

# Municipal Innovation Council - Minutes

## Electronic Meeting March 25, 2021 2:30 p.m.



### Members

Jessica Linthorne, Director, Strategic Initiatives, Saugeen Shores, Chair	Present
Mary Rose Walden, CAO, Township of Huron-Kinloss	Present
Sonya Watson, CAO Municipality of Brockton	Present
Sharon Chambers, CAO, Municipality of Kincardine ( <i>arrived at 2:51 pm</i> )	Present
Leanne Martin, CAO/Clerk Municipality of South Bruce	Present
Bill Jones, CAO/Clerk Municipality of Arran-Elderslie	Present
Peggy VanMierlo-West CAO Municipality of Northern Bruce Peninsula	Present
Matthew Meade, Strategic Initiatives Specialist at Bruce County	Present

### Staff Support

Dave Shorey, MIC Innovation Officer (non-voting)	Present
Emily Dance, Clerk Huron-Kinloss, Recording Secretary (non-voting)	Present

### 1. Call to Order

1.1. The Chair called the meeting to order at 2:34 p.m.

### 2. Additions or Amendments to the Agenda

Innovation Officer requested to include information from the City of Brantford working from home proposal.

### 3. Adoption of the Minutes

#### Motion

Moved by: Leanne Martin Seconded by: Mary Rose Walden

THAT the MIC hereby adopts the January 28, 2021 and the February 12, 2021 Municipal Innovation Council Meeting Minutes as presented.

- January 28, 2021 MIC Minutes
- February 12, 2021 MIC Minutes

### Carried

### 4. Delegations

4.1. None Scheduled

### 5. Update/Announcements from Members

## Municipal Innovation Council - Minutes

### Electronic Meeting March 25, 2021 2:30 p.m.



The members held a round table and noted various projects that the individual municipalities were applying for under the municipal modernization funding and special projects that are underway. Huron-Kinloss is applying for modernization funding for digital transformation, implementation to look at e-commerce and an on-line platform for facility maintenance and have been selected as part of the golf cart pilot project. Brockton applied for digital transformation strategy, e-permitting app, budget software. Brockton has also signed an MOU with Bruce Power for a regional fire training centre. Saugeen Shores has allocated funding for implementation projects. The County of Bruce applied for the municipal digital app as explained at the last meeting. Northern Bruce Peninsula has issued an RFP for a recreation master plan and water and sewer master plan. Their organization review is complete, and they are moving forward with some recommendations. The CAO recruitment for Arran-Elderslie is underway.

#### 7. Updates/Reports Chair

7.1. Update – The next meeting in May 27, 2021 will include an 18-month update. The Chair and Innovation Officer will be discussing the best process for feedback.

#### 7.2. Municipal Modernization Program – Intake II

- MIC Application that was made passed at the last meeting

#### 7.3. Strategic framework of the MIC facilitation request

- Facilitation Request Report March 25, 2021

#### Motion

Moved by: Matt Meade Seconded by: Mary Rose Walden

That the Municipal Innovation Council hereby authorize the Innovation Officer to facilitate two discussions as they relate to the strategic framework of the MIC;

1) Transportation discussion to include Grey County transportation staff and vendors, Saugeen Mobility and Regional Transit (SMART), Bruce County transportation staff, elected officials, MIC member staff and other stakeholders

2) Attainable housing discussion surrounding the implementation of the action items and recommendations outlined in the Town of Saugeen Shores Attainable Housing Task Force report, Bruce County housing report, and through the findings of University of Waterloo Planning students who have been supporting the Attainable Housing Task Force

Carried

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### 7.4. Q1 Report to MIC member Councils

- Q1 report to MIC member Councils March 25, 2021

Motion

Moved by: Leanne Martin Seconded by: Sonya Watson

That the Municipal Innovation Council hereby approves Report Q1 report to the MIC member Councils and directs the Secretary to circulate the report to the participating member municipalities.

Carried

### 8. Updates/Reports from Innovation Officer

- Innovation Officer Report March 25, 2021
- Link to March 11, 2021 Solid Waste Management Service Review presentation delivered by Dillon Consulting <https://youtu.be/4bwsu6FYqvs>

Solid Waste Management Service Review - There were some questions that came from the meeting around the service review and the 25 recommended projects. Subject experts across the County will be meeting to discuss the report and discuss if there are any items to move forward. Members noted concerns surrounding information from the report specifically regarding BASWR. In addition, there was confusion between waste management and waste diversion on the County Level.

Co-op Intern – The Innovation Officer requested an introduction for the students with the members Senior Management Team for the first or second week in May. Dave will reach out to the members to arrange a date and time.

Attainable Housing Research Symposium – There was a discussion surrounding providing an honorarium to the students as a Thank-you. The Chair and Innovation Officer will work out the details.

Motion

Moved by Matt Meade Seconded by Bill Jones

THAT the MIC support a financial honorarium not to exceed \$100 per student for the students in preparing the presentation of the attainable housing symposium.

Carried

# Municipal Innovation Council - Minutes

## Electronic Meeting March 25, 2021 2:30 p.m.



City of Brantford- The Innovation Officer explained a new proposal from the City of Brantford that provides an alternate way for municipal staff to work from home either full or part-time depending on the role. The plan is to reconfigure the layout for their new city hall and implementation a new workplace model that provides opportunities to streamline service delivery into a single location and expand accessibility to services using technology. This will reduce the number and size of building required and have a significant savings for the City.

### 9 Budget Review

#### 9.1 Budget Review Report

### 10. Rules of Procedure

- Rules of Procedure Report March 25, 2021

#### Motion

Moved by: Mary Rose Walden Seconded by: Matt Meade

THAT the Municipal Innovation Council hereby approves amending the Rules of Procedure to include the Municipal Innovation Council Opportunities and Strategic Capabilities in the appendices and the housekeeping items as listed in the report.

#### Carried

### 10 Correspondence/Information

### 11 Closed Meeting

#### 11.1 Nothing Scheduled.

### 12 Meeting Schedule

Thursday May 27, 2021- 2:30-4:30 pm - virtual

Thursday July 29, 2021- 2:30-4:30pm

Thursday September 30, 2021- 2:30-4:30pm

Thursday November 25, 2021- 2:30-4:30pm

December – delegations to all partner Councils

### 12 Adjournment

#### Motion

Moved by: Sharon Chambers Seconded by: Bill Jones

Municipal Innovation Council - Minutes  
Electronic Meeting March 25, 2021 2:30 p.m.



THAT the MIC hereby adjourns at 3:37 p.m.

Carried

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Chair

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Secretary

# MIC REPORT 2021-01

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**Report To:** Municipal Innovation Council (MIC)  
**Report From:** Dave Shorey, Innovation Officer, MIC  
**Meeting Date:** January 28, 2021  
**Subject:** Co-op Students

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## Recommendation

THAT the MIC hereby approves Report No. 2021-01 Co-op Students prepared by Dave Shorey, Innovation Officer and approves the hiring of three co-op students from partner post-secondary institutions to support the advancement of priority projects for member municipalities as detailed in the report.

## Strategic capabilities

Digitally transformed government, inclusive organizational development, and integrated research and analysis.

## Background – MIC growth in 2021

The Municipal Innovation Council's strategic framework asks big questions about who we are and what we would like to become as a region. The MIC's areas of opportunity highlight current and emergent concerns that, if addressed in holistic ways, present significant value to our communities and can provide enduring answers to complex problems. Whether it be waste, transportation, housing, infrastructure, municipal service delivery, or development that balances the influx of capital from multiple sectors with the need to protect the natural assets of Bruce County, we can use our strategic framework to guide thoughtful investigation, planning, and action.

To make progress in our areas of opportunity, we need to invest in capacity building with our membership. Examples of capacity building include competency development through training or in doing a service inventory and developing a plan for IT infrastructure upgrades. The strategic framework highlights the capacity needed in member municipalities to tackle our big questions, including:

- Transformed digital infrastructure and planning
- Enhanced procurement practices

- Community centered engagement and community-based skill building
- Organizational development for councils and staff
- The establishment and expansion of communities of practice
- Integrated research and analysis
- Broader connections with subject experts in the public and private sector that support our work

## **Human resource needs to support growth in 2021**

With a bold mandate, 2021 has the potential to be transformative for member municipalities. But to make progress in our strategic framework, additional human resources are needed. In support of the County of Bruce's focus on workforce planning, the talent pool that exist on college and university campuses, and funding support for post-secondary student employment, I propose that the MIC develop three four-month co-op positions that will report to the Innovation Officer between May – August.

## **Why hire co-op students?**

Co-op students are immersed in fields of study that integrate leading research into the curriculum. Students enrolled in co-op are eager to transfer their learning to applied spaces, in turn enhancing our shared capacity to research and develop solutions to common problems. Co-op students support our need to meet short-term hiring needs in a cost-effective manner, are interested in advancing special projects, and create a possible feedback loop for future staffing needs in our municipalities.

## **Proposed positions (3)**

### IT Business Analyst (IBA)

Working in partnership with IT staff in MIC-member municipalities and the MIC's Innovation Officer, the IT Business Analyst will be engaged in a comprehensive effort to determine what the current and future state of our membership's IT infrastructure and software solutions should be. Responsibilities include:

- Analysis of current IT infrastructure in all lower-tier municipalities in the MIC
- Cost analysis of member municipality's annual expenses related to IT including hardware, software, and service
- Analysis of business processes that utilize digital solutions, with an emphasis on 1) determining the current digital tool's suitability for the task OR 2) identifying where a digital tool is absent but should be in place
- Identify opportunities for enhanced quality of IT products and services
- Liaising and acting as an information source between IT staff and senior leaders across the 8 member municipalities
- Investigate the strategic business needs of member municipalities and develop plans for growth

### Organizational Development Analyst (ODA)

Working in partnership with the MIC's Innovation Officer, the Organizational Development Analyst will engage in a comprehensive effort to determine what the current and desired future state of our membership's training and development solutions should be. The ODA will develop a comprehensive suite of training and development solutions that will support competency development of municipal staff. The ODA will liaise with CAOs and staff in MIC-member municipalities to complete the following:

- Analysis of current training and development offerings in all MIC municipalities
- Needs analysis for training and development efforts for continuing, seasonal, and student staff
- Environmental scan of training and development efforts in other municipalities across Ontario
- Gap analysis between current training offerings and identified training needs
- Identification of training providers including staff in one or more municipality, subject experts in other municipalities, community organizations, and vendors
- Development of core and elective training program that all member municipalities will engage with

### Municipal Service Analyst (MSA)

Working in partnership with the MIC's Innovation Officer, the Municipal Service Analyst will engage in a comprehensive effort to identify all services provided to rate payers by member municipalities, map how each service is delivered by each municipality, and identify opportunities for municipalities to partner on service design and delivery. The MSA's work will provide municipal leaders with the information and tools necessary to locate efficiencies in service coordination, highlight gaps in services, and inform future service design and delivery. The MSA will liaise with CAOs and staff in MIC-member municipalities to complete the following:

- Environmental scan of all municipal services in member municipalities
- Analysis of resources dedicated to municipal services including operating budgets, staffing resources, and any additional expenses
- Map of all MIC-member services to highlight similarities and differences in services offered, how they are designed, and how they are delivered in each community
- Analysis of potential partnership opportunities between MIC-member municipalities
- Develop schema to highlight "best practices" in service design and delivery in member municipalities
- Research into service design and delivery in municipalities across Ontario to identify proven practices that lead to greater efficiencies and/or improved service
- Comprehensive scan of peer-reviewed research that focusses on municipal service design and delivery to identify proven practices that lead to greater efficiencies and/or improved service



## **Co-op positions in other municipalities**

The Region of Waterloo (RoW) actively engages with local university and college co-op programs, and have continued to grow their partnership given their high rates of success in recruiting student staff that add value to their operation. RoW staff have been supportive in the MIC's effort to understand where co-op students provide value to their operation, and have provided a list of positions they have hired in the past to support their work. They include, but are not limited to:

- Co-Op Student Water (Engineering & Planning Asset Management) (Water Services Division)
- Co-Op Student Coordinator Engineering & Planning (Water Services Division)
- Co-Op Student Hydrogeology & Source Water Protection (Water Services Division)
- Student Project Assistant (Waste Management)
- Student Preliminary Design Assistant (Transportation Division)
- Student Engineering Technologist (Traffic) (Transportation Division)
- Student Technologist (Transportation) (Transportation Division)
- Student Infrastructure Analysis (Design & Construction Division)
- Co-Op Student Facilities Management (Facilities & Fleet Management Division)
- Co-Op Student Purchasing/SCOM (Treasury Services Division)
- Student Airport Operations Assistant (Airport Division)

The Lab Director for the City of Kitchener's Digital Kitchener Innovation Lab hires co-op students each term to support innovation work. Their work is principally focussed on building a Smart City, with diverse projects that regularly intersect with the tech sector in the region. They have created a more generic position title "Smart City Developer" with general responsibilities that are tailored to the needs of the term. I recommend that we focus our position titles and descriptions to ensure that we are receiving applications from students whose skills and interests align with the MIC's needs.

## **Funding sources to reduce costs**

Wilfrid Laurier University and the University of Waterloo have identified Technation and the Canada Summer Jobs program as two viable funding partners that municipalities can engage to offset the full cost of a co-op student. Details are as follows:

- Technation: 75% funding up to \$10000 over a four-month co-op term (16 weeks)
- Canada Summer Jobs: 75% subsidy of the Ontario minimum wage (\$14.25/hr). The University of Waterloo has identified a trend that many positions are only being approved for 8 week subsidies.

## **Position wage cost**

Each co-op position is priced differently depending on the competencies needed to successfully fulfill their roles. On average, students are making \$22-\$26/hr for the work outlined in the three positions outlined above. Using an assumed \$24/hr wage, the cost per position with funding support from the sources listed above works out to:

- Technation:
  - Actual cost: \$24/hour x 35 hours per week x 16 weeks = \$13440
  - Subsidy: \$7500
  - Subsidized cost: \$5940
- Canada Summer Jobs:
  - Actual cost: \$24/hour x 35 hours per week x 16 weeks = \$13440
  - Subsidy: \$3990 (8 weeks) - \$7980 (16 weeks)
  - Subsidized cost: \$5460-\$9450

Additional costs may include training, mileage if travel to municipal offices is needed, and holiday pay premiums. Application to the Technation grant (which is a funding partner for the Student Work Placement Program) has not yet opened for the spring/summer term. Applications to the Canada Summer Jobs grant are due Friday, January 29, 2021.

### **Supervision and workspace**

Each co-op position will report directly to the MIC Innovation officer for the duration of employment. I have extensive experience in designing and supporting experiential learning initiatives which positions me well to support the developmental goals of student employees in co-op positions.

Given that each co-op position reflects a strategic project that the MIC wants to advance, staff from all member municipalities will be needed to provide support to each co-op through meetings, on-site visits (when permitted) and access to information that will inform their work.

Given that partnered post-secondary institutions have recently announced that they will be studying remotely over the spring and summer terms, co-op students may need to work all or a portion of the summer in a remote setting. This is the reality of our time, and I encourage us not to be deterred from hiring co-op students if they must work entirely or partially remotely. Clear objectives and regular meetings for coaching, collaboration, problem solving, and solution development will be needed to make progress in our work, regardless of work context. If in-person is possible, the Nuclear Innovation Institute has agreed to provide space to support the MIC's efforts. Additional spaces including The Hub and municipal offices should be considered.

**General Ledger**

Trial Balance for 17-????-????

Fiscal Year Ending: 12/31/2020

Posting Period: 12 Ending 12/31/2020

Account	Description	Year to Date	
		Debits	Credits
17-1000-2780	DUE TO/FROM REVENUE FUND	149,696.57	
17-5881-5000	MIC-MUNICIPAL CONTRIBUTIONS		214,543.00
17-5881-5100	MIC - PROVINCIAL GRANTS		52,500.00
17-6881-4120	MIC - SOFTWARE / ANNUAL LICENCE	265.25	
17-6881-5430	MIC-CONSULTANTS	117,081.18	
MUNICIPAL INNOVATION CENTRE Balance:		267,043.00	267,043.00
Report Total:		267,043.00	267,043.00

**Trial Balance Summary**

Assets	149,696.57
Fund Balance	0.00
Liabilities	<u>0.00</u>
Net	149,696.57
Revenues	267,043.00-
Expenses	<u>117,346.43</u>
Net	149,696.57-



## **Members**

Jessica Linthorne, Director, Strategic Initiatives, Saugeen Shores, Chair	Present
Mary Rose Walden , CAO, Township of Huron-Kinloss	Present
Sonya Watson, CAO Municipality of Brockton	Present
Sharon Chambers, CAO, Municipality of Kincardine	Absent
Leanne Martin, CAO/Clerk Municipality of South Bruce	Present
Bill Jones, CAO/Clerk Municipality of Arran-Elderslie	Absent
Peggy VanMierlo-West CAO Municipality of Northern Bruce Peninsula	Present
Matthew Meade, Strategic Initiatives Specialist at Bruce County	Absent

## **Staff**

Dave Shorey, MIC Innovation Officer (non-voting)	Present
Emily Dance, Clerk Twp of Huron-Kinloss, Secretary (non-voting)	Present
Mike Kirkpatrick, Director of Information Technology, County of Bruce	Present
Kara Van Myall, CAO Town of Saugeen Shores	Present

1. Call to Order
  - 1.1. The Chair called the meeting to order at 10:04 a.m.
2. Additions or Amendments to the Agenda

None
3. Items for which the Special Meeting was called.

### **3.1 Request for Support from the MIC**

The County of Bruce is tentatively applying to the Municipal Modernization Program for a Routine Patrol App and have requested a letter of support letter from MIC.

Mike Kirkpatrick, Director of Information Technology Services, County of Bruce and Kara Van Myall addressed the MIC with additional information on the project.

Mr. Kirkpatrick explained that under the modernization stream of the municipal innovation program the Bruce County is proposing a County lead initiative, that can benefit all the lower tiers.

He explained the problem with the current road analysis system is based on staff examining road conditions while on patrol where conditions of roads, guard rails, grass etc. are logged and brought forward to be added to the maintenance tasks.



The proposal is to equip all county vehicle with a camera system that runs a program that digitally takes the data and loads it to a file and then determines the required actions. The vehicles will include all County owned vehicles including library vans, IT vehicles etc.

This technology will remove the subjectivity and remove human error, increasing accuracy, timelessness and hopefully reduce labour costs. There is a possibility to increase the vehicles to include the lower tiers and look at the County as a whole.

Motion

Moved by: Mary Rose Walden Seconded by: Sonya Watson

THAT the MIC hereby supports the County of Bruce in their request for funding under the Municipal Modernization Program – Implementation Stream for a Routine Patrol App AND directs the Innovation Officer and Chair to send a letter of support on behalf of the MIC.

Carried

### **3.2 Municipal Modernization Program – Intake II**

Under the program, the MIC can apply for two projects provided the lead on the application has spent all their efficiency money.

Projects to consider:

a) **IT business analysis, viability of a regional IT Service Model**

An analysis of needed investments in Information Technology (IT) and the viability of a regional IT service model.

Kara Van Myall, CAO Town of Saugeen Shores and Mike Kirkpatrick addressed the MIC with further details on the proposal. They explained that it is a shared way to get the same resources across the board and maybe an opportunity for a shared regional approach to IT service delivery and support provided by the County.

They further explained the points outlined below.

Potential Outcomes

1) upgrades in IT that align with a desired future state in each member municipality and



2) what a regional IT service model could look like with the County of Bruce providing IT service to lower-tier municipalities. Outcomes of the consultant's work would include:

Investment in IT

- i. Assess the current state of IT in each lower-tier municipality including an inventory of existing hardware, software, consultancy services, and associated annual costs.
- ii. Outline desired future state of IT in each member municipality.
- iii. Conduct gap analysis between current and desired future state of IT in each member municipality.
- iv. Outline costs associated with IT upgrades that bring each municipality to the desired future state as identified in outcome 'iii'. Consideration would be given to infrastructure, software, training, and human resources needed for implementation.

Servicing IT

- v. Analysis of annual costs over a five-year period to municipalities who opt to upgrade IT based on the findings of outcome 'iv' using a regional IT service model managed by the County of Bruce IT department. Consideration would be given to ongoing infrastructure maintenance and upgrades, bulk purchasing and servicing of hardware and software, training, and human resources needed.
- vi. Analysis of potential cost savings with the use of a regional IT service model as well as non-monetary benefits to entering a regional IT service model with the County of Bruce.
- vii. Develop a phased implementation plan for each municipality to use should there be interest by all parties in entering a regional IT service agreement after considering the findings of this study.

**b) Solid Waste Management Service Review Recommendation Implementation**

The MIC has collectively discussed the path forward with the Waste Management Service Review to include Councils receiving the report, the March 11, 2021 stakeholder meeting, and a Community of Practice (subject matter experts) data gathering to advance next steps.

The group and agreed that due to the timeframe that there is not enough time to put together an application. They noted that further discussion is needed with BASWR prior to moving forward.

- Waste Management Services Review (pg 102-106)

**c) Transportation Service Review**



Grey County and SMART have requested the MIC consider how to create a cooperative approach to region transit using both Grey's fleet/service providers, and SMART's accessible busing. Grey provides point to point, including out of the region, and SMART is door to door, inside the region. This service review would include Transportation Master Plans from the County and lower tier.

The group discussed the idea and determined that more information and communications are necessary to move this initiative forward.

### **Other**

Included in the agenda package is the MIC areas of focus. This is an opportunity for members to bring forward other recommendations for projects.

- MIC areas of Focus

Dave took a quick survey from the participating members on what they are applying for. He noted that there is not a lot of overlap however there is a theme around GIS, digital solutions.

Motion:

Moved by: Mary Rose Walden Seconded by: Leanne Martin

THAT the MIC hereby authorizes that under the Municipal Modernization Program the MIC apply for funding for the service review stream IT business analysis, viability of a regional IT Service Model project.

Carried

### **4. Adjournment**

Motion

Moved by: Leanne Martin Seconded by: Sonya Watson

THAT the MIC hereby adjourns at 11:09 am.

Carried

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Chair

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Secretary

## Recommendations

Based on Dillon's review, there is a desire by the lower tier municipalities to have the County take on more responsibility for the logistics of waste which include diversion programs and collection, contract management with service providers and the development and upkeep of subject matter expertise related to waste management

Based on the evaluation results, all of the options are recommended for the MIC to pursue; however, it is necessary for the MIC to confirm resources and costing needs for each of the recommendations. It is recommended that the MIC considers the following for each option:

- Costs and revenues of each option to compare with status quo,
- Appropriate funding to budget for development and implementation of each option;
- Identification of who will lead the option (County, municipality(ies)); and
- Recommended method of implementation (in-house, consultant, contractor).

The recommendations consider the overall financial, environmental and social impacts as well as the opportunity for service efficiencies. It also reflects further feedback that was provided by the MIC. However, there are several recommendations that are identified as more of a priority for the County as an option(s) is contingent of the completion of that option, or the option coincides with changes to a program due to changes by the Province, or the options is a key component to County's long-term waste management priorities.

All of the options and their recommended timeline for implementation have been identified below in **Table 73** in the order that they were presented in the report. Items that are identified as priority have been highlighted. **Figure 9** presents the options by year of recommended implementation.



**Table 73: Recommendations and Timeline for Implementation**

#	Option	Timeline for Implementation
1	Implement disposal site efficiencies	2025
2	Enhance municipal collaboration and partnership	2022
3	Increase opportunities for reuse and sharing participation	2024
4	Lead by example of 3R initiatives and policies	2024
5	Explore C&D waste diversion initiatives	2025
6	Explore LEED design incentives associated with C&D waste management for new development approvals and permits	2026
7	Update County Waste Management Strategy Master Plan	2022
8	Expand MHSW program	2025
9	Transfer diversion programs to County's responsibilities	2027
10	Transfer waste collection to County's responsibilities	2027
11	Implement County organics collection program	2024
12	Determine processing options for County organics	2023
13	Transfer all waste management roles to Bruce County	2027
14	Each municipality determines their long-term waste disposal needs	2022
15	Verify monitoring and reporting data	2022
16	Identify resources required at the County level to administer and manage any new County waste management roles	2025
17	Update P&E messaging to current issues	2023
18	Implement best practices on P&E delivery	2023
19	Conduct a business review of BASWR	2021
20	BASWR management structure review and update	2022
21	Develop a template for municipalities to report to BASWR	2022
22	Use weight based data instead of estimates	2023
23	Explore shared weigh scale potential partnerships	2023
24	Prepare current state financials in preparation for decision making for transition	2021
25	Internally assess EPR scenarios and expanded blue box program	2021

**Figure 9: Recommendations and Timeline for Implementation****2021**

- Conduct a business review of BASWR\*
- Prepare current state financials in preparation for decision making for transition
- Internally assess EPR scenarios and expanded blue box program\*

**2022**

- Enhance municipal collaboration and partnership\*
- Update County Waste Management Strategy Master Plan\*
- Each municipality determines their long-term waste disposal needs\*
- Verify monitoring and reporting data
- BASWR management structure review and update\*
- Develop a template for municipalities to report to BASWR

**2023**

- Determine processing options for County organics\*
- Update P&E messaging to current issues
- Implement best practices on P&E delivery
- Explore shared weigh scale potential partnerships\*
- Use weight based data instead of estimates

**2024**

- Increase opportunities for reuse and sharing participation\*
- Lead by example of 3R initiatives and policies\*
- Implement County organics collection program\*

**2025**

- Implement disposal site efficiencies\*
- Explore C&D waste diversion initiatives\*
- Expand MHSW program\*
- Identify resources required at the County level to administer and manage any new County waste management roles\*

**2026**

- Explore LEED design incentives associated with C&D waste management for new development approvals and permits

**2027**

- Transfer diversion programs to County's responsibilities\*
- Transfer waste collection to County's responsibilities\*
- Transfer all waste management roles to Bruce County\*

\* Requires need for lower and upper tier Council approvals

## Conclusions and Next Steps

The MIC's goal for this project was to collaborate with member municipalities to review waste management services to determine more efficient ways to deliver waste management services. This was completed by assessing current waste management systems and comparing them with best practices to generate ideas that reduce the amount of waste ending in landfills in the participating municipalities.

The study identified potential additions, modifications and or enhancements to the current waste management services approaches and operations. These options, if implemented, could enhance the effectiveness and operational and cost saving efficiencies in meeting residential solid waste management service needs and regulatory compliance in the near and long term future.

Completion of this service review has provided the MIC with extensive background information, triple bottom line evaluation of options and assessments including:

- A solid understanding of the participating municipalities current situation with respect to waste management for its residents;
- Comprehensive insights into effective strategies and best practices informed by research and waste management industry and policy;
- Recommendations that can enable the MIC to collaborate with member municipalities to identify opportunities for greater operational efficiency and provide recommended next steps to interested parties; and
- A roadmap for moving forward to achieve the MIC's waste management service efficiency goals.

The Province encourages cooperation among municipalities to seek efficiencies and to find mutually acceptable solutions to waste management. Many of the municipalities involved in this service review also indicated an interest and desire to partner and collaborate with each other. A partnership approach has the potential to expand waste management options available to the municipalities involved.

South Bruce Peninsula was not interested in participating in this study at the time that the study was completed; however, there may be an opportunity for the MIC to integrate and collaborate with South Bruce Peninsula in the future as they are also part of Bruce County. The MIC could provide South Bruce Peninsula with routine updates of waste initiatives and the progress of this study to determine if there are any options that would be mutually beneficial to collaborate on together.

## Next Steps

This study has provided a comprehensive insight into developing potential options for consideration with the goal of achieving efficiencies in current and future waste services provided to residents. Pooling of resources and partnerships among MIC municipalities could be the basis of starting discussions among

interested parties leading to formal partnerships and terms of agreements. Following discussions with municipal staff and elected officials in Bruce County, the MIC should begin to implement priority options that have received municipal and County approval. Progress should be monitored and reported back by the MIC to municipalities and the County.

January 16, 2020

Members of the Innovation Council,

Thank you for the opportunity to work with you to advance your organization's innovation initiatives. I've summarized the key insights, first steps, and additional areas of opportunities in the following notes.

Thank you for your partnership - Communitech is proud to support your success!

Best regards,

Lindsay Farlow  
Head of Corporate Innovation Programs  
Communitech

## General thoughts

- We need to figure out how to share/learn (Eg. fleet best practices)
  - A lab director could lead this - perhaps one focus area per quarter?
  - Some digital tools could help too
- We could start by looking at budgets and identifying high cost areas that would have a big impact

## First Areas of Focus for the Innovation Council

### E-Services

- Implementing a digital service could be a quick win
- Easy to collaborate
- Different communities have different seasonal residents, and e-services could help
- Digital tools could impact other areas too (eg. environmental data, open data)
- Municipalities could start by doing an inventory of what they have/need and what's working/what isn't
  - Lab director could coordinate a meeting to start
- There's a municipal modernization fund that could be leveraged

### Waste Management

- There's an application in for a review of best practices (if successful, a consultant would lead)
- Waste expense is huge, and recycling is at risk
- Right now we all do garbage differently
- LEED standards for new buildings could reduce cost, waste

### Sustainability/Climate Change/Environmental

- We need to understand where we're at risk (some municipalities have gotten reports on this, some haven't)
- Not sure if this is a requirement?
- There are grants for green energy things
- Next step would be to look at risk reports and identify specific areas of opportunity

### Transportation

- Could explore best practices from other areas
- Transportation options would also help with labour problems, people/hiring as well
- So many inefficiencies right now!
- Geographically, it's difficult to provide a regional solution.
  - Maybe some kind of Municipal Uber Pool?
  - Examples we could model: Bruce Power bus, Wiarton airport shuttle.

- Fleets potentially as well (green vehicles)
- A pilot project would be a good start, like what Mississauga did recently
- SMART needs to be fixed
- There is an Integrated Transportation Committee that just started - it will explore regional transportation options (some municipalities weren't aware of it)
- Provincial funding is available

## **Original Notes About Areas of Opportunity**

### **E-Services (10 dots)**

- Communication practice → residents
- IT solutions (software, apps, etc.)
- IT services
- Open data
- Development process (enterprise solutions)
- Communications strategy and solutions (technology)
- Digital solutions (payroll, building, parking...)
- 311 potential
- Accessibility across communities (facilities, locations)
- Sharing data (open data) - GIS-->asset management

### **Climate Change/Environmental (8 dots)**

- Climate change adaptation initiatives → how to protect our infrastructure
- Climate change (flooding, expense, road effects)
- Sustainable practices (environmental)
- Infrastructure/asset management planning
- Coastal care/initiatives
- Fleet efficiencies
- Apply new construction techniques

### **Waste Management (9 dots)**

- Waste management (recycling risk, different approaches)
- Enhanced recycling
- Recycling program improvements
- Waste management (landfill, new ways, reducing cost)
- LEED building standards (to reduce waste)

### **Regional Transportation (5 dots)**

- Rural transportation options - specialized
- Public & active transportation

**Shared Services (4 dots)**

- Cost sharing
- Centralized purchasing
- Health and safety
- Culture/heritage
- Tourism
- Access to healthcare (recruitment, NP...other solutions)
- Big issues with little solutions planning

**People & Growth (4 dots)**

- Employment gaps - recruitment for winter maintenance, manufacturing industries
- Labour/skilled trade shortage
- Staffing growth & development
- Training opportunities for our staff
- Resource sharing when we are vulnerable

**Housing (1 dot)**

- Develop strategies together
- Affordable housing plan initiatives





# Municipal Modernization Program Intake 2 – Third-Party Review Stream

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Expand

Validate

Instructions	A - Organization Information	B - Organization Address Information
C - Application Contact Information	D - Estimated Cost	E - Review Project Description
M - Declaration and Signing		

## Instructions

Before filling out the application read the entire PROGRAM/APPLICATION GUIDELINES. It may be useful to print a copy of the Program/ Application guidelines to refer to while completing the application. There may be some questions on this application that you are NOT required to complete, these will be noted clearly in the Program/Application guidelines. Some programs require you to contact a ministry advisor prior to submitting your application.

Information about eligible organizations and expenses are detailed in the Program/Application guidelines.

Some fields in your application will already have the information you supplied during enrolment or from previous applications.

Answer each question fully or indicate “not-applicable” if the question is not relevant or does not apply to your project. Answers may vary in length depending on the nature of your project or program.

Provide reasons and supporting data where applicable to support your application. Demonstrate how your project addresses the grant program priorities.

Prepare necessary support materials. Ensure you have all of the necessary support materials electronically (either scanned, pdf or attachment). The required attachments are listed below.

Note that Ministry consideration of an application does not guarantee funding. Applications will be assessed on the basis of the information provided by the applicant within the completed application forms and for their ability to achieve the objectives of the program.

The Ministry cannot guarantee funding to all applicants, nor can the ministry ensure that the total amount requested by successful applicants will be granted. The ministry reserves the right, in its sole discretion, to fund or not fund any particular project or program for which an application is submitted. The decision to fund all or part on an applicant request will depend on its fit to the program priorities, assessment criteria and the overall demand of funds in the program.

# Municipal Innovation Council

## Chair Report

Report: Facilitation Requests  
Date: March 25, 2021  
Submitted by: Jessica Linthorne, Chair

### Recommendation:

That the Municipal Innovation Council authorize the Innovation Officer to facilitate two discussions as they relate to the strategic framework of the MIC;

- 1) Transportation discussion to include Grey County transportation staff and vendors, Saugeen Mobility and Regional Transit (SMART), Bruce County transportation staff, elected officials, MIC member staff and other stakeholders
- 2) Attainable housing discussion surrounding the implementation of the action items and recommendations outlined in the Town of Saugeen Shores Attainable Housing Task Force report, Bruce County housing report, and through the findings of University of Waterloo Planning students who have been supporting the Attainable Housing Task Force

### Background:

SMART and Grey County transportation staff have been in contact to discuss a collaborative approach to offer door-to-door accessible transit and point-to-point transit between the counties of Grey and Bruce. Recognizing Bruce County is advancing a transportation master plan (TMP), and noting other member municipalities may have a TMP in place, the Innovation Officer and the Chair feel there is merit in advancing a facilitated discussion between partners. Transit vendors, local government staff and elected officials will be invited to this discussion with a targeted timeline of Q2 2021.

The Town of Saugeen Shores has been working with students from the University of Waterloo as it relates to research and findings regarding attainable housing. This work was lead by municipal staff and the Town of Saugeen Shores Attainable Housing Task Force. The students are ready to share their findings and will do so through a virtual meeting hosted by the Nuclear Innovation Institute on April 6<sup>th</sup>, 2021.

In addition to the student presentations, the Attainable Housing Task Force has requested MIC support in facilitating next steps discussion surrounding the implementation of recommendations. The Innovation Officer and the Chair believe there is merit in the MIC being involved in this as implementation of tactics presents opportunities for all MIC member municipalities. This discussion will also include recommendations and action items from Bruce County Housing reports and the learnings from the Planning students.

# Municipal Innovation Council

Report: Q1 Report to MIC member Councils

Date: March 25, 2021

Submitted by: Jessica Linthorne, Chair  
Dave Shorey, Innovation Officer

The Municipal Innovation Council (MIC) is pleased to provide a Q1 update to member Councils.

Dave Shorey, Innovation Officer and Jessica Linthorne, Chair, concluded the first year of the pilot program with delegations to member Councils. Most delegations took place throughout the month of December 2020 and the delegation to County Council took place in February 2021.

During these delegations, Dave Shorey shared the strategic framework to member Councils. The framework has been well received by all member municipalities and has now been formally received by the Municipal Innovation Council.

The following is a list of projects and advancements as they relate to the MIC:

**1) Solid Waste Management Service Review – 100% funded by the first intake of the Municipal Modernization Program**

Dillon Consulting has submitted the final Solid Waste Management Service Review report and each Council has had the opportunity to review and receive the report.

On March 11, Dillon Consulting and the MIC hosted an information session for elected officials, municipal staff, waste management vendors and other stakeholders. This forum provided an opportunity for questions relating to the report and offered clarity regarding the process and the recommended next steps.

The community of practice (subject matter experts) will meet in Q2 2021 to discuss the report and desired next steps. The MIC will review recommendations and ensure member Councils and other stakeholders are engaged before any recommendation items advance.

**2) Topography Pilot Project - pending National Disaster Mitigation Program funding**

As previously reported, this project is in partnership with the Nuclear Innovation Institute (NII), with support from the Saugeen Valley Conservation Authority (SVCA). Current topographic datasets made available by the SVCA have informed decisions regarding land use for decades. By leveraging technical expertise and access to leading topographic technology, the NII will act as a broker to support the MIC and SVCA in updating maps. The SVCA is supportive of the project, and an application to the National Disaster Mitigation Program has been submitted by the MIC and is under review. The MIC's application to the NDMP has passed the first phase of the review process. The Ministry of Municipal Affairs and Housing in Ontario has expressed support for the

MIC's application and has forwarded it to Public Safety Canada where it is undergoing further review.

**3) Co-op/Intern Hiring – funded by the MIC operating budget**

The MIC has successfully recruited and hired a co-op student for the IT Business Analyst position and an intern for the Organizational Development Analyst position. The Municipal Service Analyst is expected to be hired in the coming weeks. Each position supports the MIC in building the strategic capabilities needed in member municipalities to sense and respond to opportunities. Through collaborative capacity building, we will be able to identify common training and development needs and explore shared resourcing, identify our current state of IT and a desired future state, and will be able to map all services offered by member municipalities including modes of delivery. Each position will begin working on May 3<sup>rd</sup>, 2021 and will conclude work on August 20<sup>th</sup>, 2021. Each will work remotely with some on-site responsibilities pending the state of the health environment in the spring and summer months.

Read more: <https://www.nuclearinnovationinstitute.ca/post/the-secret-sauce-to-municipal-innovation-in-bruce-county>

**4) Transportation – no financial commitment**

Saugeen Mobility and Regional Transit (SMART) representatives have requested the MIC support a facilitated discussion between their service, Grey County transportation and partners, Bruce County transportation and other stakeholders. Between regional government and vendors in the area, there is an opportunity to discuss a collaborative approach to offer door-to-door accessible transit and point-to-point transit between the counties of Grey and Bruce. Recognizing Bruce County is advancing a transportation master plan (TMP), and noting other member municipalities may have a TMP in place, the Innovation Officer and the Chair feel there is merit in advancing a facilitated discussion between partners. Transit vendors will be invited to this discussion as well as elected officials. This facilitated conversation will take place in Q2 2021.

**5) Attainable Housing – no financial commitment**

The Town of Saugeen Shores has been working with students from the University of Waterloo as it relates to research and findings regarding attainable housing. This work was lead by municipal staff and the Town of Saugeen Shores Attainable Housing Task Force. The students are ready to share their findings and will do so through a virtual meeting hosted by the MIC and the Town of Saugeen Shores on April 6, 2021.

In addition to the student presentations, the Attainable Housing Task Force has requested the MIC support in facilitating next steps discussion surrounding the implementation of recommendations from the Saugeen Shores report, action items from Bruce County Housing report and learnings from the Planning students. The MIC's involvement in this discussion presents opportunities for all MIC member municipalities.

**6) IT Partnership Review – applying for 100% of project to be funded through second intake of the Municipal Modernization Program**

An application has been submitted by the MIC to intake 2 of the Municipal Modernization Program for a service review of all member municipality's IT solutions. This review will include:

- An assessment of current IT infrastructure (software, hardware, ISPs), consultancy services, and all associated costs
- The development of a desired future IT state for all member municipalities (upper and lower-tier) with gap analysis between current and future state for each municipality
- The development of a phased implementation plan including timeline, training needed by users and service providers, and associated costing of upgrades and personnel for each municipality to arrive at the desired future state
- The development of possible regional IT service delivery model(s) that consider shared IT staff, common core hardware and software solutions, standardized bulk purchase agreements for hardware and software, and associated costs to operate a regional model

The Municipal Innovation Council continues to meet virtually on a bi-monthly basis. The group and ongoing agenda items include project updates, partner updates and updates from the Innovation Officer. Minutes from the MIC meetings will continue to be forwarded to municipal clerks for inclusion in Council agenda packages as correspondence.

Thank you for your ongoing support.

Respectfully submitted,

Jessica Linthorne  
Chair, Municipal Innovation Council  
Director, Strategic Initiatives, Town of Saugeen Shores

Dave Shorey  
Innovation Officer, Municipal Innovation Council

# Municipal Innovation Council

## Innovation Officer Report

Report: Innovation Progress  
Date: March 25, 2021  
Submitted by: Dave Shorey, Innovation Officer

### **Solid waste management services review**

On Thursday, March 11<sup>th</sup> Dillon Consulting presented their Solid Waste Management Services Review findings to 38 municipal staff, council members, and community members. The session was recorded to allow attendees to learn about the review process that Dillon Consulting used, their findings, and the thematic coding that they did to develop areas of opportunity. Each of the 25 suggested projects were identified with emphasis that each was a suggested next step along with a proposed timeline should member municipalities want to take on all suggestions.

Concerns were raised by one attendee regarding comments made by staff and elected officials about BASWR that were taken in June 2020 and documented in the final report. An invitation was extended over email with a follow up to submit corrections that, when received, will be promptly sent to Dillon Consulting for review. A correction was forwarded about BASWR weighing materials that will be corrected in the report. One other attendee had further inquiry about the possibility of partnering with neighbouring communities to facilitate the possibility of an organics program in Bruce County. No other questions were raised during the session.

I have sent a follow up email to all subject experts with a link to the webinar for viewing and have prompted reflection on what, if any suggested project, would be attractive to investigate further for implementation. I will also attend the next Bruce County Waste Management Technical Sub-Committee to explore which, if any, of the 25 recommended projects listed in the report would be of interest in advancing. I will report back once a meeting date is confirmed and I am able to solicit feedback from the group.

### **Co-op/Intern and SMT engagement**

I have successfully recruited and hired a co-op student for the IT Business Analyst position and an intern for the Organizational Development Analyst position. The Municipal Service Analyst will be hired after interviews this week. Each position supports the MIC in building the strategic capabilities needed in member municipalities to sense and respond to opportunities. Through collaborative capacity building, we will be able to identify common training and development needs and explore shared resourcing, identify our current state of IT and a desired future state, and will be able to map all services offered by member municipalities including modes of delivery.

To set each student up for success, I would like to travel (virtually) to each member's Senior Management Team meeting to do introductions, share the projects that the MIC team will be working on over the spring and summer, and to identify primary points of contact for each student in each municipality. This will be the most efficient way to accomplish multiple objectives in a tight window and will be an excellent onboarding experience for students and myself alike.

Each position will begin working on May 3<sup>rd</sup>, 2021 and will conclude work on August 20<sup>th</sup>, 2021. Each will work remotely with some on-site responsibilities pending the state of the health environment in the spring and summer months.

On a final note, I want to highlight and thank the Bruce County IT department for the tech support they have offered to provide each student staff member. This will provide the student staff with the tools that they need to be successful.

### **Municipal Modernization Program (MMP)**

The final reconciliation for the MIC's first funded project (solid waste management service review) was completed and submitted to the Ministry of Municipal Affairs and Housing in early March. Thank you to all staff that were able to support a late request to have the gross value of services reviewed sent to me for compilation.

The second intake of the MMP closed on March 15<sup>th</sup>. Jessica Linthorne (Chair) and I completed an application on behalf of the MIC to support the review of IT services in member municipalities. If successful, this funding would support an enhanced review of information collected by the IT Business Analyst to provide thorough analysis of our current state, define a future state of IT infrastructure, software, and service agreements, and complete a gap analysis including costing along with a phased plan to guide system and service improvements.

### **Attainable Housing Research Symposium**

Jay Pausner (Town of Saugeen Shores) and I have been engaged with faculty, undergraduate students, and graduate students in the University of Waterloo's School of Planning since January 2021. Six groups of fourth year undergraduate students and one group of graduate students have focussed their applied research project on Saugeen Shores' immediate and sustained shortage of affordable and attainable housing. I have been so impressed by each of the group's professionalism and care for the final product and believe that every member municipality can benefit from the research being shared. Each group has shown authentic concern for the well-being of community members in Saugeen Shores and has worked diligently to develop suggested solutions that draw on proven practices.

On Tuesday, April 6<sup>th</sup> there will be a four-hour Attainable Housing Research Symposium where each group will showcase their final report and recommendations for consideration. I welcome all municipal staff, elected officials, and community members to watch and engage with the research between 10 am – 2 pm (1 hour lunch from 12 – 1pm). A Zoom or Teams link will be made available shortly.

As recognition for the effort and time that each student has put into research on attainable and affordable housing for us all to learn from, I recommend purchasing a gift worth \$100 each student. They have agreed to present to staff and council members from across the MIC which is beyond their course expectation. It is worth noting that all research and reporting done over the last three months comes at no cost, and with all work being completed remotely, neither the Town of Saugeen Shores nor the MIC has been asked to support conventional costs such as a mileage to do site visits.

### **National Disaster Mitigation Program**

The MIC's application to the NDMP has passed the first phase of the review process. The Ministry of Municipal Affairs and Housing in Ontario has expressed support for the MIC's application and has forwarded it to Public Safety Canada where it is undergoing further review.

### **Applied Research between May – August 2021**

The University of Waterloo's Master of Economic Development and Innovation program has expressed interest in partnering with the MIC on a maximum of five applied research projects across Bruce County (see January MIC meeting minutes). To date, one student has selected a research topic that I proposed to the program: how to revive derelict buildings in downtown cores. Faculty have indicated that many students start to shape their applied research project in the late winter/early spring, which means that we should hear back from more students shortly if there is additional interest.

### **Driftscape**

An inquiry was sent to me a few months back by a Saugeen Shores staff member about my knowledge of mobile apps that could support a joint project with a local heritage committee. The staff member is interested in purchasing a mobile app that would enhance both the local and visitor's experience through augmented reality and rich media highlighting natural and man-made features in town. A few weeks ago, I read of the City of Guelph's new agreement with Driftscape, an Ontario company that provides a product that aligns with Saugeen Shores' needs.

I scheduled a demo of the product and invited staff from Bruce County who are responsible for tourism to also look at the product. It just so happens that County staff were investigating mobile apps as well and have taken an interest in the Driftscape product.

Kincardine has recently announced the use of Driftscape in 2021 which could serve as an excellent use case for MIC members to observe and learn from. County tourism staff are actively exploring the possibility of other partnerships outside of Bruce County as well as possible funding sources to make this a county-wide tourism solution.

A product like Driftscape provides value to permanent and seasonal residents along with visitors to the region. Community trails and businesses can be integrated into the app along with geo location to help people with way finding. Tours and scavenger hunts can be set up that encourage people to explore the



spaces they are in. The data generated through the app is extremely valuable and informative, giving municipal staff insights into where people originate from, how long they remain at a certain location in Bruce County, which locations they travel to, and how frequently they return.

Entry cost is \$4300 plus tax. I will continue to liaise with County staff but encourage each municipality to consider this digital solution as a value-added service for residence and a recovery and growth tool with visitors.

## General Ledger

## Current Budget Comparison - Revenue and Expense

Fiscal Year Ending: DEC 31,2021 To Period 3 Ending March 31, 2021

Accounts: 17-????-????

Account	Description	Period To Date	YTD Actual	Annual Budget	---Unknown---	Committed PO's	Budget % Used
<b>Fund: 17 MUNICIPAL INNOVATION CENTRE</b>							
<b>Dept: 5881 MUNICIPAL INNOVATION COUNCIL</b>							
17-5881-5000	MIC-MUNICIPAL CONTRIBUTIONS	0.00	183,628.00	0.00	183,628.00	0.00	100.00
17-5881-5100	MIC - PROVINCIAL GRANTS	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS		0.00	183,628.00	0.00	183,628.00	0.00	100.00
Total Revenue		0.00	183,628.00	0.00	183,628.00	0.00	100.00
<b>Fund: 17 MUNICIPAL INNOVATION CENTRE</b>							
<b>Dept: 6881 MUNICIPAL INNOVATION COUNCIL</b>							
17-6881-4120	MIC - SOFTWARE / ANNUAL LICENC	0.00	0.00	0.00	0.00	0.00	0.00
17-6881-5430	MIC-CONSULTANTS	4,187.83	21,961.33	0.00	(21,961.33)	0.00	100.00
TOTALS		4,187.83	21,961.33	0.00	(21,961.33)	0.00	100.00
REPORT SUMMARY							
17-5881	MUNICIPAL INNOVATION COUNCIL	0.00	183,628.00	0.00	183,628.00	0.00	100.00
Total Revenue		0.00	183,628.00	0.00	183,628.00	0.00	100.00
17-6881	MUNICIPAL INNOVATION COUNCIL	4,187.83	21,961.33	0.00	(21,961.33)	0.00	100.00
Total Expenditure		4,187.83	21,961.33	0.00	(21,961.33)	0.00	100.00
Excess Revenue Over (Under) Expenditures		(4,187.83)	161,666.67	0.00	161,666.67	0.00	100.00

# Municipal Innovation Council

## Rules of Procedure – Strategic Framework

Report: Rules of Procedure Amendment

Date: March 25, 2021

Submitted by: Emily Dance, Secretary

### Recommendation:

THAT the Municipal Innovation Council hereby adopts the Municipal Innovation Council Strategic framework AND approves amending the Rules of Procedure to include the Municipal Innovation Council Opportunities and Strategic Capabilities Document (Strategic Framework) in the appendices and the housekeeping items as listed in the report.

### Background

On May 7, 2020 the Municipal Innovation Council (MIC) adopted the Rules of Procedure for the MIC. The rules outline the roles and responsibilities of group members and meeting procedures.

### Comments

In December 2020 the Innovation Officer brought forward the Municipal Innovation Council Opportunities and Strategic Capabilities which was received by all participating member Councils. As this document goes into greater details of the capabilities and opportunity areas it may be prudent to include this document as an appendix to the rules of procedure.

In addition, there are some additional housekeeping items:

- Lab Director to Innovation Officer
- Change to the general order of the agenda
- Flexibility with circulation of the draft minutes

# MUNICIPAL INNOVATION COUNCIL RULES OF PROCEDURE

# Contents

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## 1.0 General

The Town of Saugeen Shores will be acting as the lead for the Municipal Innovation Council.

All Partners of the Municipal Innovation Council (MIC) agree to enter into a Memorandum of Understanding with MIC and agree to:

- Contribute financially to the Municipal Innovation Council to support the agreed upon budget and funding model.
- Appoint a municipal staff person to represent each municipal partner.
- Participate in priority setting exercises, strategic planning and evaluation review for the Municipal Innovation Council.
- Participate in conversation with invited resources including MIC representatives, CAOs, other key staff or appointed individuals connected to the areas of focus.

All communications by letter, fax or electronic mail should be addressed to the Chair. The Chair will set up a group e-mail to include all correspondence to members.

During a declared emergency the Chair with the consensus of the membership may make the necessary adjustments to the Rules of Procedure but not to the extent that it alters the intent.

### Innovation Officer

The Town of Saugeen Shores, acting as the lead for the Municipal Innovation Council will:

- Be responsible for employment of the position of Innovation Officer, collectively funded by MIC partners
- Recruitment and operational oversight MIC partners to be engaged in work plan development and evaluation
- Ensure sufficient space and resources for Innovation Officer, as outlined in MOU between Saugeen Shores and NII

## 2.0 Members of the Municipal Innovation Council

The MIC shall be composed of members appointed in accordance with the Memorandum of Understanding. (MOU)

Members Municipalities shall appoint a municipal staff person (and alternate) to represent each municipal partner.

### Chair

The Town of Saugeen Shores will act as the Chair for the Municipal Innovation Council. In the absence or unavailability of the Chair an Acting Chair shall be appointed by consensus of the MIC for the duration of the meeting.

The Chair shall:

- Call meetings of the MIC
- Develop the agenda in consultation with the secretary and circulate to members.
- Ensure the MIC formulates and maintains the general areas of focus as outlined in the MOU (attached as Appendix 'A')
- Acts a general spokesperson

## Members

Members of the MIC shall:

- Participate and share in priority setting exercises, strategic planning and evaluation review for the MIC
- Bring forward suggestions of innovative strategies
- Vote on priority areas
- Approve the annual budget with expenses reported to the MIC members quarterly
- Collectively define the work plan for the Innovation Officer
- Participate in a courteous manner and not engage in any action which disturbs the meeting.

## Secretary

The Secretary will be provided by a participating municipality and shall:

- Be appointed by resolution of the MIC
- Work with the Chair to publish the agenda.
- Record the minutes of the meeting.

## Signing Authority

The Chair and one member (plus alternate) of the MIC shall have signing authority for the MIC to enter into contacts

- The members shall appoint the member with signing authority and alternate.
- The combination of two signatures will be required

## 3.0 Meetings

Meetings may take place using an electronic platform.

Meetings shall be open to the public; however, there is no automatic right for the public to speak or participate in a meeting.

If a member of the public would like to participate, they must make a request through the Chair. The Chair's decision is final.

Members of the public will be courteous and not engage in any action that disturbs the meeting.

The Chair may exclude any person from the meeting for improper conduct.

During a declared emergency the extent of public participation may vary and may be limited to distribution of the agenda and minutes upon request.

## 4.0 Meeting Procedures

The majority of the members shall constitute a quorum.

If there is no quorum present within fifteen (15) minutes after the time fixed for holding the meeting, or if quorum is lost during the meeting, the secretary shall record the names of the members present and note in the minutes that there was no quorum established.

The meeting may continue with those present; however, decisions and voting will be deferred to the next meeting when quorum is present.

Members may participate electronically by video conference or telephone and count towards quorum.

E-mail participation is not permitted.

All decisions will be made on the basis of motions.

Advancing priority area project that require a vote of membership

- Chair to call questions as presented by member or through MIC collective discussion
- Chair to record vote

All matters will be decided by a majority vote of the members present, including electronically or by telephone.

Each member municipality shall be given one vote.

Majority required to advance a project which has a final implication.

Majority required to advance a project assigned to the Innovation Officer.

Any member who refuses to vote is deemed to have voted against the motion. In the event of a tie the motion is deemed defeated.

If these rules do not provide for a matter of procedure that arises during a meeting, the practice shall be determined by the membership to use standard meeting practices to enable it to effectively continue the meeting.



## Agenda

- The Chair will establish the MIC agenda in consultation with the secretary.
- The order of business set out in the agenda may be changed by the consensus of the MIC.
- A member may introduce a new item of business by providing written notice to the Chair prior to publication of the agenda.
- Additional business items may be added to the agenda by consensus of the MIC.

## Closed Meetings

A meeting or part of the meeting may be closed to the public if the subject matter being considered is:

- Personal matters about an identifiable individual
- Litigation
- Advice subject to solicitor-client privilege
- Education or training
- Information explicitly supplied in confidence to the MIC
- A trade secret or certain specific information supplied in confidence to the MIC, or that belongs to the MIC and has monetary value
- A plan or instruction to be applied to negotiations

## Minutes of Meetings

The Secretary will keep the minutes of all MIC meetings.

The minutes will include:

- The names of all members attending and absent
- All decisions and other proceedings
- Brief discussion points
- The general nature of any items discussed in closed.
- Closed Minutes will be kept separate and protected.
- Will be provided to the MIC in draft form prior to the next meeting.
- Be passed by motion at the next meeting.
- Upon passage will be forwarded to the Clerks of member municipalities to be distributed as per local procedures.

## 5.0 Agenda

General order of the meeting, may be modified by the Chair.

- a) Call to Order
- b) Additions or Amendments to the Agenda
- c) Adoption of Minutes

- d) Delegations
- e) Update / Announcements from Members
- f) Project Updates
  - a. Update/Reports from the Chair
  - b. Update /Reports from Innovation Officer
- g) Other reports
- h) Budget Review
- i) Correspondence/Information
- j) Closed meeting (if required)
- k) Meeting Schedule
- l) Adjournment

## 6.0 Schedules

The MIC will meet every other month.

The MIC shall establish an annual schedule of its regular meetings, and shall adhere to that schedule unless otherwise decided by the Chair in consultation with the membership.

If under the direction of the Chair a special meeting is required, members shall be given when possible five (5) business days' notice.

The Chair of the MIC shall send a copy of the agenda for each meeting to the members at least five (5) business days before the time of commencement of the meeting.

Member shall notify the Chair, as far in advance as possible if they will not be attending the meeting. When possible members shall send an alternate.

## Appendices

- A. Memorandum of Understanding
- B. Communitel January 16, 2020 – Innovation Initiatives
- C. Strategic Framework – Municipal Innovation Council Opportunities & Strategic Capabilities

# MUNICIPAL INNOVATION COUNCIL MEMORANDUM OF UNDERSTANDING

## PARTNERS OF THE MUNICIPAL INNOVATION COUNCIL (MIC) AGREE TO:

- Contribute financially to the Municipal Innovation Council to support the agreed upon budget and funding model.
  - Funding will support collaborative staffing, research, and implementation during the three-year project (2020-2023).
- Appoint a municipal staff person to represent each municipal partner.
  - MIC member will be responsible to attend MIC meetings (quarterly) and will actively participate and engage with partners of MIC.
  - The appointed representative will act as the point of contact for the partner municipality, participate and share in priority setting and act as a supporter for change in their organization.
  - This representative should possess a collaborative attitude and demonstrate innovative thinking.
  - The position of MIC representative is not a paid position by the MIC or by NII.
- Participate in priority setting exercises, strategic planning and evaluation review for the Municipal Innovation Council.
- Participate in conversation with invited resources including MIC representatives, CAOs, other key staff or appointed individuals connected to draft areas of focus:
  - ▶ Construction and Infrastructure
  - ▶ IT and Digital Solutions
  - ▶ Municipal Sustainability
  - ▶ Liveable Communities
- **Decision making:**
  - Members who contribute financially and have identified municipal staff representation are deemed voting members
  - A majority of voting members will represent quorum
  - MIC members will vote on priority areas
  - MIC will approve its annual budget, with expenses reported to MIC members quarterly (Saugeen Shores purchasing protocol will be used)
  - MIC members will collectively define the work plan for the Lab Director, with regular work oversight performed by Saugeen Shores' MIC representative
- The Lab Director will prepare quarterly reports for MIC representatives to submit to municipal Councils as required
- The Lab Director will provide an annual in-person report to member municipal Councils

# MUNICIPAL INNOVATION COUNCIL

## MEMORANDUM OF UNDERSTANDING

**THE TOWN OF SAUGEEEN SHORES**, acting as the lead for the Municipal Innovation Council, will:



- Coordinate and secure partnerships for the Municipal Innovation Council, ensuring local communities are informed and invited to join
- Chair the Municipal Innovation Council
- Sit on the Board of Directors of NII, participating in conversations and decisions which offer opportunity to the Municipal Innovation Council
- Be responsible for budget including reporting to MIC partners, and payroll to Lab Director position
- Be responsible for employment of the position of Lab Director, collectively funded by MIC partners
  - Recruitment and operational oversight
  - MIC partners to be engaged in work plan development and evaluation
- Ensure sufficient space and resources for Lab Director, as outlined in MOU between Saugeen Shores and NII

Signed:

\_\_\_\_\_  
Mayor, Arran Elderslie

\_\_\_\_\_  
Date

\_\_\_\_\_  
Mayor, Brockton

\_\_\_\_\_  
Date

\_\_\_\_\_  
Warden, Bruce County

\_\_\_\_\_  
Date

\_\_\_\_\_  
Mayor, Huron Kinloss

\_\_\_\_\_  
Date

\_\_\_\_\_  
Mayor, Kincardine

\_\_\_\_\_  
Date

\_\_\_\_\_  
Mayor, North Bruce Peninsula

\_\_\_\_\_  
Date

\_\_\_\_\_  
Mayor, Saugeen Shores

\_\_\_\_\_  
Date

\_\_\_\_\_  
Mayor, South Bruce

\_\_\_\_\_  
Date

\_\_\_\_\_  
Mayor, South Bruce Peninsula

\_\_\_\_\_  
Date



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January 16, 2020

Members of the Innovation Council,

Thank you for the opportunity to work with you to advance your organization's innovation initiatives. I've summarized the key insights, first steps, and additional areas of opportunities in the following notes.

Thank you for your partnership - Communitech is proud to support your success!

Best regards,

Lindsay Farlow  
Head of Corporate Innovation Programs  
Communitech

## General thoughts

- We need to figure out how to share/learn (Eg. fleet best practices)
  - A lab director could lead this - perhaps one focus area per quarter?
  - Some digital tools could help too
- We could start by looking at budgets and identifying high cost areas that would have a big impact

## First Areas of Focus for the Innovation Council

### E-Services

- Implementing a digital service could be a quick win
- Easy to collaborate
- Different communities have different seasonal residents, and e-services could help
- Digital tools could impact other areas too (eg. environmental data, open data)
- Municipalities could start by doing an inventory of what they have/need and what's working/what isn't
  - Lab director could coordinate a meeting to start
- There's a municipal modernization fund that could be leveraged

### Waste Management

- There's an application in for a review of best practices (if successful, a consultant would lead)
- Waste expense is huge, and recycling is at risk
- Right now we all do garbage differently
- LEED standards for new buildings could reduce cost, waste

### Sustainability/Climate Change/Environmental

- We need to understand where we're at risk (some municipalities have gotten reports on this, some haven't)
- Not sure if this is a requirement?
- There are grants for green energy things
- Next step would be to look at risk reports and identify specific areas of opportunity

### Transportation

- Could explore best practices from other areas
- Transportation options would also help with labour problems, people/hiring as well
- So many inefficiencies right now!
- Geographically, it's difficult to provide a regional solution.
  - Maybe some kind of Municipal Uber Pool?
  - Examples we could model: Bruce Power bus, Warton airport shuttle.

- Fleets potentially as well (green vehicles)
- A pilot project would be a good start, like what Mississauga did recently
- SMART needs to be fixed
- There is an Integrated Transportation Committee that just started - it will explore regional transportation options (some municipalities weren't aware of it)
- Provincial funding is available

## **Original Notes About Areas of Opportunity**

### **E-Services (10 dots)**

- Communication practice → residents
- IT solutions (software, apps, etc.)
- IT services
- Open data
- Development process (enterprise solutions)
- Communications strategy and solutions (technology)
- Digital solutions (payroll, building, parking...)
- 311 potential
- Accessibility across communities (facilities, locations)
- Sharing data (open data) - GIS-->asset management

### **Climate Change/Environmental (8 dots)**

- Climate change adaptation initiatives → how to protect our infrastructure
- Climate change (flooding, expense, road effects)
- Sustainable practices (environmental)
- Infrastructure/asset management planning
- Coastal care/initiatives
- Fleet efficiencies
- Apply new construction techniques

### **Waste Management (9 dots)**

- Waste management (recycling risk, different approaches)
- Enhanced recycling
- Recycling program improvements
- Waste management (landfill, new ways, reducing cost)
- LEED building standards (to reduce waste)

### **Regional Transportation (5 dots)**

- Rural transportation options - specialized
- Public & active transportation



**Shared Services (4 dots)**

- Cost sharing
- Centralized purchasing
- Health and safety
- Culture/heritage
- Tourism
- Access to healthcare (recruitment, NP...other solutions)
- Big issues with little solutions planning

**People & Growth (4 dots)**

- Employment gaps - recruitment for winter maintenance, manufacturing industries
- Labour/skilled trade shortage
- Staffing growth & development
- Training opportunities for our staff
- Resource sharing when we are vulnerable

**Housing (1 dot)**

- Develop strategies together
- Affordable housing plan initiatives



# Municipal Innovation Council Opportunities & Strategic Capabilities



# Session Outline

Municipal Innovation Council

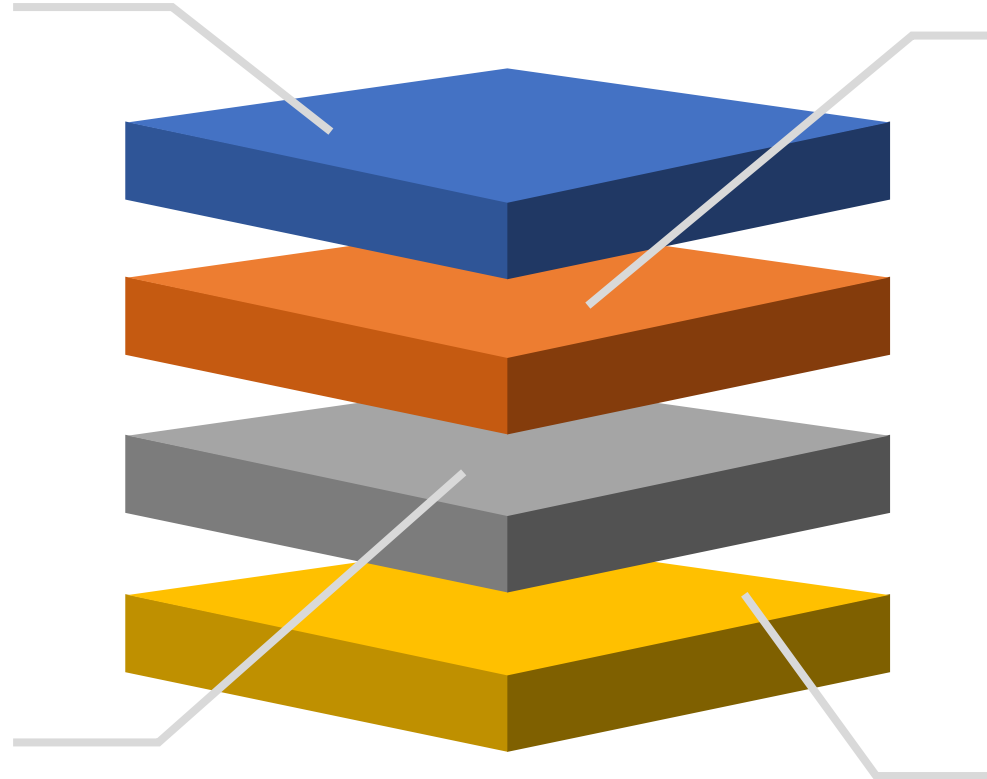
## MIC INNOVATION PARADIGM

The processes, frameworks, methodologies, resources, and proven practices that have informed the MIC's discovery work and will guide future action and decision making.

## STRATEGIC CAPABILITIES

Existing and emerging capabilities that are required in order to successfully pursue each Opportunity Area. The Municipal Innovation Council can install, grow, and leverage these capabilities from:

- Existing Capabilities
- New Capability Building
- Partnerships & Alliances



## OPPORTUNITY AREAS

Represent significant and enduring problems that – if solved – unlock considerable new value for our region, government, and residents in the form of sustainable new services, programs, and offerings.

## MIC MATRIX

The demonstrated intersections between our Opportunity Areas and Strategic Capabilities.

# Mission

Municipal Innovation Council

The Municipal Innovation Council (MIC) serves lower and upper-tier municipalities that are committed to building smarter, stronger, and more resilient communities. The MIC seeks to understand how issues impact people and is a catalyst for developing solutions to shared problems. The MIC invests in the ability to sense and respond to challenges quickly so that member communities thrive in the 21st century.

# MIC Innovation Scale

Municipal Innovation Council



## Incremental

The focus is on our core services and operations. We are committed to optimizing existing services for community members.



## Sustained

There is investment in “next generation” services as well as expansion from existing services into “new to the organization” services.



## Transformational

There are breakthroughs that disrupt current services and operations. New models, systems, and services emerge.

# Where do we play? How do we win?



What are the areas of opportunity that we are going to focus on?  
Where are we going to focus our efforts, and for whom?

**WHERE DO WE PLAY?**



**HOW DO WE WIN?**

Which capabilities and connections do we need to strategically invest in to drive progress? What do we already have that can be leveraged?



## WHERE DO WE PLAY?

↳ **“Opportunity Areas”**

*Represent significant and enduring problems that – if solved – unlock considerable new value for our region, government, and residents in the form of sustainable new services, programs, and offerings.*

# Opportunity Areas

Municipal Innovation Council

## HOLISTIC HOUSING



MIC municipalities will address the critical need for attainable housing through collaborations with private, public, and non-profit organizations so that all community members have access to safe and secure shelter.

## TRANSFORMED TRANSPORTATION

MIC municipalities will coordinate multi-modal solutions that address the need for enhanced intra-municipal, inter-municipal, and out-of-county transportation.



## WORLD-CLASS WASTE



MIC municipalities will provide a broad range of solid waste management programs and infrastructure that maximize waste diversion and increase efficiencies.

## RESILIENT INFRASTRUCTURE

MIC municipalities will plan, design, repair, and build infrastructure that will sustain and adapt to shocks and will create new opportunities for communities to grow. (1)



## SUSTAINABLE DEVELOPMENT



MIC municipalities will thrive in the 21<sup>st</sup> century through sustainable social, economic, and environmental development by leveraging regional growth driven by agriculture, energy, tourism, and migration to rural spaces.

## AGILE SERVICE DELIVERY

MIC municipalities will value people and interactions, collaborate to develop more fulsome services, and ensure that barriers to accessing services and supports are removed.





## HOW DO WE WIN?



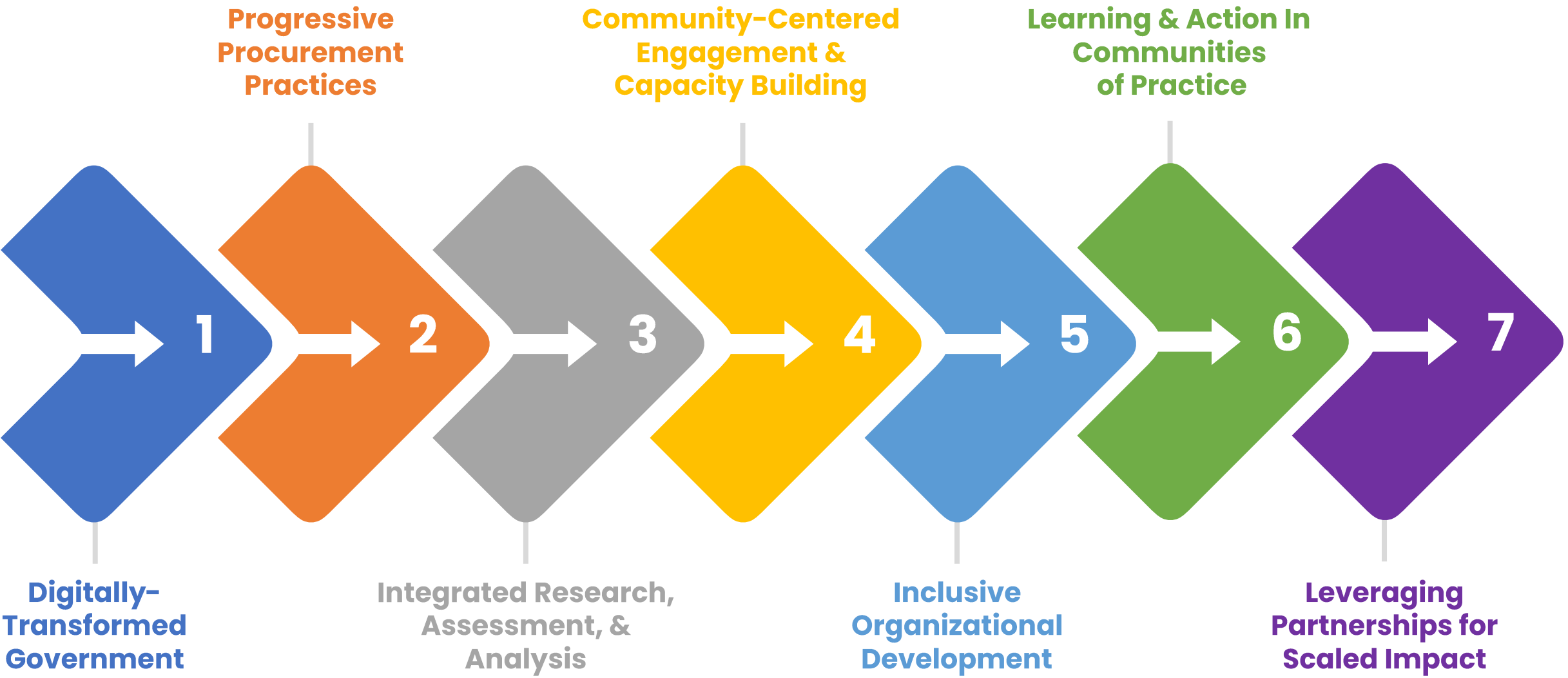
### ↳ **“Strategic Capabilities”**

*Existing and emerging capabilities that are required in order to successfully pursue each Opportunity Area. The Municipal Innovation Council can install, grow, and leverage these capabilities from:*

- *Existing Capabilities*
- *New Capability Building*
- *Partnerships & Alliances*

# Strategic Capabilities

Municipal Innovation Council



# Strategic Capabilities

Municipal Innovation Council

1

## Digitally-Transformed Government

By integrating digital technology into our operation, we will fundamentally change how we operate and deliver value. Digitizing services, processes, and the tools for engagement will result in cultural change that requires us to continually challenge the status quo, experiment, and get comfortable with failure. (2)

2

## Progressive Procurement Practices

By leveraging our buying power and streamlining how we work, we will be more efficient, deliver innovative services and goods, and most importantly, work together to reduce costs for member communities. (3)

3

## Integrated Research, Assessment, & Analysis

By advancing research and assessment in member communities, we will make evidence-based decisions. Our collective understanding of complex issues will shape how we approach our work and how we deploy resources.

4

## Community-Centered Engagement & Capacity Building

By prioritizing a deep understanding of issues and how they impact people, we will be able to address inequities and building strong communities. We will seek out opportunities to build capacity in our communities so that we can collectively sense and respond to challenges more quickly.

5

## Inclusive Organizational Development

By incorporating a complex set of strategies including problem identification, fact finding, planning, change management, recruitment, engagement, analysis, competency development, and transformation, we will develop more inclusive and informed organizations that reflect the diversity of our communities.

6

## Learning & Action In Communities of Practice

By establishing and being active members in local, regional, provincial, national, and international networks, members will radically galvanize knowledge sharing, learning, problem solving, and change. We will support collaboration, cultivate sustained learning, provide encouragement, and help members integrate new knowledge and skills into their work. (4)

7

## Leveraging Partnerships for Scaled Impact

By seeking out and building strong relationships with leaders in the public, private, and non-profit sectors, the MIC will leverage expertise and access to resources that support existing and emergent areas of opportunity.

# References

Municipal Innovation Council

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