Municipality of Arran-Elderslie

September 13, 2021

Introductions

Dave Shorey

Outgoing
Innovation Officer

Municipal Innovation Council

Kara Van Myall

Chair of MIC

Chief Administrative Officer in Saugeen Shores

Municipal Innovation Council

Laura White
Municipal Procurement Strategist

Scarlett Wang
Municipal Innovation Catalyst

Municipal Innovation Council

Mission

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
municipal
innovation
council

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 21st 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
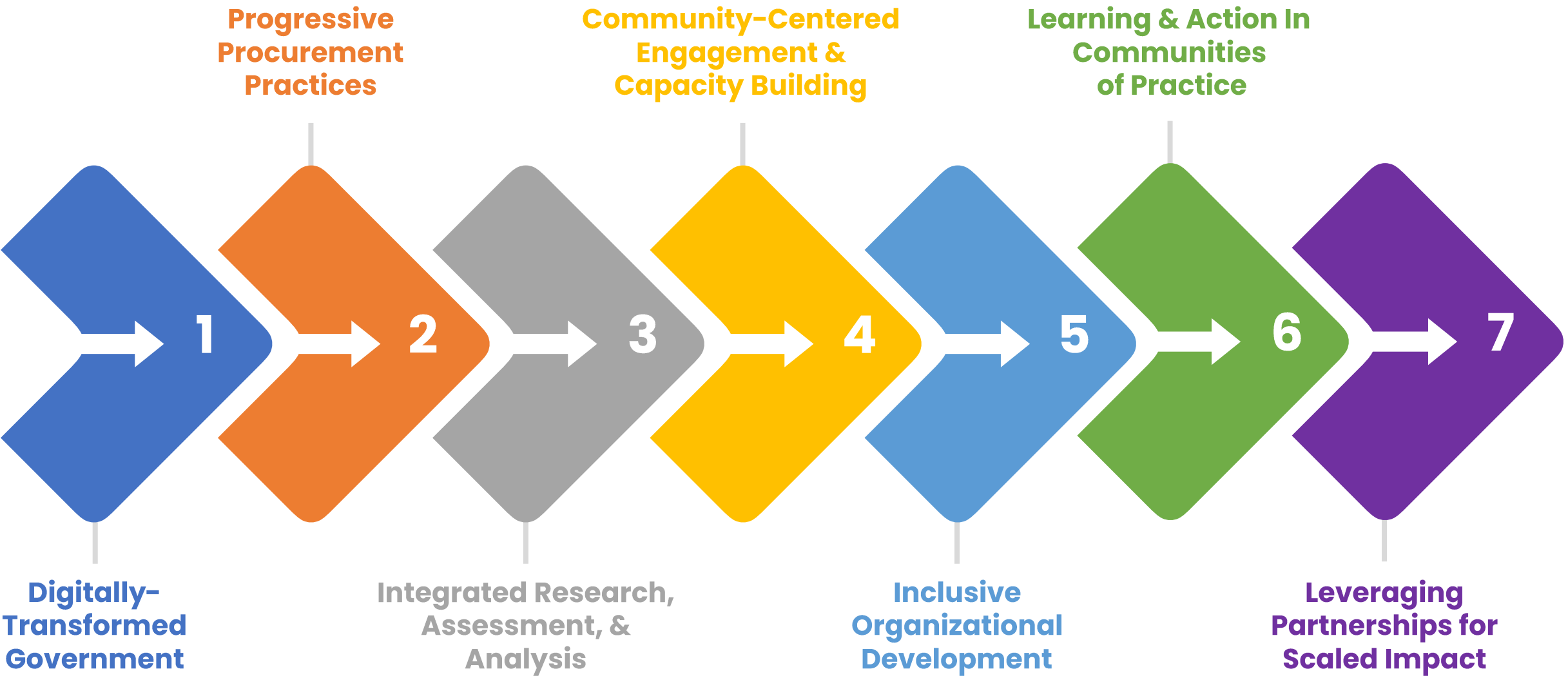
Progressive Procurement Practices

Community-Centered Engagement & Capacity Building

Learning & Action In Communities of Practice

1   2   3   4   5   6   7

Digitally-Transformed Government

Integrated Research, Assessment, & Analysis

Inclusive Organizational Development

Leveraging Partnerships for Scaled Impact

Opportunity Areas

Strategic Capabilities

	Holistic Housing	Transformed Transportation	World-Class Waste	Resilient Infrastructure	Sustainable Development	Agile Service Delivery
Digitally-Transformed Government						
Progressive Procurement Practices						
Integrated Research, Assessment & Analysis						
Community-Centered Engagement & Capacity Building						
Inclusive Organizational Development						
Learning & Action in Communities of Practice						
Leveraging Partnerships for Scaled Impact						

Methodology

Alignment Between Deliverables & Strategy

How do the deliverables align with the strategic framework?

Alignment Between Deliverables & Strategy

MUNICIPAL SERVICE MAPPING

AGILE SERVICE DELIVERY

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Opportunity Areas

Strategic Capabilities

	Holistic Housing	Transformed Transportation	World-Class Waste	Resilient Infrastructure	Sustainable Development	Agile Service Delivery
Digitally-Transformed Government						
Progressive Procurement Practices						
Integrated Research, Assessment & Analysis						
Community-Centered Engagement & Capacity Building						
Inclusive Organizational Development						
Learning & Action in Communities of Practice						
Leveraging Partnerships for Scaled Impact						

Opportunity Areas

Strategic Capabilities	Holistic Housing	Transformed Transportation	World-Class Waste	Resilient Infrastructure	Sustainable Development	Agile Service Delivery
Digitally-Transformed Government						Municipal Service Mapping
Progressive Procurement Practices						Municipal Service Mapping
Integrated Research, Assessment & Analysis						Municipal Service Mapping
Community-Centered Engagement & Capacity Building						Municipal Service Mapping
Inclusive Organizational Development						Municipal Service Mapping
Learning & Action in Communities of Practice						Municipal Service Mapping
Leveraging Partnerships for Scaled Impact						Municipal Service Mapping

Alignment Between Deliverables & Strategy

WASTE MANAGEMENT SERVICE REVIEW

WORLD-CLASS WASTE

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

Solid Waste Management Service Review

- 75k study across all member municipalities
- Looked at garbage and recycling service
- 24 recommendations for future action generated

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

Opportunity Areas

| Strategic Capabilities	Holistic Housing	Transformed Transportation	World-Class Waste	Resilient Infrastructure	Sustainable Development	Agile Service Delivery
Digitally-Transformed Government						
Progressive Procurement Practices			Waste Management Service Review			
Integrated Research, Assessment & Analysis			Waste Management Service Review			
Community-Centered Engagement & Capacity Building			Waste Management Service Review			
Inclusive Organizational Development						
Learning & Action in Communities of Practice			Waste Management Service Review			
Leveraging Partnerships for Scaled Impact			Waste Management Service Review			
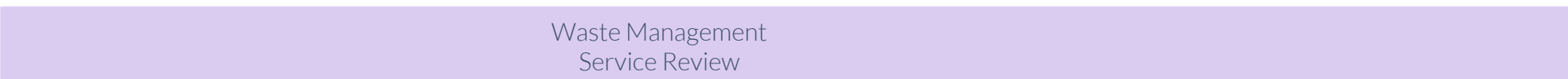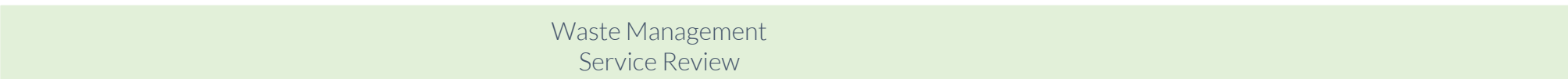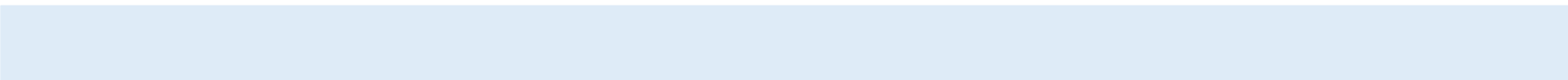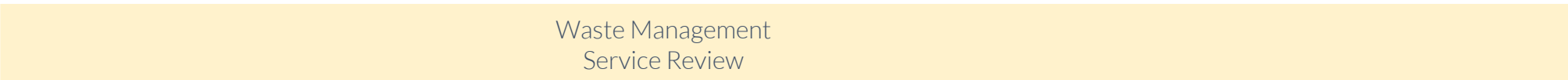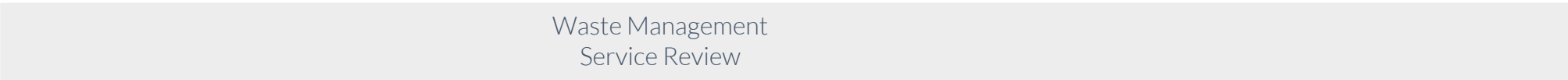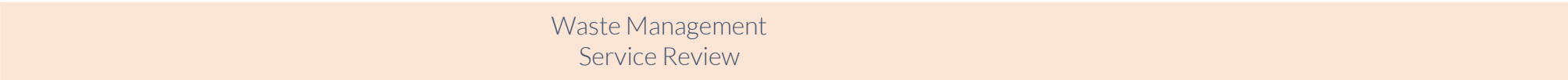
Alignment Between Deliverables & Strategy

TOPOGRAPHIC MAPPING

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 21st 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.

Opportunity Areas

Strategic Capabilities

Strategic Capabilities	Holistic Housing	Transformed Transportation	World-Class Waste	Resilient Infrastructure	Sustainable Development	Agile Service Delivery
Digitally-Transformed Government				Topographic mapping	Topographic mapping	Topographic mapping
Progressive Procurement Practices						
Integrated Research, Assessment & Analysis				Topographic mapping	Topographic mapping	Topographic mapping
Community-Centered Engagement & Capacity Building						
Inclusive Organizational Development						
Learning & Action in Communities of Practice				Topographic mapping	Topographic mapping	Topographic mapping
Leveraging Partnerships for Scaled Impact				Topographic mapping	Topographic mapping	Topographic mapping

Spring/Summer 2021 Projects + Alignment

How did this spring/summer's projects align with the strategic framework?

Alignment Between Projects & Strategy

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T3 Neighborhood Street

T3 Neighborhood Street

Attainable Housing

Opportunity Areas

Strategic Capabilities	Holistic Housing	Transformed Transportation	World-Class Waste	Resilient Infrastructure	Sustainable Development	Agile Service Delivery
Digitally-Transformed Government						
Progressive Procurement Practices						
Integrated Research, Assessment & Analysis	Attainable Housing			Attainable Housing	Attainable Housing	Attainable Housing
Community-Centered Engagement & Capacity Building	Attainable Housing			Attainable Housing	Attainable Housing	Attainable Housing
Inclusive Organizational Development						
Learning & Action in Communities of Practice	Attainable Housing			Attainable Housing	Attainable Housing	Attainable Housing
Leveraging Partnerships for Scaled Impact	Attainable Housing			Attainable Housing	Attainable Housing	Attainable Housing

Attainable Housing

- Partnered research with he University of Waterloo's School of Planning
- 7 student research groups that completed environmental scan, viability studies, and developed monitoring and evaluation systems
- Work valued at over 100k

AHTF Report Category	What does Group 5 say about this?	What does Group 6 say about this?	What do the UW grad students say about this?	What does Group 7 say about this?	What does Group 8 say about this?	What does Group 9 say about this?	What does Group 10 say about this?	What do the U of G grad students say	What does the AHTF say about this?
Partnerships	Utilize regional resources to integrate plans and policies, apply to provincial and fed funding, work with stakeholders and organizations (incl non-profit, AMO) to develop affordable housing (Sault Ste. Marie) P3 with muni land, pool resources with adjacent munis	further partnerships, government	non-profits,	research Peel	number of communities noted for research regarding implementation of tiny homes	comparative references to consider	sources of data working together, disseminating results of M and E to stakeholders and policy-makers	--- locals do implementation of zoning / permits	
Municipal Land	Use surplus lands (woodstock micro-housing) Seek bids for attain. housing, invest in micro-housing or leasing, P3						not specific. new housing supply (social or other) would be a performance indicator	---	
Policy and Regulatory Changes	reduce DCs, fees, admin charges for secondary suites/ADU, amend bylaw for higher density, raise intensification targets in OP, pre-zone, remove max density, alter parking requirements, align with province, monitoring, system for ADUs (track building permits), grant programs, fast track applications	transparency, accountability, support, clear processes, contacts, accessible documentation of projects, support incentives	remove restrictions about ADU, merge R1 and R2 zones, DC deferral, expedited approvals, short term rental registry, GIS exercise for where ADUs could go, CIP, OP revision, OP to incorporate partnership	changing OP to remove restrictions on secondary dwelling units, implement inclusionary zoning	CIP, additional dwelling inclusion in OP/zoning	policy analysis section 5 of Town's OP, suggestions to revise OP, identify missing sections (benefits affordable housing, address community attitude), comparing Bruce County housing with Saugeen Shores OP, section 5.3 reviews Bruce	measures / indicators intended to identify changes in supply and cost. responsiveness or attribution of change to specific policy change may be difficult to make if multiple changes in a dynamic market occur at the same time	Change policy to permit ADUs. Some recommendations for local zoning	
Financial Support	waive/reduce DC/fees/charges, incentives (T.O. Community Benefit), reduce tax rate for higher density, grant programs for Sec dwelling unit, reserve fund-allocate every year	implement financial incentives, waive fees, deferrals or reductions	tax increment grant, reserve fund creation, CIP	Tax increment financing, and community loan fund (research Vermont)	Saugeen Shores Housing Continuum, incentive to create secondary suites, municipal investment of tiny		see above	---	
Development Corporation	agency, long term rentals	Homeshare, co-housing program	identified as possible				see above	---	
Renovations and New Construction	rental conversion policies, standards for maintenance on rental properties			Tiny homes	Toolkit for residents, Tiny homes		N/A	ADUs in either new or renovation	
Broader Social and Systems Considerations	public education program	education builders, on benefits of providing affordable housing			Tiny homes appropriate for single of couples (not applicable to families larger than two), in depth analysis of tiny homes including case studies	Development of indicators, regular review, regular reporting and tracking progress	M and E provides opportunity to understand if there are material impacts of AHTF interventions on various social indicators including supply, tenure, ownership,	ADU contributions to housing supply and affordability may vary depending on location (ag, shoreline) and may impact market if used as STA	

Alignment Between Projects & Strategy

Downtown Revitalization (UW MEDI)

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Opportunity Areas

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Digitally-Transformed Government						
Progressive Procurement Practices						
Integrated Research, Assessment & Analysis				Downtown Revitalization	Downtown Revitalization	Downtown Revitalization
Community-Centered Engagement & Capacity Building				Downtown Revitalization	Downtown Revitalization	Downtown Revitalization
Inclusive Organizational Development						
Learning & Action in Communities of Practice				Downtown Revitalization	Downtown Revitalization	Downtown Revitalization
Leveraging Partnerships for Scaled Impact				Downtown Revitalization	Downtown Revitalization	Downtown Revitalization

Alignment Between Projects & Strategy

IT Business Analysis (Co-op)
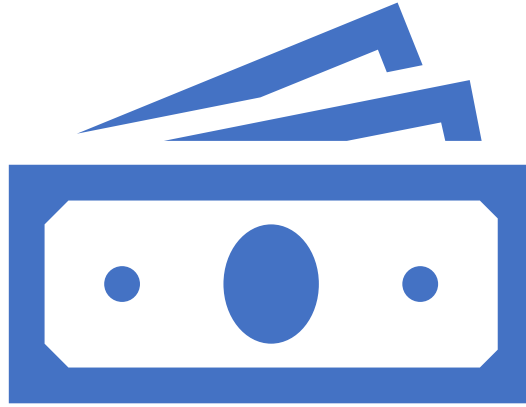
Best Practices in Procurement (UW MEDI)

Organizational Development Analysis (Co-op)

Opportunity Areas

Strategic Capabilities	Holistic Housing	Transformed Transportation	World-Class Waste	Resilient Infrastructure	Sustainable Development	Agile Service Delivery
Digitally-Transformed Government	IT Business Analysis					→
Progressive Procurement Practices	Best Practices in Municipal Procurement					→
Integrated Research, Assessment & Analysis						
Community-Centered Engagement & Capacity Building						
Inclusive Organizational Development	Organizational Development Analysis					→
Learning & Action in Communities of Practice						
Leveraging Partnerships for Scaled Impact						

MIC Building Activities

Ongoing efforts to build MIC's network and reputation

Alignment Between MIC Building Activities & Strategy

Council delegations

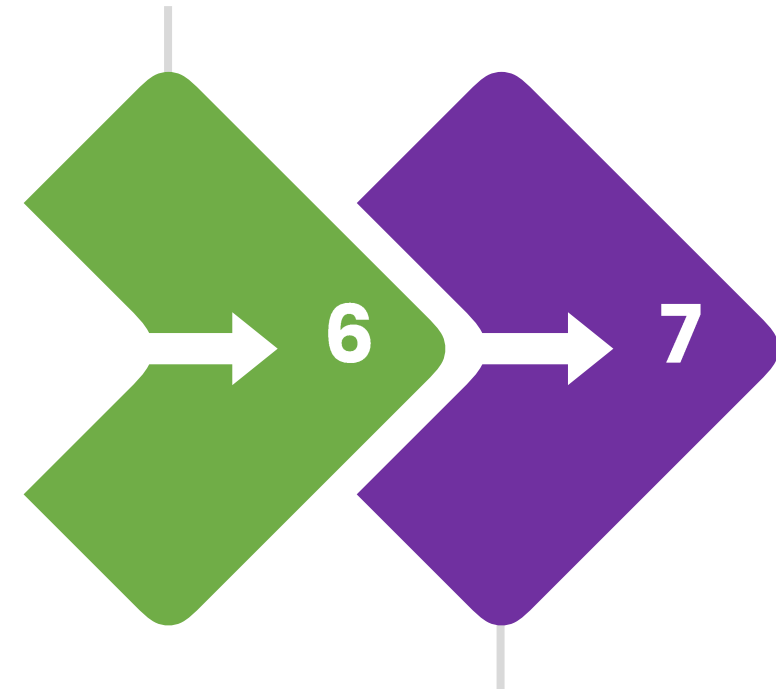**Blog & LinkedIn**

Intelligent Cities 2021

Government relations

Alignment Between MIC Building Activities & Strategy

Council delegations

Blog & LinkedIn

Intelligent Cities 2021

Government relations

Learning & Action In Communities of Practice

6

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Leveraging Partnerships for Scaled Impact

MIC Projects Moving Forward

Fall 2021 projects for review

Alignment Between Projects & Strategy

**SMART BEACHES
(U Windsor)**

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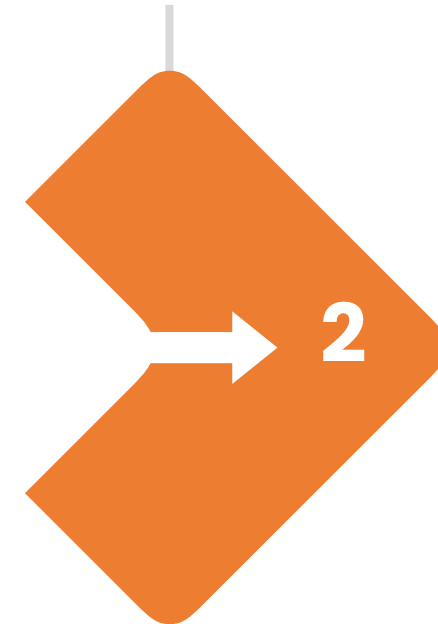
Alignment Between Projects & Strategy

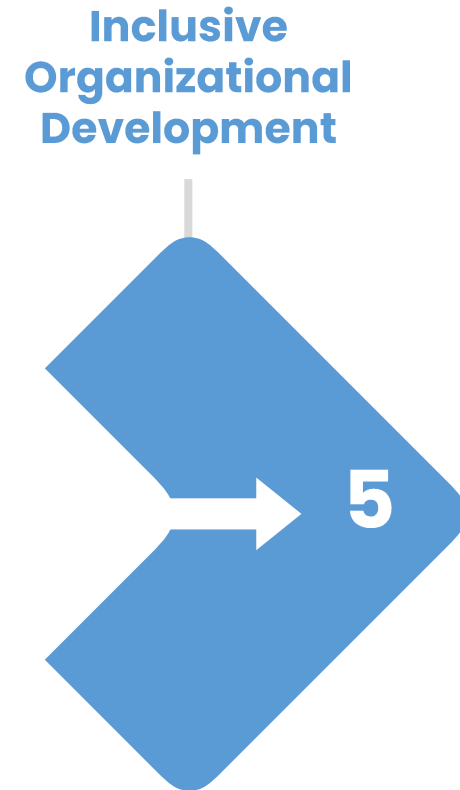**Municipal Procurement Strategist**

Progressive Procurement Practices
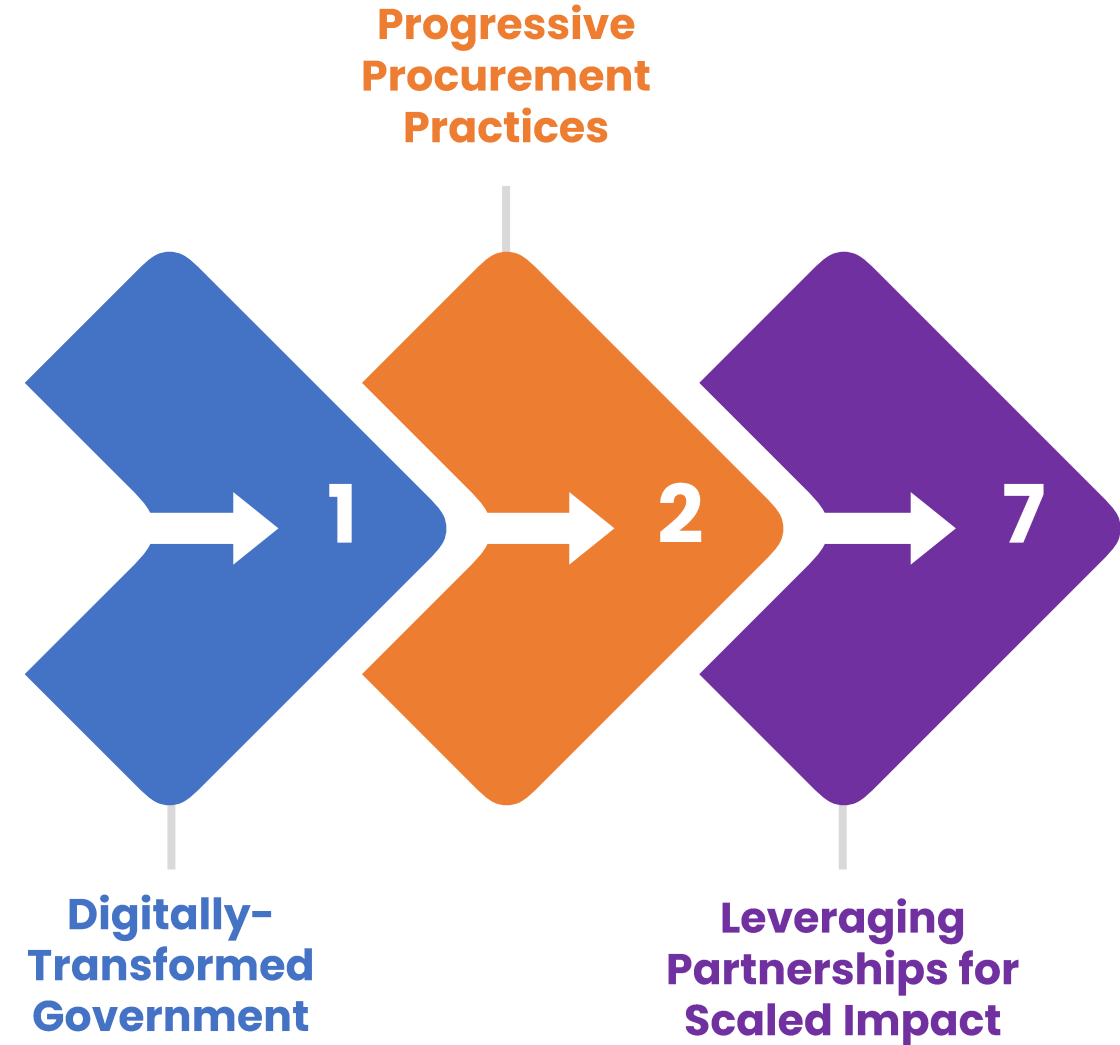
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Alignment Between Projects & Strategy

Organizational Development

Inclusive Organizational Development

5

Alignment Between Projects & Strategy

IT Service Analysis

Progressive Procurement Practices

1

2

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Digitally-Transformed Government

Leveraging Partnerships for Scaled Impact

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