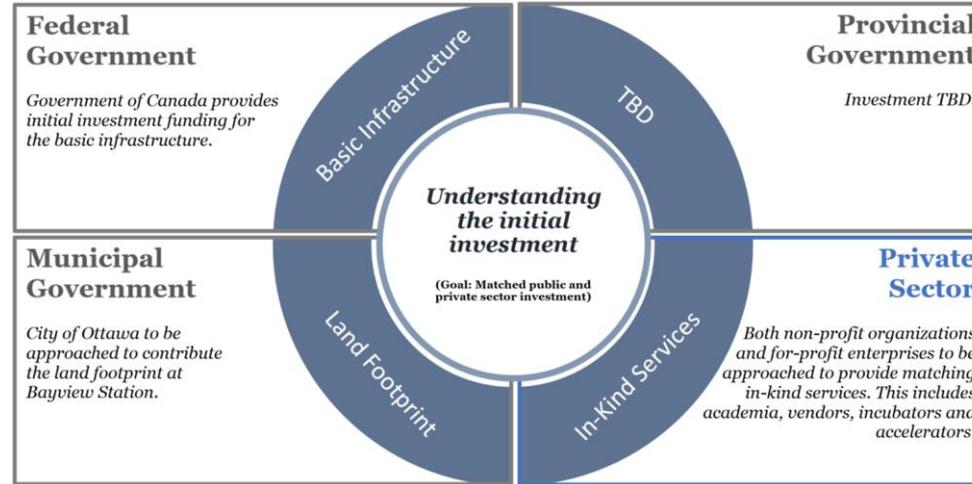
Creating export opportunities and developing talent to grow the Canadian economy

Governance Model



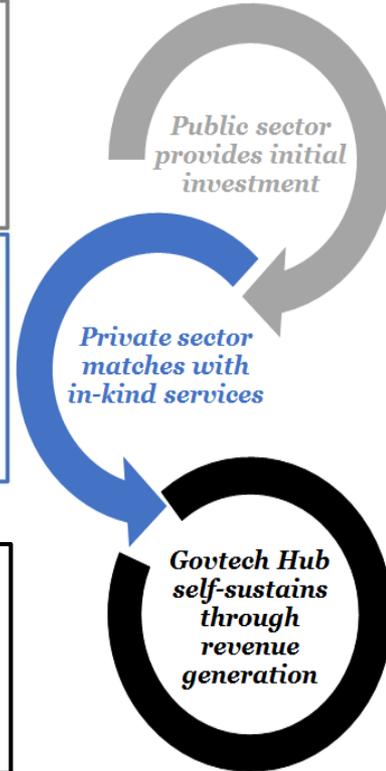
Self-sustaining operation

A not-for-profit organization leveraging public and private sector funding and in-kind contributions

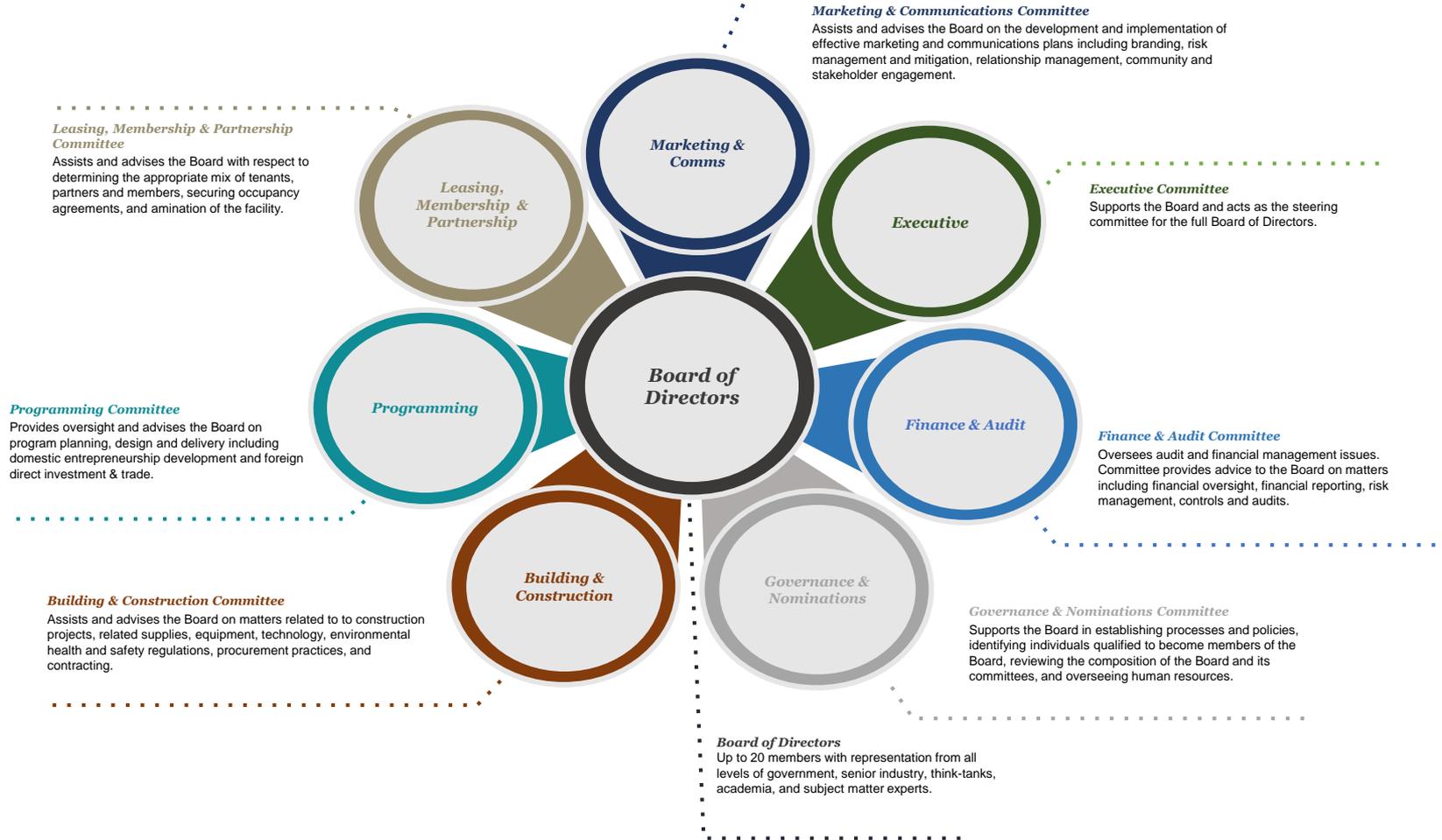


Self-sustaining operation through revenue generation

- Organizations license access to facilities and services, and “anchor” tenants lease space directly
- No additional funding from public sector required to maintain Govtech Innovation Hub operations, a key differentiator when compared with other innovation hubs



Governance Model: Leveraging Bayview Yards Experience





Outcomes

Major focus on Talent

Build & enhance state of the art, government focused business technology managers, architects, designers, builders and support professionals

Build out the new paradigm for government ICT professionalism

Prepare young, capable ICT professionals to take on responsibilities early in their careers

Foster hiring for today's technology skills including usability design, smart social media, artificial intelligence, data science, advanced cybersecurity, distributed ledger etc.

Provide a work integrated learning environment to inspire, develop, and mine the creativity of emerging technology creators

Identify skills gaps, and work with institutional and alternative educators across Canada to quickly address these needs.

Implement recognition and certification tools for government-critical emerging skill sets.

Help ensure that tomorrow's professionals understand the civic and ethical responsibilities of ICT in government.

Strengthen indigenous and female participation in government ICT

Competition for tech Talent is fierce. The best and brightest digital talent from top Canadian universities are often recruited by U.S. tech firms.

This means Canada's most promising firms don't have access to the talent they need to create jobs and prosperity for Canadians.

A Government Innovation Hub can be a magnet for Canadian and International Talent

Accelerating SME Scale-up

**Provide Innovative
SMEs with access to
talent, Government
Contracts and Global
Supply-Chains**

Build an environment for SMEs to engage in Collaborative Innovation

Encouraging Collaborative Innovation and allow SMEs to access MNE global supply-chains to access export markets

Facilitate access to Government challenges and procurements to provide anchor contracts to support SME growth.

Advance the commercialization of Canadian-owned applied AI and data analytics

Provides an environment for SMEs to access STEM Talent

Delivers a regional technology cluster for public sector digital transformation

Creates international awareness of Canadian innovation and successes

SMEs Dominate the landscape
85% of Canadian ICT firms
employ fewer than 10 people

Large firms make up only 0.2%
of the sector but account for
more than 34% of employment

Modernizing Federal Technology Partnerships

Build an environment
that allows
Government's to
experiment and test
technology in sandboxes
prior to making
procurement decisions

Build an environment for Government's to experiment and pilot technology

Driving a digital-first agenda, innovating procurement and ensuring a pragmatic approach towards a public-private partnership is mission-critical to building a modern digital government, fueling innovation and improving Canada's competitiveness.

Provides Government with direct access to innovative Canadian firms for digital experimentation (e.g. Innovative Solutions Canada, Innovation for Defence and Security (IDEaS) and the CDS, SSC)

Offers an environment for Government to engage with industry at the idea stage to explore how technology can meet Government needs before procurements are constructed.

Allows for open and digital governments to effectively partner with industry and academia outside the walls of the bureaucracy, bringing the communities' insights into public projects.

The question isn't how governments deal with any particular technology, it's about how governments restructure themselves to systematically and reliably adapt to future changes

Governance in the Digital Age, Kent Aitken, September 2018

A photograph of two hikers with large backpacks walking on a snowy mountain slope. The hiker in the foreground is wearing a blue jacket and a large blue backpack, while the hiker in the background is wearing a red jacket and a yellow backpack. They are both using trekking poles. The snow is deep and textured, and the background shows a large, snow-covered mountain peak under a clear blue sky.

Next Steps

High level timeline & decisions

Two stage “step
up” plan with an
initial and interim
location with 60k
sq. feet and a final
build out at
Bayview of ~ 300k
sq. feet

October 2018

Discussion with stakeholders begins, concept case is developed and shared with broader community.

December 2018

Confirm private sector investment-in-kind and licensing demand. Position initiative for matched government funding.

February 2019

TBS funding announcements released.

Spring 2019

Fit-out of a 60,000 sq. ft. interim pop-up facility begins at the Zibi commercial office buildings located in the National Capital Region.

Late Fall 2019

Interim Zibi commercial office building is on-line and operational.

Early 2020

Development of the 327,000 sq. ft. Bayview Yards facility in Ottawa begins.

Fall 2023

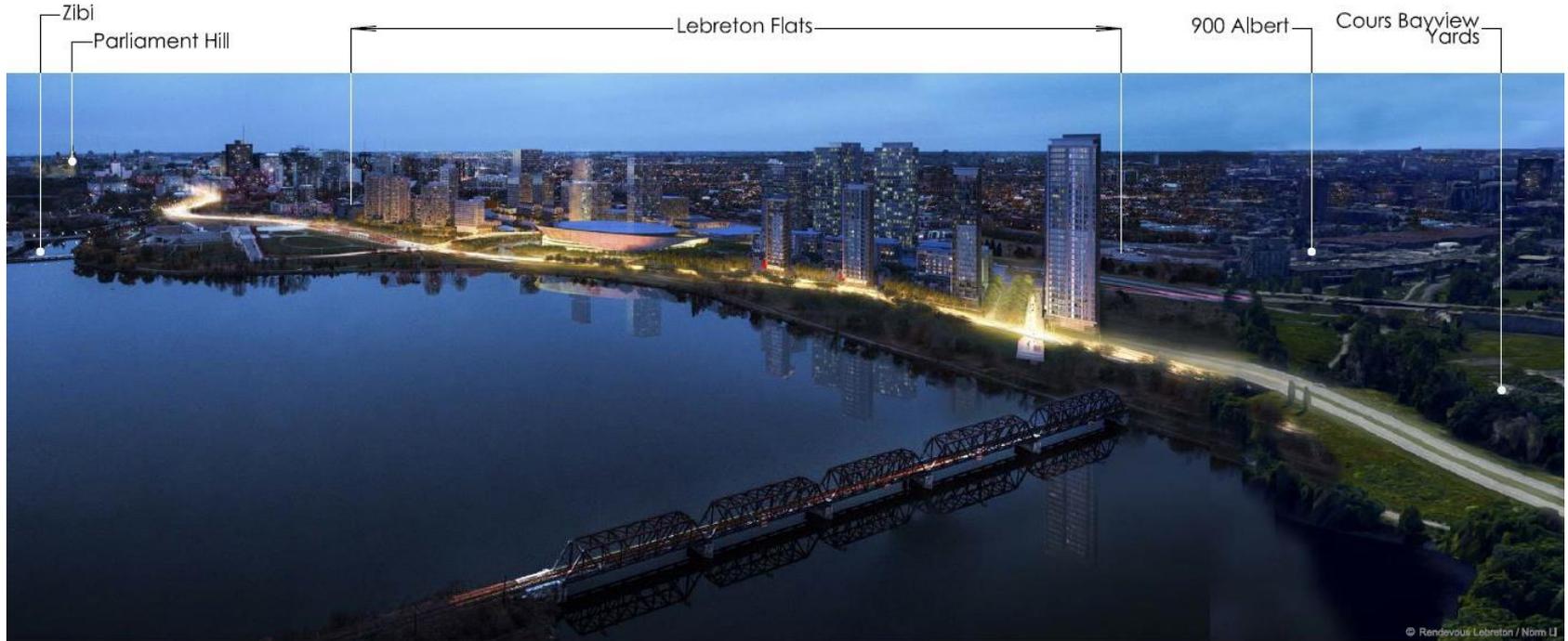
Bayview Yards construction completes, and is fully operational.



At the **Heart** of the Nation Capital Region



A New City Centre: **ZIBI**, **Lebreton Flats**, **Cours Bayview Yards**



Cours Bayview Yards is at the edge of the rapidly evolving **Lebreton Flats** district - the future home of a vibrant mixed-use community and entertainment district.

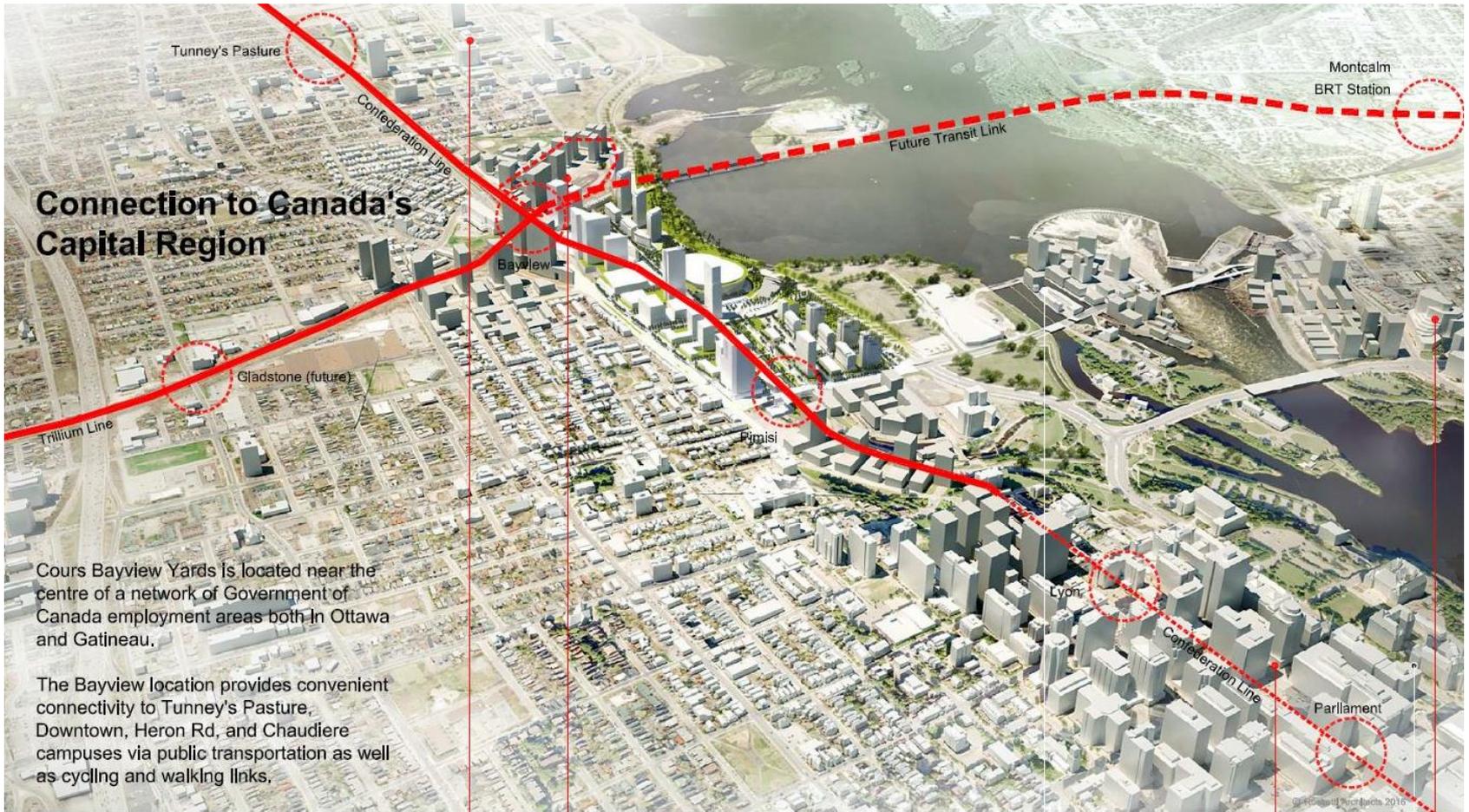
Designed within the **One Planet** framework, Lebreton offer a **sustainable** place to live, work, and entertain



Zibi

A sustainable living focused mixed-use community built in the heart of the National Capital Region and bridging the Ottawa River

This community re-invents Ottawa's historic centre of logging, paper manufacturing, and hydro electricity.



Connection to Canada's Capital Region

Cours Bayview Yards is located near the centre of a network of Government of Canada employment areas both in Ottawa and Gatineau.

The Bayview location provides convenient connectivity to Tunney's Pasture, Downtown, Heron Rd, and Chaudiere campuses via public transportation as well as cycling and walking links.

Tunney's Pasture
Federal District

COURS BAYVIEW YARD

Zibi Innovation Office

Downtown Ottawa
Federal Office District

Parliament Hill

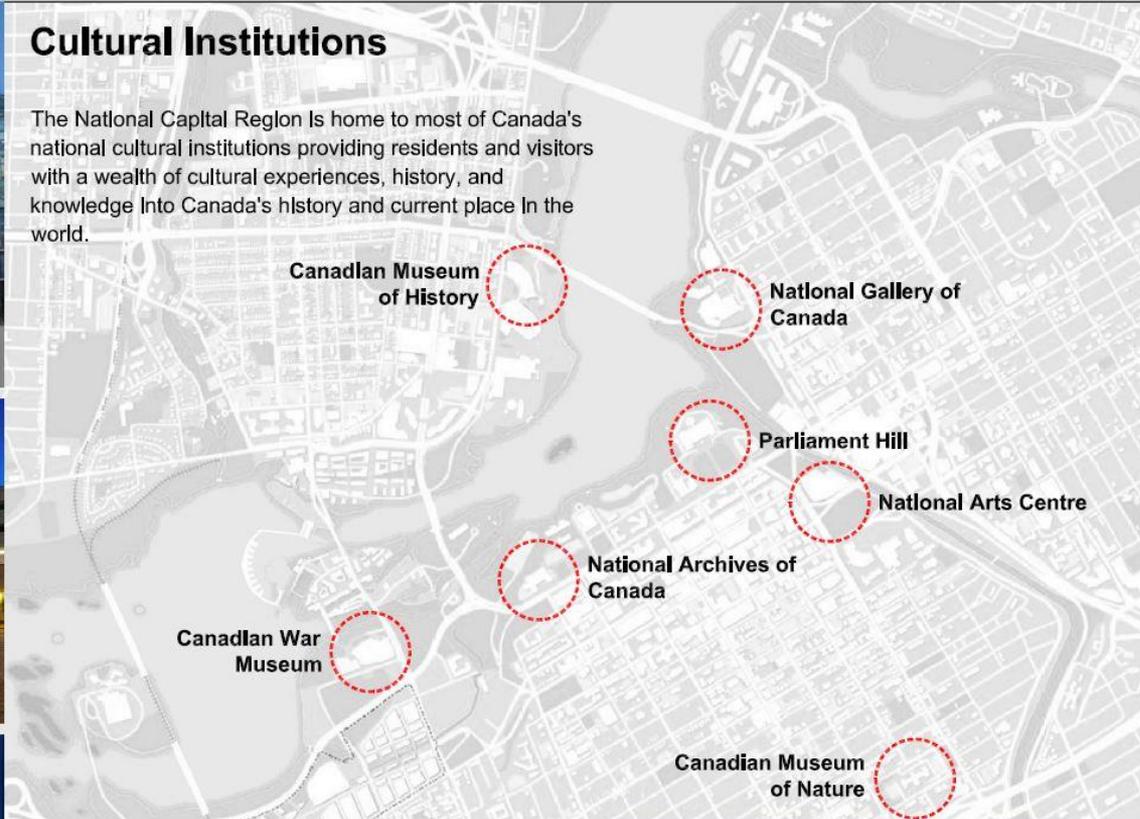
Downtown Gatineau
Federal Office District

© Urbanland Architecture 2015



Cultural Institutions

The National Capital Region is home to most of Canada's national cultural institutions providing residents and visitors with a wealth of cultural experiences, history, and knowledge into Canada's history and current place in the world.





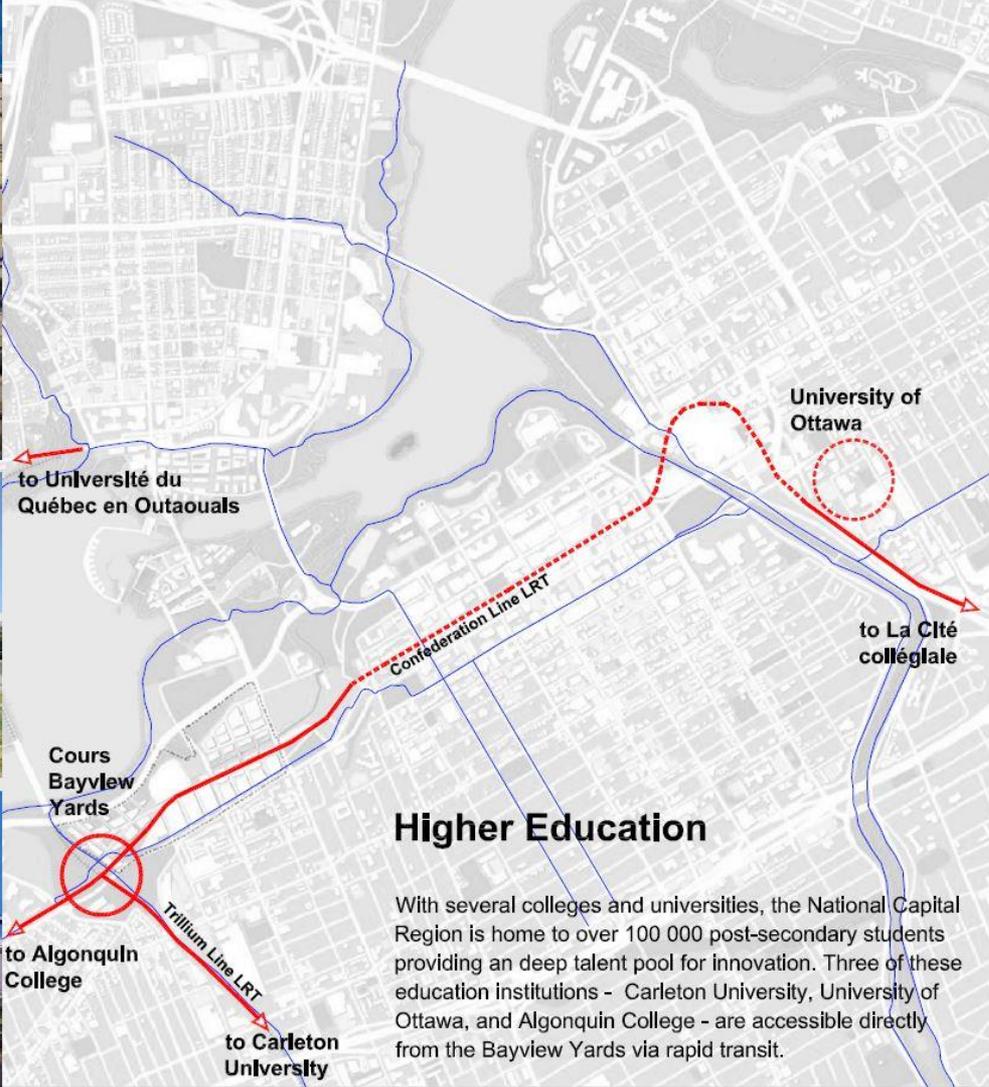
University of Ottawa



Carleton University



Algonquin College



University of Ottawa

to Université du Québec en Outaouais

Confederation Line LRT

to La Cité collégiale

Cours Bayview Yards

Higher Education

to Algonquin College

Trillium Line LRT

to Carleton University

With several colleges and universities, the National Capital Region is home to over 100 000 post-secondary students providing a deep talent pool for innovation. Three of these education institutions - Carleton University, University of Ottawa, and Algonquin College - are accessible directly from the Bayview Yards via rapid transit.



Somerset Street West



Wellington Street West

Local Mainstreets

Ottawa's many traditional mainstreets bring multi-layered shopping, dining, and living experiences for residents with their variety of services, events, and diverse cultural histories. Many of these neighbourhoods are within walking, cycling, or transit distance of Bayview Yards.



Preston Street



Elgin Street





Cours Bayview Yards

The Cours Bayview Yards provided a unique opportunity to establish a hub and creative space to incubate and foster the development of Ottawa grown ideas and technology. Placing this program into the historic City of Ottawa workshop buildings was an opportunity to bring life back to the Bayview Yards and to preserve a unique part of Ottawa's industrial past.



Building as a Bridge

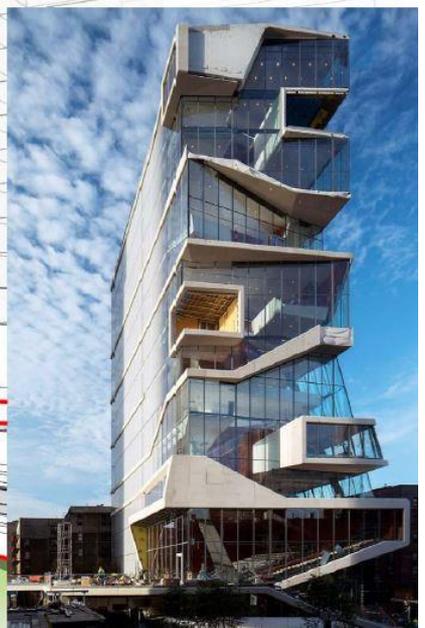
The site's location adjacent to the raised Bayview LRT Station presents a unique opportunity for the building to serve as the transitional threshold from the higher level of the LRT line down to a public plaza and the woonerf, towards the Innovation Centre. This dynamic space creates a place for public engagement, outdoor events and for recreational opportunities.



Bayview Transit Station

Collaboration Revealed

The form of the tower would be divided into groups of flexible, easily reprogrammable floors divided by groups of larger collaboration, presentation and showcase spaces. These spaces, and their unique functions, would become expressive elements to the outside of building, providing distinction from anonymous surrounding buildings.





An Animated Public Plaza

A strong podium and landscaped exterior space provide a public face to the interior programs and welcome engagement into the building, and showcasing out to the community.

The split grade between the elevated level of the LRT station and lower level of the plaza creates two planes of transparent engagement space allowing collaboration, sandboxing, and maker spaces to dialog with surrounding communities and people.

Sustainability

Innovation and sustainability should come together into this showcase facility. Similar to other ground breaking projects like Manitoba Hydro Headquarters, the proposed building should seek to raise the bar on the energy use, lifecycle, and quality of work environment.



Manitoba Hydro Headquarters





In Summary

Proposing a global govtech collaboration hub located in Canada's capital that builds on the success of Bayview Yards and addresses current challenges in advancing digital government, including:

- capability and talent gaps
- lack of access to infrastructure, applications, platforms and emerging technology
- tendency to design services from the inside out instead of outside in
- inflexible procurement processes and a risk averse culture
- inability to engage innovative start-ups and SMEs
- emphasis on policy and planning over executing on digital priorities

The global govtech collaboration hub squarely addresses these challenges and will:

- provide impactful and relevant socioeconomic outcomes for Canada
- create significant business and trade opportunities for industry
- help to grow the Canadian economy

Returning Canada to a leading global position in digital government through govtech innovation





ITAC ACTI

We need your input and feedback!

- Does the concept have potential?
- What changes would you make to the proposal?
- Where does it need more development?
- How could you help or support?
- Questions or comments?



COURS
BAYVIEW
YARDS

MadeM

PD
TEAM

TECHNOLOGY
ASSESSMENT
INFRASTRUCTURE

THE CH