

Municipal Innovation Council - Minutes

Electronic Meeting September 30, 2021, 2:30 p.m.



Members

Kara Van Myall, CAO, Town of Saugeen Shores, Chair	present
Mary Rose Walden, CAO, Township of Huron-Kinloss	present
Sonya Watson, CAO Municipality of Brockton	present
Roxana Baumann, Director of Corporate Services, Kincardine	present
Leanne Martin, CAO/Clerk Municipality of South Bruce	arrived at 2:41 pm
Sylvia Kirkwood, CAO Municipality of Arran-Elderslie	arrived at 3:10 pm
Peggy VanMierlo-West CAO Municipality of Northern Bruce Peninsula	arrived at 3:00 pm
Matthew Meade, Strategic Initiatives Specialist at Bruce County	present

Staff Support

Emily Dance, Clerk Huron-Kinloss, Recording Secretary (non-voting)	present
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Other

Bruce Wallace, NII
Stellina Williams, NII

1. Call to Order

1.1. The Chair called the meeting to order at 2:33 p.m.

2. Additions or Amendments to the Agenda

A request was put forward for Bruce Wallace, NII to provide remarks on what the opportunity could mean for MIC and NII and discuss how NII can facilitate this work (member companies, innovation opportunities, opt in model, etc.).

Moved By: Sonya Watson Seconded By: Matthew Meade

THAT the MIC agrees to discuss how the NII can assist in facilitating the MIC projects and objectives.

Carried

3. Adoption of the Minutes

Motion

Moved by: Sonya Watson Seconded by: Mary Rose Walden

THAT the MIC hereby adopts the August 12, 2021 AND the September 1, 2021 (Special), Municipal Innovation Council Meeting Minutes as presented.

- August 12, 2021, Municipal Innovation Council Meeting Minutes
- September 1, 2021 (Special), Municipal Innovation Council Meeting Minutes

Municipal Innovation Council - Minutes

Electronic Meeting September 30, 2021, 2:30 p.m.



Carried

4. Delegations

4.1. None scheduled

5. Project Updates from Chair

5.1. Program Delivery Proposal

- MIC Report 2021-08
- Program Delivery Proposal

Motion

Moved: Sonya Watson Seconded by: Matthew Meade

THAT the Nuclear Innovation Institute's "Municipal Innovation Council: Program Delivery Proposal" (the Charter) be endorsed as the path forward for resourcing, structure and workplan management for the Municipal Innovation Council; and,

THAT the Chair of the Municipal Innovation Council be directed to advance a Consulting Agreement, based on the Charter; and which will include the priorities defined by the current Council.

Carried

5.2. NII and the MIC

Bruce Wallace from the NII opened the discussion on the opportunity of how the NII could facilitate the work of the MIC and what the MIC is trying to achieve.

He explained that the NII could: leverage administration, assist in marketing, delivery work of value to funders, share risks and benefits. They see their role as a convenor of the players, connector to solutions. They could bring forward best practices and provide a platform to get stuff done, achievement and wins.

Mr. Wallace noted that the NII is committed to the region, and can bring a package of expertise, and bring options on how it might facilitate things to move faster.

There was a lengthy discussion on various projects and pain points of the different participating municipalities.

The group noted support of the NII in facilitating and agreed they would like to see the work of the MIC narrowed down and focused on the priorities of the MIC.

6. Meeting Schedule

Municipal Innovation Council - Minutes

Electronic Meeting September 30, 2021, 2:30 p.m.



Thursday October 21, 2021 – 2:30 – 4:30 pm
Thursday November 25, 2021- 2:30-4:30pm
December – delegations to all partner Councils

7. Adjournment

Motion

Moved by: Matthew Meade Seconded by: Leanne Martin

THAT the MIC hereby adjourns at 3:39 p.m.

Carried

Original Signed by Kara VanMyall
Chair

Original Signed by Emily Dance
Secretary



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MIC Summer Research Symposium

August 12th, 2021

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.





Dave Shorey

Innovation Officer



Ayaan Hussain

IT Business Analyst



Christie Downey

Organizational
Development Analyst



Scarlett Wang

Municipal Service
Analyst



Aniq Shams

University of Waterloo
student in Master in
Economic Development
and Innovation program

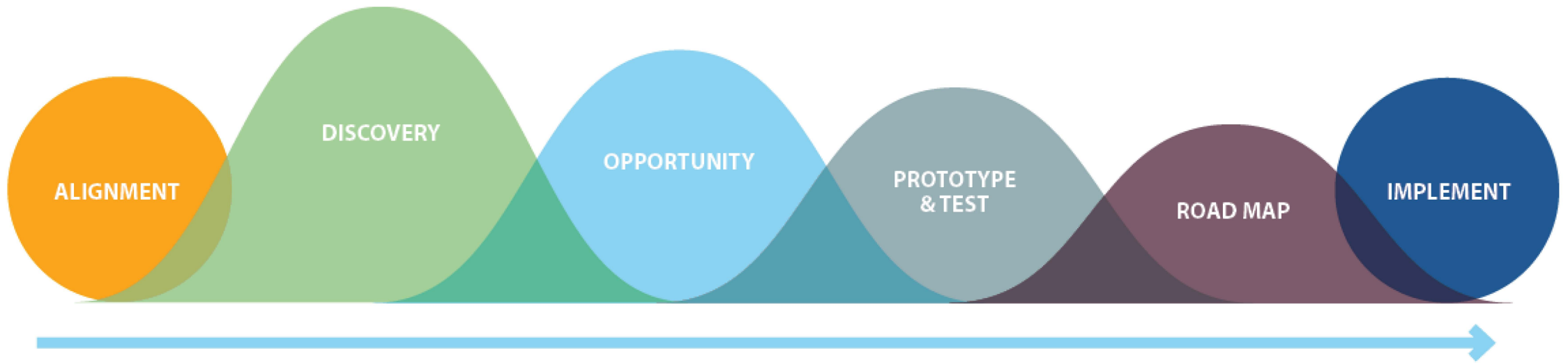


Fatima Hirsi

University of Waterloo
student in Master in
Economic Development
and Innovation program

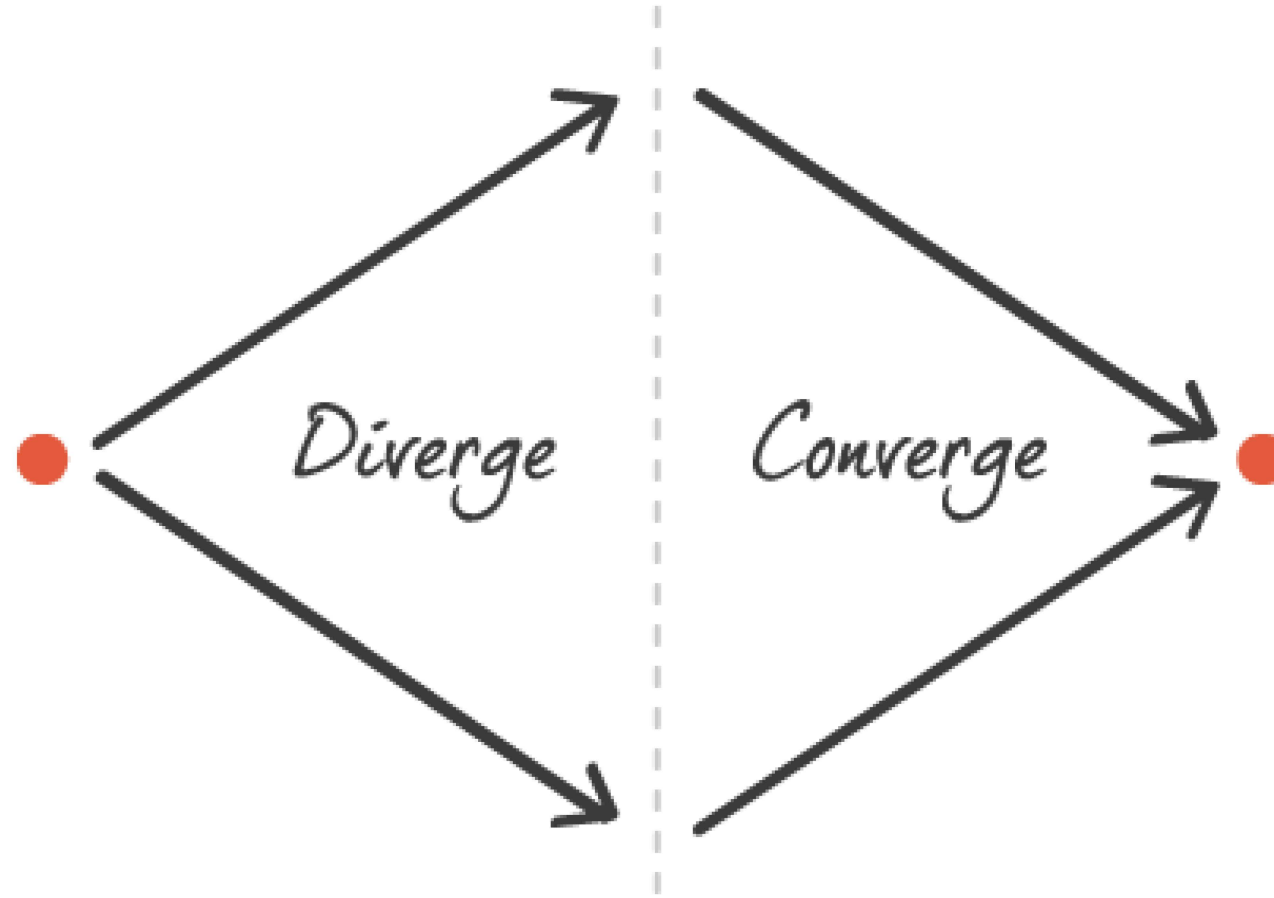
Today's Schedule

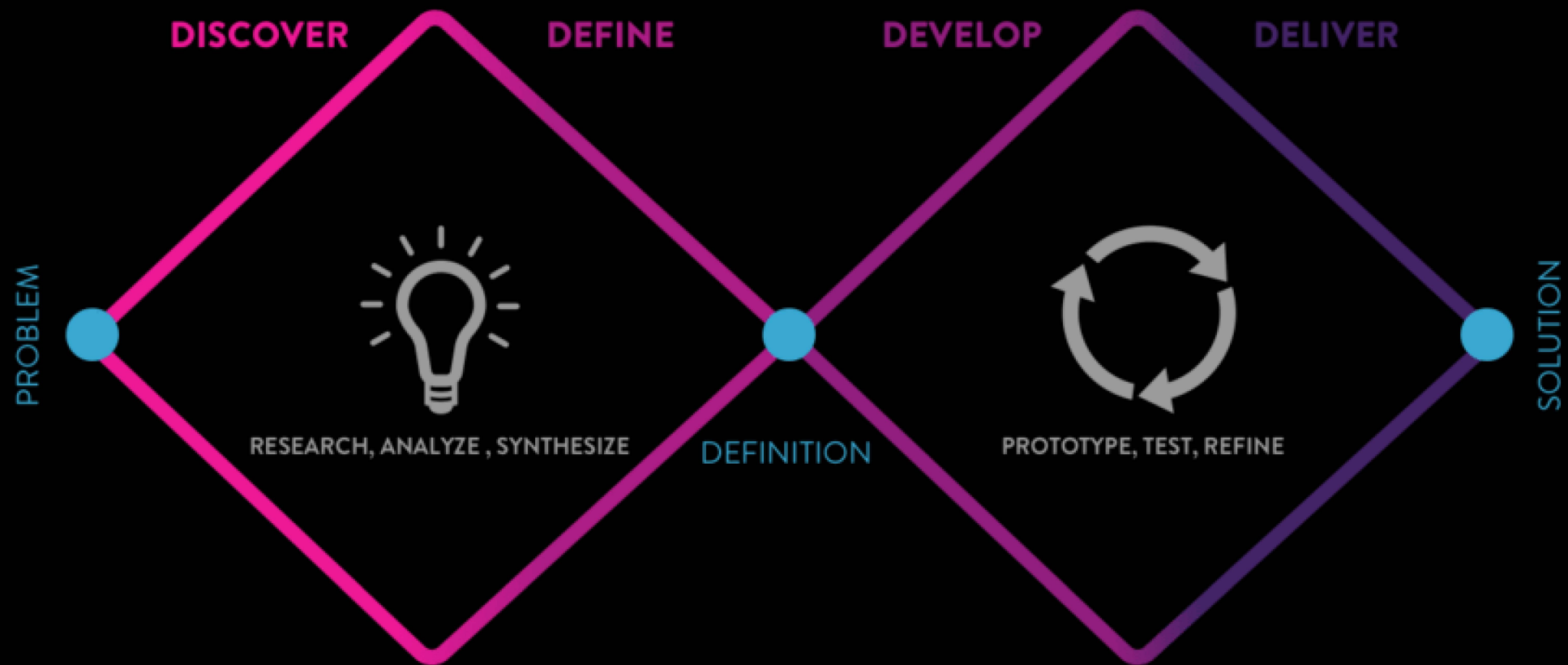
- 1:30 Welcome, Introductions, and Methodology
- 1:45 **Revitalizing downtown** (Aniqa Shams) presentation + Q & A
- 2:10 **Municipal procurement** (Fatima Hirsi) presentation + Q & A
- 2:35 **Municipal service analysis** (Scarlett Wang) presentation + Q & A
- 3:05 **Org. development** (Christie Downey) presentation + Q & A
- 3:30 **IT business analysis** (Ayaan Hussain) presentation + Q & A
- 3:55 Closing remarks



Methodology

Divergent & Convergent Thinking





Innovation Cycle



Feedback



<https://forms.office.com/r/m3u03S4s66>





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Revitalizing Downtown

Aniqa Shams

Revitalizing Vacant Properties in Bruce County

Prepared for the Municipal
Innovation Council

August 13, 2021

Aniqa Shams

Candidate for the Masters of
Economic Development and
Innovation





Agenda

- Research Questions
- Literature Review Findings
- Interview Summary
- Recommendations

Research Questions



What are the challenges and opportunities associated with rehabilitating vacant derelict downtown buildings in rural communities?



What are the best practices for rehabilitating vacant derelict downtown buildings in rural communities?

Challenges and Opportunities with Revitalization

Opportunities

- Address safety concerns
- Reduce carbon footprint and preserve community history
- Increase tax base
- Market research
- Attract entrepreneurs
- Provide affordable housing

Challenges

- Loss of tax revenues
- Deterioration of properties
- Difficulty in rehabilitating historic structures
- Lack of community support



Literature Review Findings

- Ontario Ministry of Agriculture, Food and Rural Affairs' Rural Economic Development Program
- Neighbourhood Homes Investment Act
- Community Futures Development Corporation
- Community Improvement Plans
- Business Improvement Areas
- Community Champions
- Vacant Property Registry
- Master Rehabilitation Plans and Feasibility Reports
- Property Tax Rebate
- Vacant Building Ordinance
- Obtaining Ownership
- Rehabilitation Codes/Building Codes
- Partnerships (non-profit, realtors and private sector)
- Market-Driven Vacant Property Reuse Programs
- Utilizing Technology
- Post-Secondary Campus
- Good Landlord Program
- Non-Conforming Use
- Green Infrastructure
- Business Start-up Funding Program
- Side Lot Program
- Pop-up Stores
- Crime Prevention Through Environmental Design
- Heritage Commission/Designation
- Public Art



Interview Summary

- Ontario Ministry of Agriculture, Food and Rural Affairs,
- Prince Edward County
- City of Kawartha Lakes
- Township of Woolwich
- Durham Region
- Town of Bracebridge
- City of Brantford
- Town of Minto
- Town of Saugeen Shores
- Ontario Business Improvement Area
- University of Waterloo
- Township of Wellington North
- City of Cambridge



Recommendations



01

Establish a
Vacant
Building
Inventory



02

Establish
Public-Private
Partnerships



03

Explore pop-
up businesses



04

Establish a
partnership
with a post-
secondary
institution



05

Establish a
Business
Improvement
Area

Feedback



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Best Practices in Procurement

Fatima Hirsi



SUMMARY OF FINDINGS FROM: INVESTIGATING PROCUREMENT PRACTICES IN BRUCE COUNTY

BY: FATIMA HIRSI



OVERVIEW

- Purpose and Research Questions
- Procurement SWOT Analysis
- Methodology
- Interview Informants
- Key Topics and Questions
- Key Findings
- Recommendations

PURPOSE AND RESEARCH QUESTIONS

- **Purpose:** The purpose of this paper was to explore ways that Bruce County can implement best practices in their procurement policies and procedures.
- The paper was developed based on the following two research questions:
 1. What are the opportunities and challenges with procurement in Bruce County?
 2. What are the best practices for municipal procurement within rural communities?
- Interviewees discussed practices related to municipal procurement, particularly in rural communities, and shared key insights and perspectives on practices that Bruce County could implement to enhance their procurement practices.

PROCUREMENT SWOT ANALYSIS

Strengths

- Acknowledgement of the role of purchasing
- Bruce County's responsiveness
- Online storage of contracts

Weaknesses

- Few staff with procurement expertise
- Lack of breadth of business connections

Opportunities

- Creating a framework to address the county's challenges
- Expand group purchasing opportunities and implement other best practices

Threats

- Prices increases (e.g. supplies, insurance, and etc.)
- Vendor supply and engagement
- Workforce related challenges (e.g. skills gap, youth migration, and shrinking labour force)

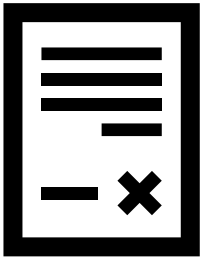
METHODOLOGY

- Primary and secondary research for this report was conducted between the months of May and August 2021.
- Initial preparation for this report included conducting a literature review about current topics in municipal procurement and strategies that rural municipalities can use to improve their procurement efforts.
- This report also utilized a mixture of informational interviews with key informants that represented either municipalities within Ontario or organizations that supported municipalities.
- Informants were selected based on their knowledge and experience either directly working in municipal procurement and purchasing or supporting municipalities with procurement and purchasing.
- The interviews focused on a number of different topics within municipal procurement.

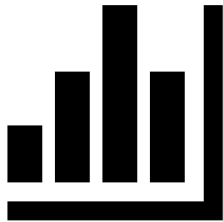
INTERVIEW INFORMANTS

- Interviews were conducted with representatives from:
 1. Municipality of Brockton
 2. The City of Owen Sound
 3. The Municipality of Arran-Elderslie
 4. Norfolk County
 5. The County of Elgin
 6. Association of Municipalities of Ontario
 7. The City of Hamilton
 8. Northumberland County
 9. The City of Greater Sudbury
 10. Bruce County

KEY TOPICS AND QUESTIONS



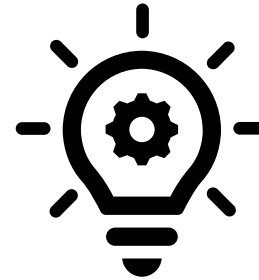
Understanding
Trade
Agreements



Measuring
Procurement
Performance



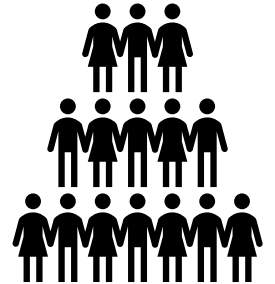
Transparency,
Trust, and
Integrity



Innovation in
Procurement



Promoting
SME
Participation



Leveraging
Procurement
for Public
Benefit

KEY FINDINGS

Vendor education

Mandatory
specifications for
social and
environmental goals

Increase vendor
competition
through technology

Increase flexibility
with staff
purchasing

Examine negotiated
requests for
proposal (RFPs)

Increase
protections for the
municipality and
vendors

Review contracts
agreements and
other
documentation

RECOMMENDATIONS

1. **Develop policies and tools that address pandemic-induced challenges:** Bruce County can include performance securities, irrevocable period extensions, and other clauses in their contracts to protect both the county and its suppliers.
2. **Use problem-based procurement to address municipal challenges:** Through problem or challenge-based procurement, Bruce County can engage more suppliers and garner more vendor proposals.
3. **Host reverse trade shows to engage more vendors:** Reverse trade shows enable vendors to understand municipalities' needs while providing municipalities with increased understanding of which challenges could be addressed by existing market solutions.

RECOMMENDATIONS

4. **Invest in social procurement to create community benefits:** Bruce County has the opportunity to review their procurement policies to ensure that they achieve multiple strategic goals and outcomes.
5. **Leverage technology to connect with a greater number of vendors:** Outside of electronic bidding platforms, there are additional ways that Bruce County can use technology to reach a wider range of vendors.
6. **Incorporate more planned purchasing and group purchasing agreements into procurement processes:** Resources like the Vendor of Record program and the Association of Municipalities in Ontario can provide the county with access to group buying opportunities and education on cooperative purchasing agreements.



CLOSING

SUMMARY OF FINDINGS FROM: INVESTIGATING PROCUREMENT PRACTICES IN BRUCE COUNTY

More questions? Contact Fatima Hirsi at fhirsi@uwaterloo.ca.

Feedback



<https://forms.office.com/r/m3u03S4s66>





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Municipal Service Analysis

Scarlett Wang

Purpose & Objectives

- ▶ Service Review & Service Mapping
 - ▶ Gain a deeper understanding of the
 - ▶ Current state of service offerings
 - ▶ Other municipalities of service offerings
 - ▶ To explore opportunities for shared growth, collaboration, and partnership in service offerings and delivery



Data Collected

- Corporate Strategic Plans
- A to Z Service List
- Informational Interview
- Financial Information Return Analysis
- Department Head Survey
- Thematic Analysis



High Level Findings: Informational Interview

Service Areas

Arran-Elderslie

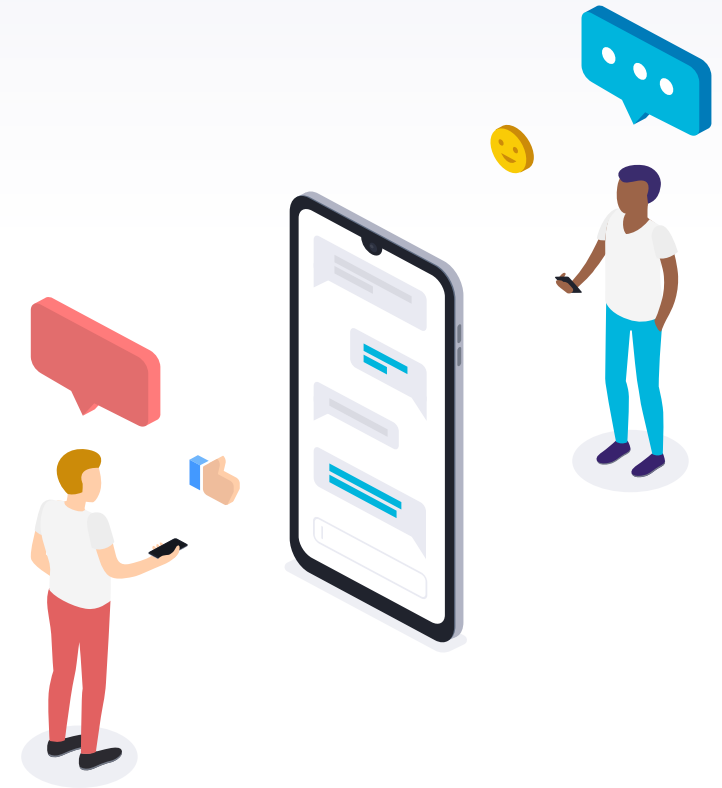
7 Service Areas/6
Departments

Brockton

9 Service Areas/8
Departments (Child Care
& Human Resources)

Inventory of Services

Service Improvement



Community Identified Service Improvements

▶ Arran-Elderslie

- ▶ Public Works: Garbage collection, snow removal & tree care

▶ Brockton

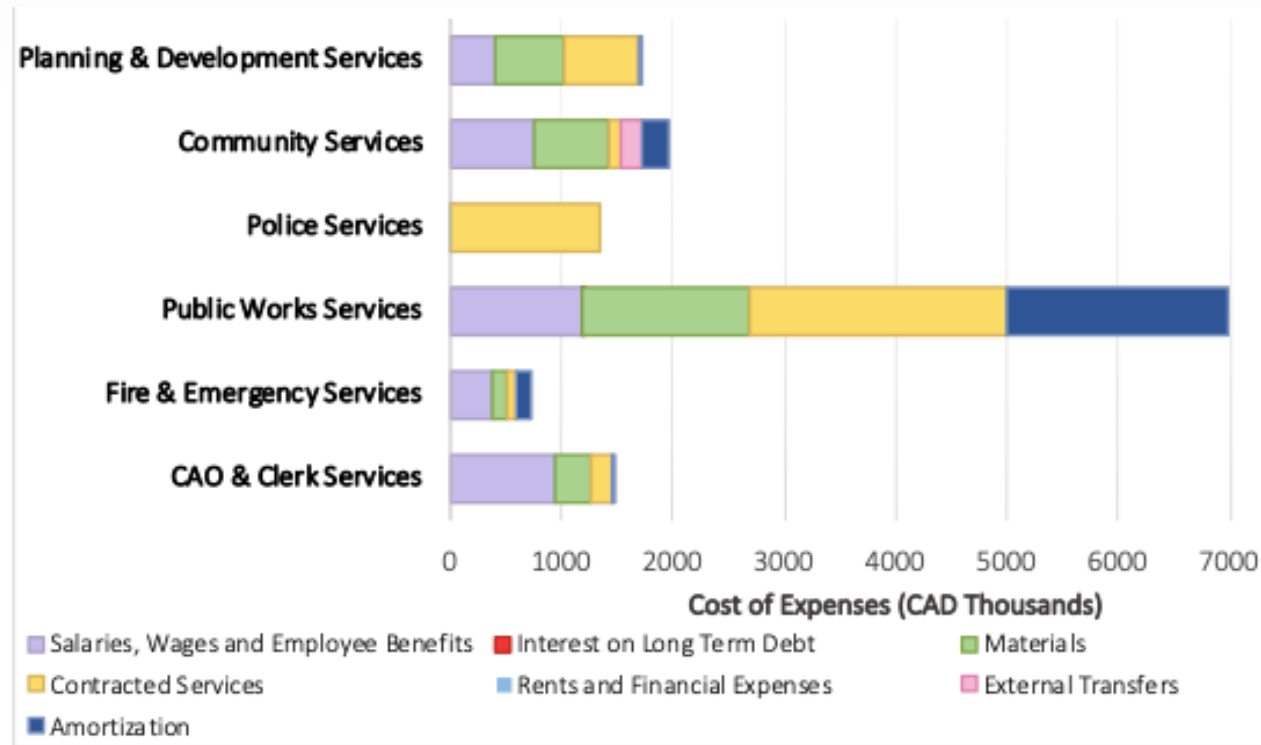
- ▶ Operations: Property Cleanliness, pets' issue, survey issue
- ▶ Building & Planning: long process time of applications
- ▶ Financial: general taxation amount



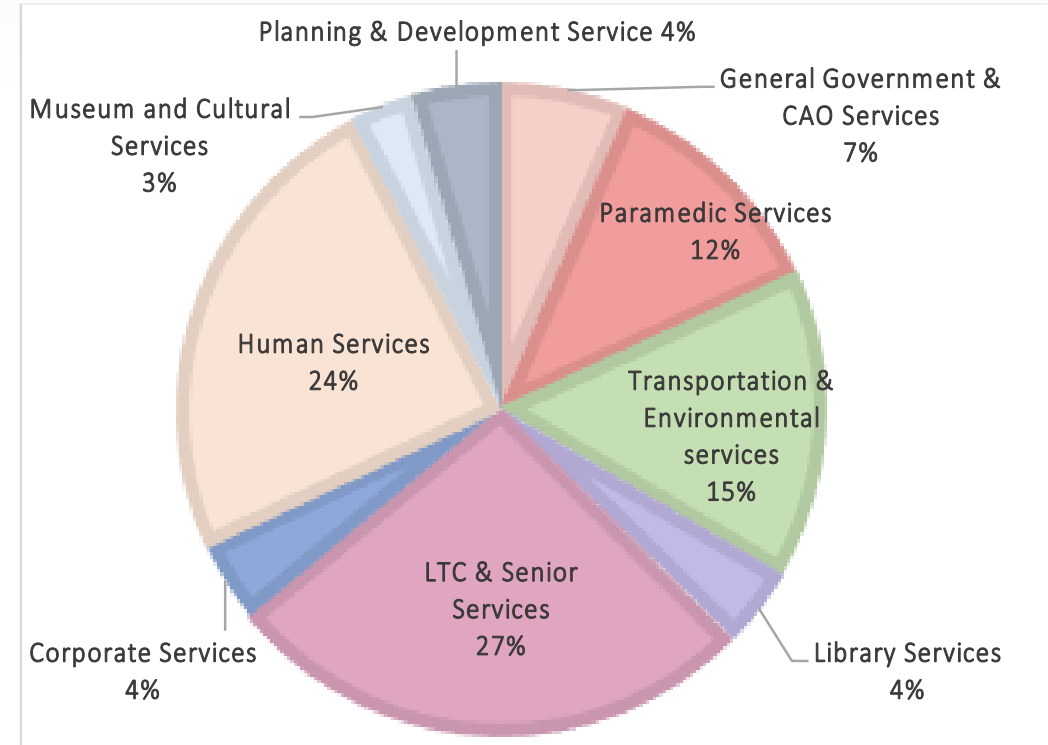
High Level Findings: Financial Information Return Analysis

- ▶ Service Area Expenses Comparison by categories
- ▶ Service Area Total Expenses

Huron-Kinloss



Bruce County



High Level Findings: Department Head Survey

How services are administered

- ▶ Service Delivery Modes
- ▶ Service End-Users
- ▶ Service Turnaround Time
- ▶ Human Resources
- ▶ Software Resources



Examples & Sample

Northern Bruce Peninsula

- Public Works: local contractors
- MESH & Cloudpermit

South Bruce

- Fire Service (staff count)
- Keystone

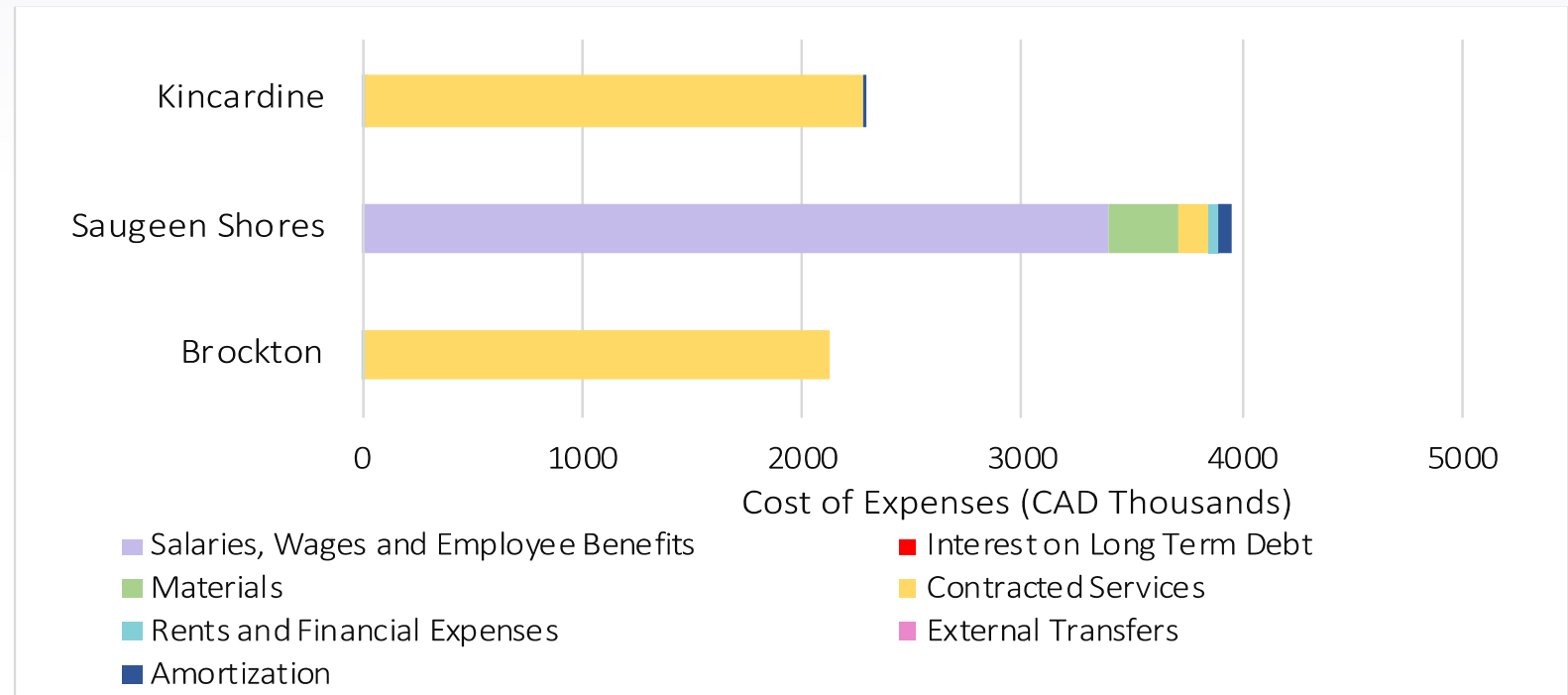
	DEPARTMENTS								
	BUILDING		CAO			RECREATION & FACILITIES	TREASURY	FIRE	OPERATIONS
	Service Areas								
	Building & Planning Services	Protection & By-law Enforcement	Clerk/Deputy Clerk Services	Administration Services	HR/Economic Development/IT Services	Community Services	Financial Services	Fire & Emergency Services	Public Works Services
Service Delivery Modes	• In-house	• In-house	• In-house	• In-house	• In-house	• In-house	• In-house	• In-house • Contracted out	• In-house • Contracted out
Service End-Users	• Residence • Contractors • Developers	• Residence • Rate payers	• Residence • Councils • Internal Staffs • Developers	• Residence • Councils • Internal Staffs • Developers	• Residence • Councils • Internal Staffs • Developers	• Residents • Businesses	• Internal staff • Council • Facility users • Residents • Ratepayers • Developers	• Residence • Visitors • Internal Dep • Schools • Vulnerable Occupancies • Residents	• Residence • Visitors
Service Turnaround Time	• 2 weeks	• 2 weeks	• Vary			• Immediate - 1 day	• Budget: Annually • Bi-weekly (Payroll) Daily (AP, AR & Cash mmgt)	• Emergency: Immediate Inspection: 1 - 3 days Code Enforcement: same day Education: 1 week	--
Human Resources	• 1	• 1	• 9			• 8 Full-Time • 16 Seasonal	• 4	• 25	• 11 Full-Time • 4 Part-Time
Software Resources	• Cloudpermit • Keystone		• HR Downloads • KeyStone • Microsoft applications • Icompass (council) • Datafix (election)			• Keystone • MESH	• Keystone Accounting Software • Budgeting software solution • Asset Management software	• Fire Pro • ED Dispatches • Resource One	--

Municipality of South Bruce

High Level Findings: Comparison of Service Offerings

- ▶ Service offering & how it is administered
- ▶ Service expenses (FIR)

i.e., Police Services



High Level Findings: Shared Challenges and Pain Points

Staff reflected on the...

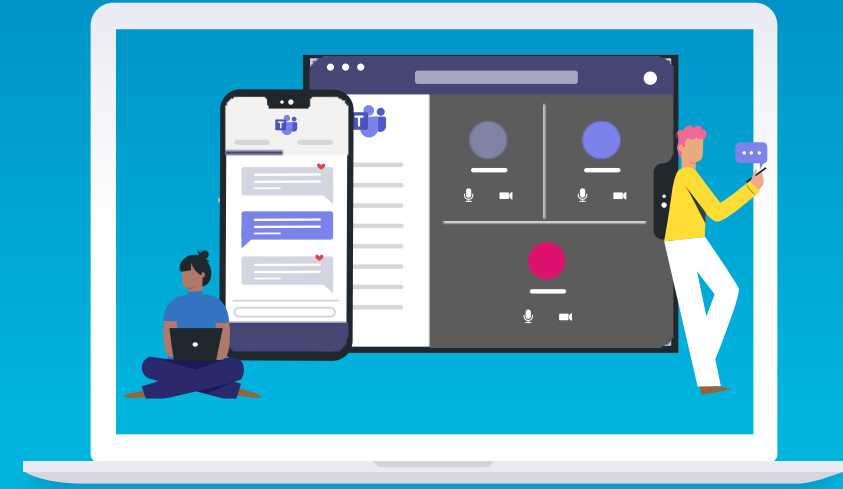
- ▶ Services they wish to improve
- ▶ Current challenges they face in service delivery
- ▶ Resources needed to provide service
- ▶ Services they wish to provide but are unable to
- ▶ Additional barriers & opportunities they've noticed



Recommendations

1. Identifying Common Software Suite
2. Standardize Schedule for Service List Update
3. Shared Delivery Models for Services
4. Enhanced Group Purchasing
5. Standardize Service Feedback System for Community Members
6. Employee Feedback Mechanisms
7. Communicate Service Processing Time

- ▶ Identifying Common Software Suite
 - ▶ An opportunity for municipalities to negotiate single contract at a possible lower rate
- ▶ Standardize Schedule for Service List Update
 - ▶ A need for annual website service update in order to provide users with most updated information regards to the type of services offered in the municipality
- ▶ Shared Delivery Models for Services
 - ▶ To deliver common services collectively under a shared service delivery model. i.e. IT Services



- ▶ Enhanced Group Purchasing
 - ▶ Shared procurement activities between the municipalities for increase buying power and realize savings.

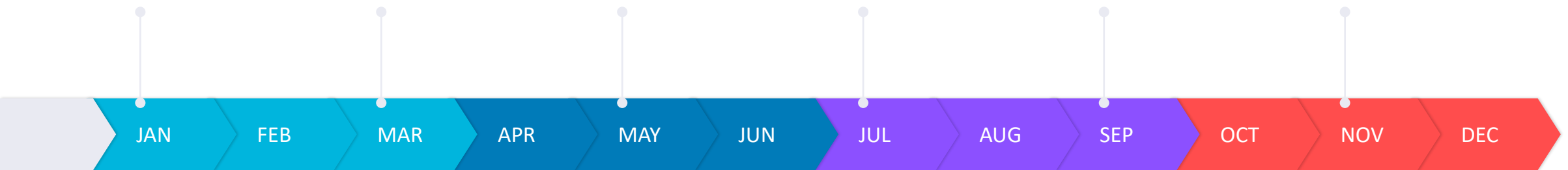


- ▶ Standardize Service Feedback System for Community Members
 - ▶ To centralize all collected feedback information from the Service End-Users, and designation to departments
- ▶ Employee Feedback Mechanisms
 - ▶ Development of a standardized feedback system which provide staff with an opportunity to share their thoughts, feedback, and suggestions on their service delivery experience .



Communicate Service Processing Time

- ▶ Communicate to the public and end-users on the service processing time
- ▶ Example: Building & Planning Services



Future Actions & Research

- User Journey Mapping
- Service Boundaries vs. Municipal Boundaries



In summary

- ▶ 3 Data Sets
- ▶ 3 Types of Comparison
- ▶ 7 Recommendations

Thank you for all your support with this research! 😊



Feedback



<https://forms.office.com/r/m3u03S4s66>





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Org. Development Analysis

Christie Downey

Research Objectives



1

Understand the current state of each MIC member municipality as it relates to training & development



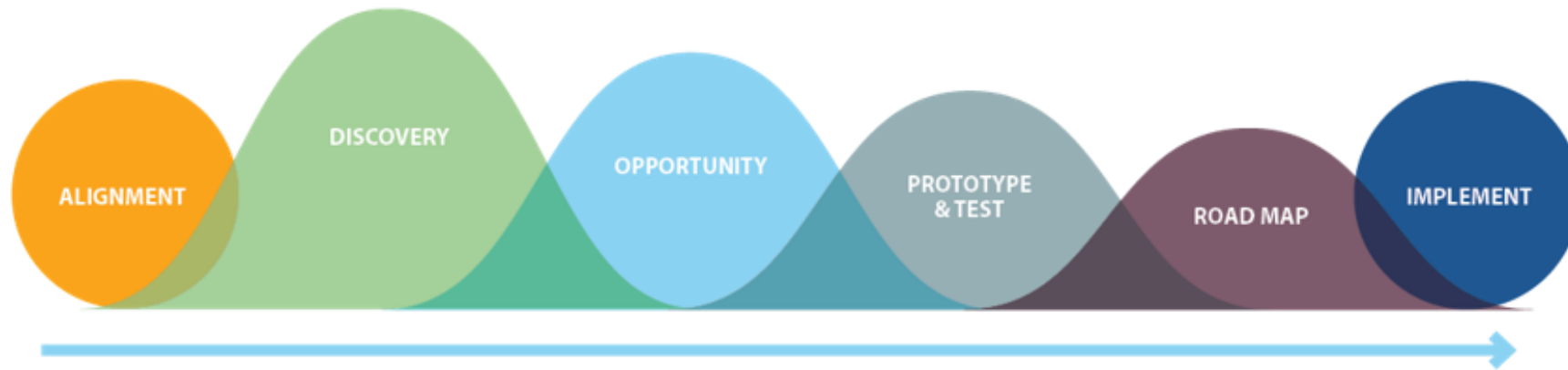
2

Conduct an environmental scan of training & development efforts in other municipalities across Ontario to leverage this within Bruce County



3

Through a gap analysis, identify opportunities for each individual municipality and collaboration between municipalities related to training & development



Data Collected

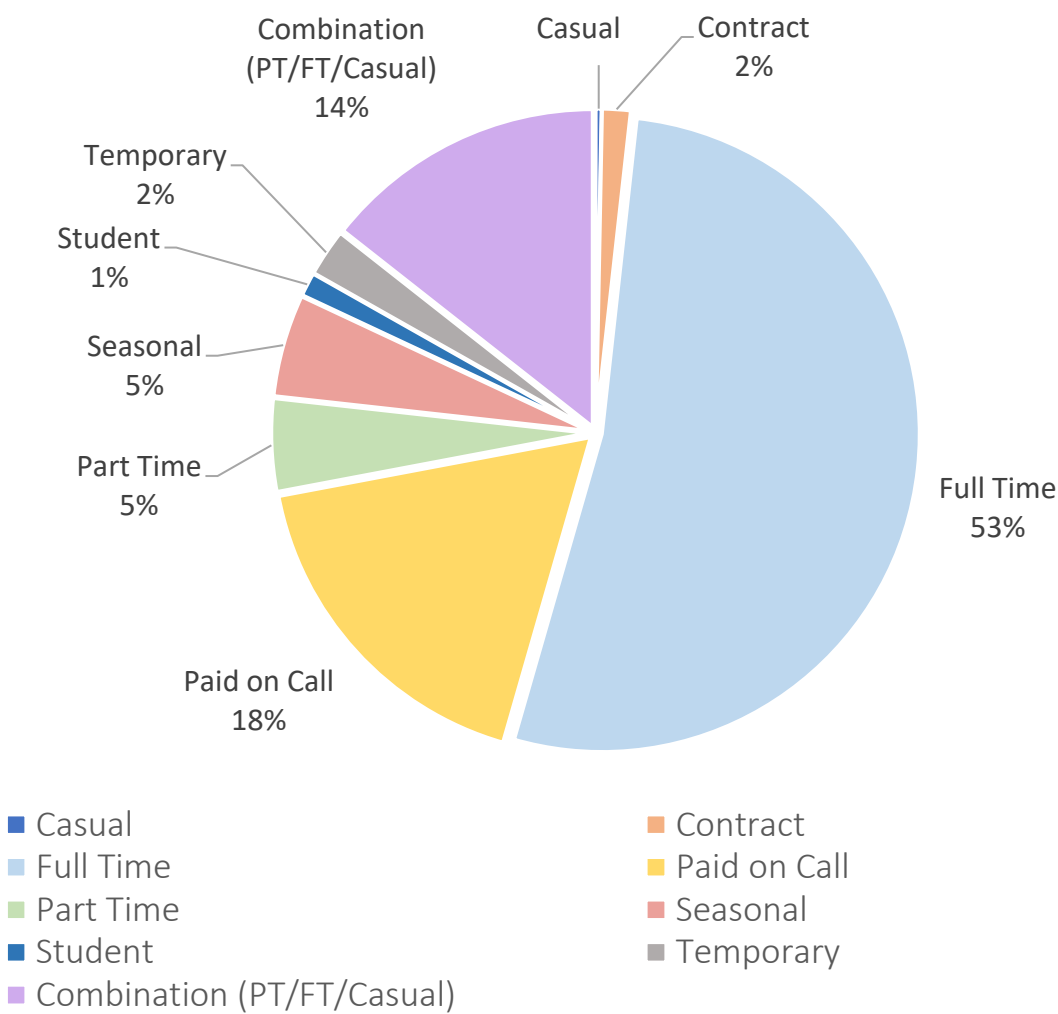
1. Corporate Strategic Plans
2. Organizational Structure Matrix
3. Job Description Analysis
4. Informational Interview
5. Department Head Survey
6. Training Tracker & Certification Analysis
7. Financial Analysis
8. SWOT Analysis

High Level Findings: Organizational Structure Matrix

Municipality	Headcount	%
Arran-Elderslie	118.5	7%
Brockton	131.5	8%
Bruce County	766.5	46%
Huron-Kinloss	100.5	6%
Kincardine	176.5	11%
Northern Bruce Peninsula	86	5%
Saugeen Shores	200.5	12%
South Bruce	70	4%
Total	1650	

*PT/Casual Roles Weighted at 0.5

Classification of Roles





High Level Findings: Job Description Analysis

Core KSAs: All Roles

- Excellent communication skills
- Knowledge of Microsoft Office suite (and Office365)
- Strong interpersonal skills
- Strong time management and organizational skills

Manager & Supervisor KSAs

- Leadership skills
- Strong public relations focus
- Teamwork
- Strategic focus

KSA = Knowledge, Skills, and Abilities

High Level Findings: Informational Interview & Department Head Survey

Pain Points



Limited time for staff to engage in training



Lack of coordinated training



Funding



Failure to track training

Top Pain Point(s) as Identified in Department Head Survey

Municipality	Key Challenge from Thematic Analysis
Arran-Elderslie	Limited Time for Staff to Engage in Training
Brockton	Funding
Bruce County	Inconsistent Training
Huron-Kinloss	Funding
Kincardine	Funding & Tracking of Training
Northern Bruce Peninsula	Seasonal Pressures & Limited Time to Engage in Training
Saugeen Shores	Inconsistent Training & Limited Time to Engage in Training
South Bruce	Limited Time for Staff to Engage in Training

Department	Key Challenge from Thematic Analysis
Building	Limited Time for Staff to Engage in Training
CAO	Tracking of Training
Clerks	Funding
Community Services/ Recreation	Inconsistent Training
Finance/ Treasury	Software
Fire	Funding
PW	Funding



Training & Certification Tracker

Shared Training Across Lower-Tier Municipalities

- ACCESSIBILITY TRAINING
 - FIRE EXTINGUISHER
 - FIRST AID
 - H&S -SUPERVISORS
 - HARASSMENT TRAINING
 - WHMIS
 - WORKER HEALTH AND SAFETY
 - AERIAL WORK
 - CONFINED SPACE
 - ICE MAKING AND PAINTING TECHNOLOGIES
 - LEGAL AWARENESS
 - PATROLLER WINTER MAINTENANCE
 - PROPANE HANDLING/ EXCHANGE
 - HAZARD TRAINING
 - WORKING AT HEIGHTS
-

Key Finding: The use of multiple training providers for the same training across municipalities

Recommendations

Training and Development Strategy

- Creation of a Training & Development Strategy (Individual Municipality and MIC strategy)

Organizational Sustainability

- Commitment to Organizational Effectiveness: Staff Ambassador Group
- **Equity, Diversity and Inclusion Strategy and Training**
- Cross Municipal EDI Committee
- Canadian Accessibility Network
- Mandatory Mental Health Training

Organizational Assets

- **Training Tracker**
- Alignment between organizational head count and organizational chart
- Accurate position classification of part-time, full-time, casual, student and contract roles
- Shared training, focusing on the Fire Department, Infrastructure & Development Department and Community Services Department in the lower tiers
- Shared employees across municipalities (for example, IT)
- Standardized Position Names
- Accurate Job Descriptions that Fairly Compensate
- **Development of a MIC Member-wide Competency Model**
- Identification of Training Providers
- Standardized Legislated Updates Regarding Training
- Shared Connections
- Reduced Number of Training Providers

Key Recommendation – Training Tracker with Identification of Training Needs



TRAINING TRACKER WITH
THE IDENTIFICATION OF
TRAINING NEEDS

- Identify training needs at an individual level, departmental level and organizational level
- Digital tracking of training
 - HR Downloads
 - Office 365

Key Recommendation – MIC Competency Model



MIC COMPETENCY MODEL

- Creation of a competency model of shared knowledge, skills and abilities across MIC member municipalities
- Key for succession planning, employee training and development and performance appraisals

Key Recommendation – Equity, Diversity, and Inclusion Training



EQUITY, DIVERSITY AND
INCLUSION TRAINING

- *Lack of EDI training across Bruce County*
- Leverage Kincardine's SME in the role of Manager of Strategic Initiatives
- Partnership with post-secondary institutions
- Government of Canada micro-learning videos

Future Research & Action Items

1

FOCUS ON STRATEGY
DEVELOPMENT
(SPECIFICALLY, A TRAINING
STRATEGY AND AN EDI
STRATEGY)

2

CONDUCT RESEARCH TO
UNDERSTAND THE ROLE
OF UNIONS AS IT RELATES
TO TRAINING AND
DEVELOPMENT

3

PROTOTYPE A TRAINING
DOCUMENT USED BY
DEPARTMENT HEADS IN
PARTNERSHIP WITH EACH
EMPLOYEE

In Summary

Top pain points

- Limited time for staff to engage in training
- Funding
- Inconsistent training and the failure to track training

Opportunities

18 recommendations divided into three categories (training and development strategy, organizational assets, organizational sustainability)

- Top three recommendations are: tracking of training, EDI work, and collaboration through shared training and competency development

Employees are the driving force to achieve the future state as identified in the corporate strategic plans

Thank you for the support with my research! 64

Feedback



<https://forms.office.com/r/m3u03S4s66>





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IT Business Analysis

Ayaan Hussain



Goals

1

Identify the **Current State** of IT Infrastructure in the MIC's **7 Lower-Tier Member Municipalities**

2

Highlight **Opportunities** for Improvement Through Observed **Pain Points** & **Inefficiencies**

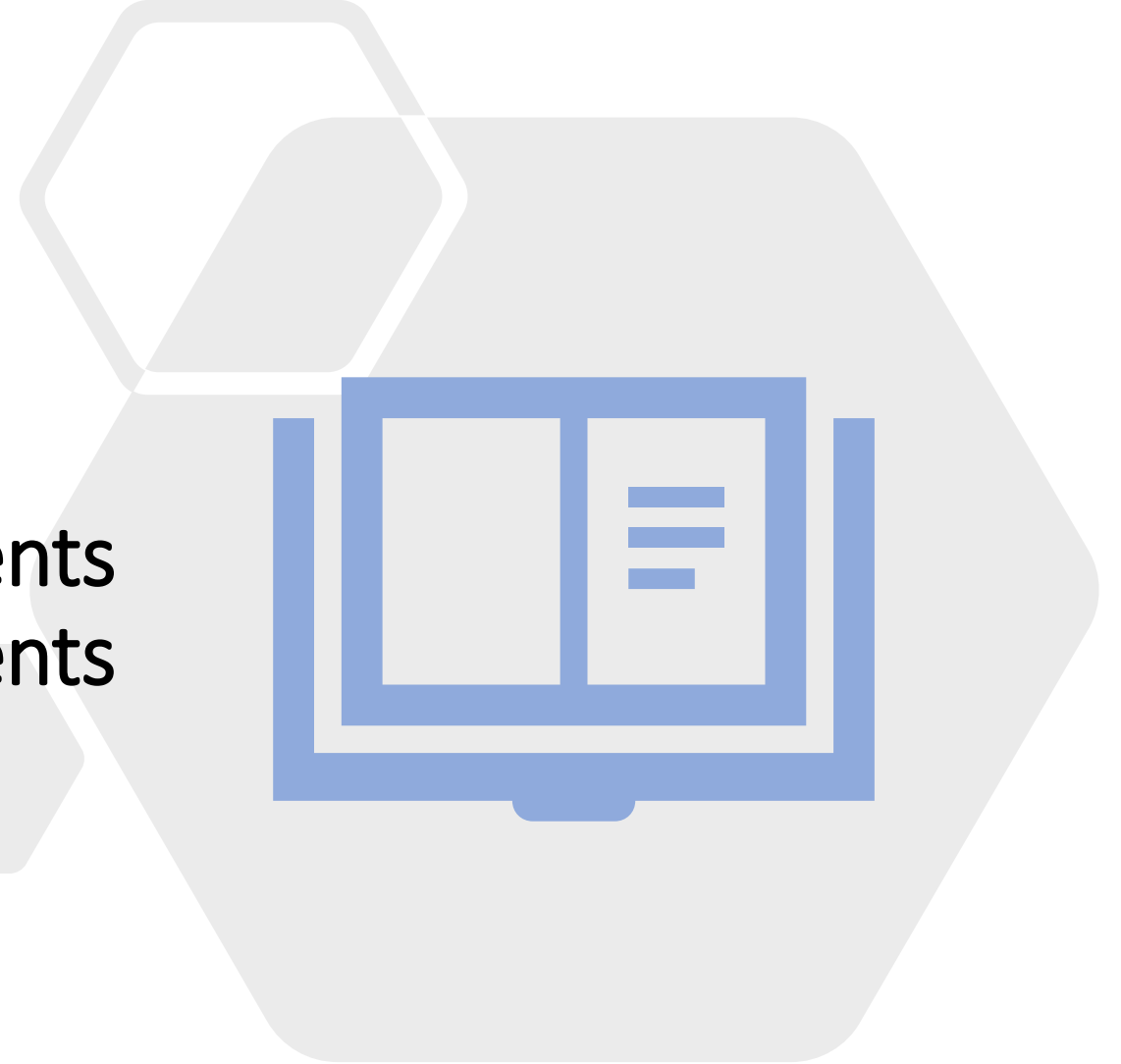
Constituent Elements of IT

- **Hardware**
- **Software**
- **Third-Party IT Service Provision**
- **Cybersecurity**
- **Networking**
- **E-waste Management**
- **IT Strategic Planning**



Data Sources

- Informational Interviews
- Internally-Facing Documents
- Externally-facing Documents
- In-person Consultation
- Third-party IT Service Provider Reports





A New Approach To IT Asset Management

Outdated Excel Documents
that are **Hard to Read**



Automated Solutions that Provide
Little to No Insight & Fail to
Maintain Device Lifecycles

Overview of the MIC Asset Management System

Fields Collected Per Device:
In-depth information about individual devices

10+

\$0.00

Cost Municipalities Incur:
Over thousands of dollars in savings per year by not utilizing an existing solution

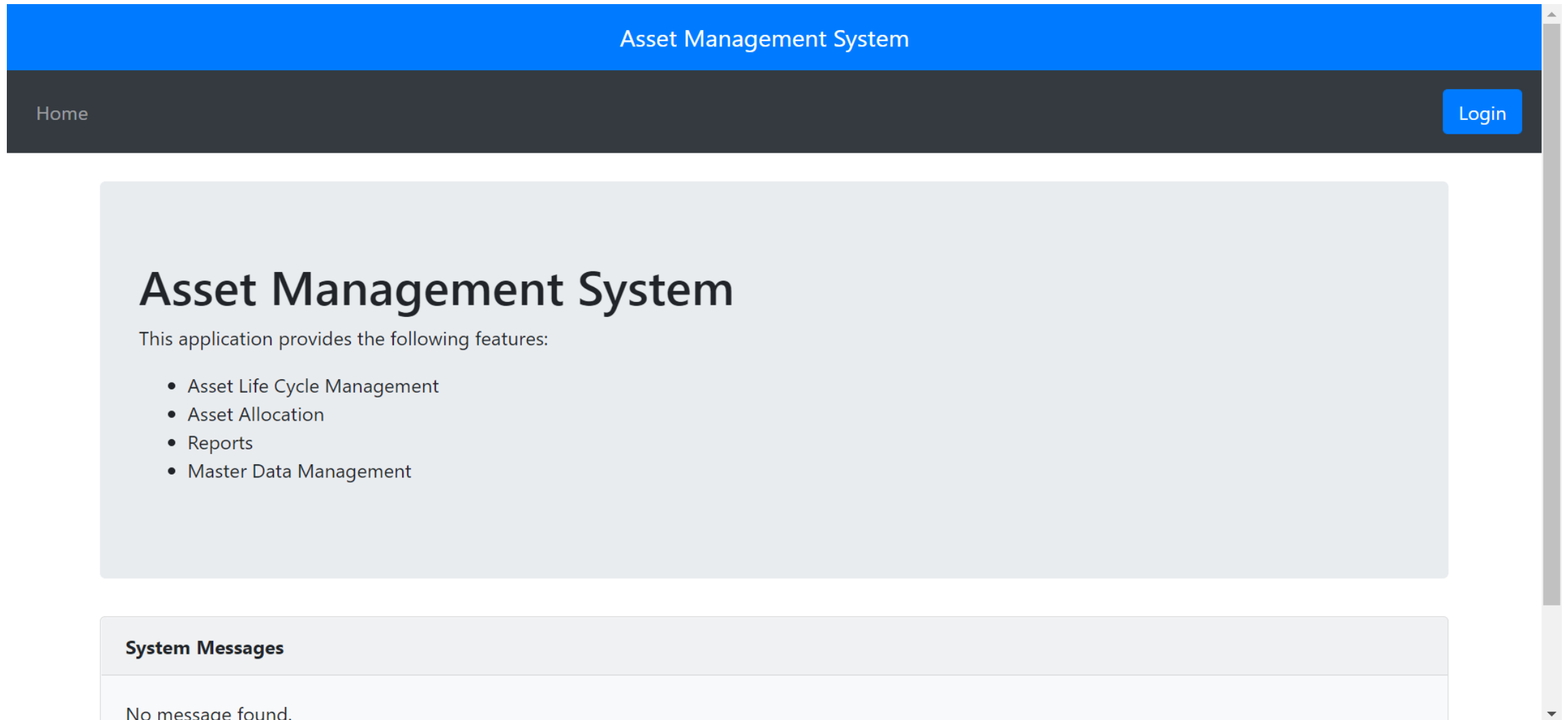
Automated Insight Generation:
Insights regarding warranty expiry dates, employee-device assignments, and device lifecycles can be generated at a click of a button

Insight
Generation

100%

Device Coverage:
Devices don't have to be connected to a network for a full inventory to be collected

MIC Asset Management System – Overview



Asset Management System

[Home](#) [Asset](#) [Employee](#) [Report](#)

Signed in as: Ayaan, Hussain [Logout](#)

Add Asset

Asset Report

Person Report

Retired Asset

Asset Name

Description

Status

Category

Location

Serial #

Asset Tag

Model

Manufacturer

Purchase Price

Acquired Date

Retired Date

Asset Management System

Asset List

Name	Description	Category	Status	Serial #	Asset Tag	Location	Edit
mo-bylaw-lp	Animal Control Officer	DSK	A	5CG925CL91	AST1122299	Town of Saugeen Shores	Edit
mb-cao	AT/AT COMPATIBLE	DSK	A	MXL53918F0	Hello Asset	Town of Saugeen Shores	Edit
mb-clericassist	AT/AT COMPATIBLE	DSK	A	MXL53918FK	Hello Asset 2	Town of Saugeen Shores	Edit
mo-clerk-test	AT/AT COMPATIBLE	DSK	U	MXL5382SRDX	TestAsset221	Town of Saugeen Shores	Edit



IT Strategic Planning and Competency Development

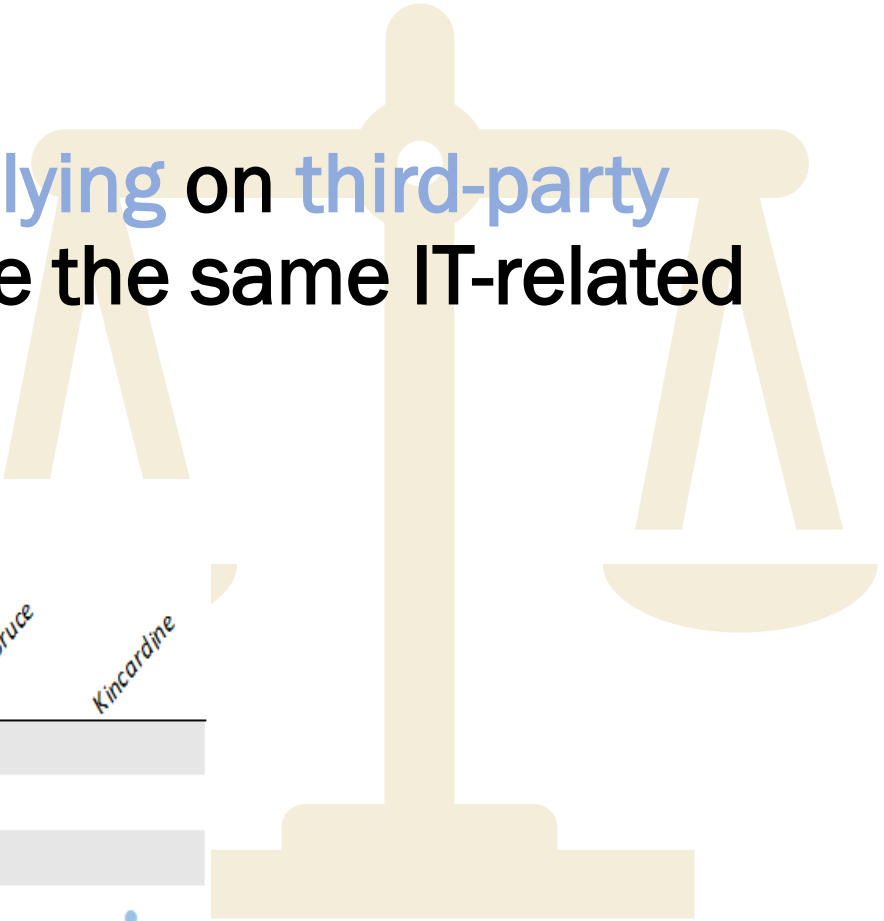


*“The **biggest** part of **digital transformation** is changing the way **we** think.”*

— Simeon Preston

Key Considerations

There are long-term implications of relying on third-party IT service providers – they DON'T have the same IT-related goals as you



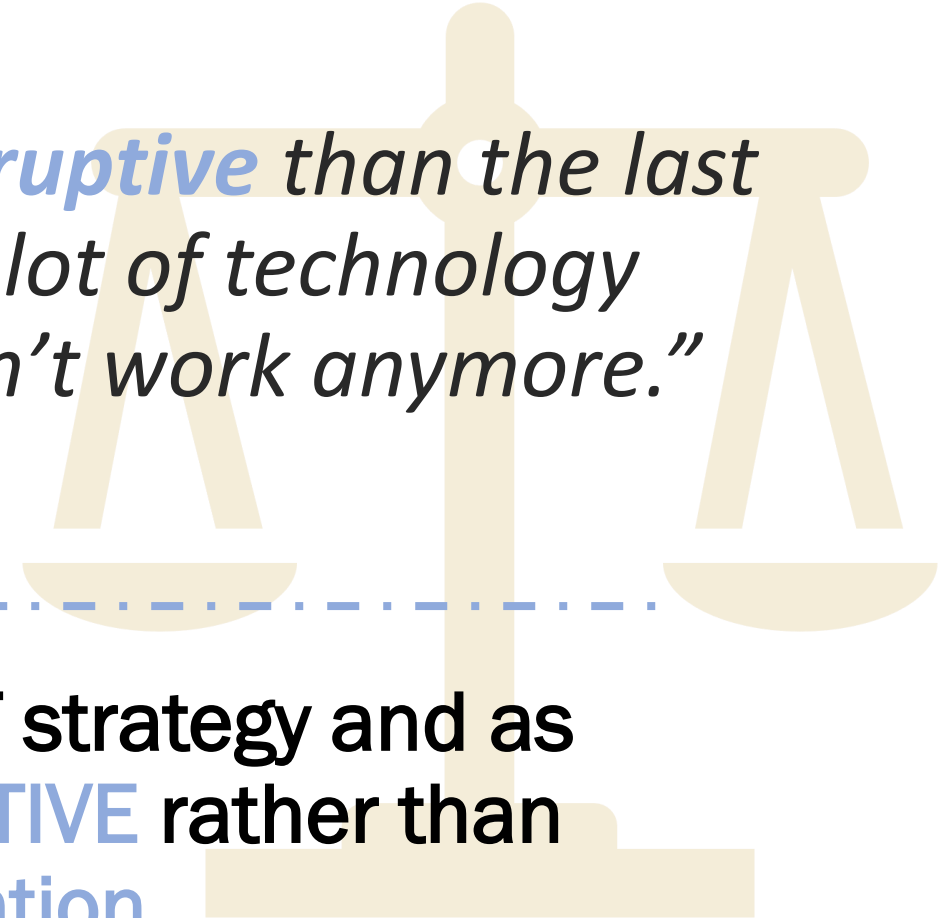
	Arran-Elderslie	Brockton	Huron-Kinloss	Northern Bruce Peninsula	Saugeen Shores	South Bruce	Kincardine
Maintenance (Break/Fix Model)	•	•	•	•		•	
Systems Management		•		•			
Procurement	•	•	•	•			
Cybersecurity Services	•	•		•		•	•
Strategic Decision Making				•			
e-waste Management				•			
Transparency w/ Municipality	•	•	•			•	•

Key Considerations

*“The **next 5 years** will be **more disruptive** than the last **15**. This is **not** business as usual. A lot of technology that came in three years ago doesn’t work anymore.”*

—Saul Berman, IBM

Less priority is currently placed on IT strategy and as such, municipalities are being **REACTIVE** rather than **PROACTIVE** – inhibiting digital innovation



Shared IT Service Model

Involves the Coordinated Procurement of Hardware and Software Solutions Between Municipalities to Cost Save

	Arran-Elderslie	Brockton	Huron-Kinloss	Northern Bruce Peninsula	Saugeen Shores	South Bruce
Adobe Acrobat	•	•	•	•	•	
ArcGIS	•	•	•	•	•	•
AutoCAD	•		•		•	
Bang the Table			•	•		•
Citywide						
Cityworks						
CloudPermit						•
Dayforce		•			•	
Easy Pay						
eScribe	•	•	•			
eSolutions	•	•	•	•	•	•
FirePro			•			•
HR Downloads		•	•	•		•
Keystone	•	•	•	•	•	•
MESH				•		•
Microsoft Office 365	•	•	•	•		*
Zoom		•	•	•	•	•

* Office license is independently acquired for each computer purchased.

Shared IT Staff Model



Sharing 1 – 2 Dedicated IT Staff Members
Between these 4 Municipalities

Only 3 Dedicated Fulltime IT Staff Hired Across the Lower Tier Municipalities & Part-Time IT Staff Who Are **Overwhelmed**

6.9

Average Number of **Fulltime Dedicated IT Staff** Needed To **Sustainably** Complete IT Work Across Member Lower-Tier Municipalities



E-waste & Cybersecurity Framework Development

Each municipality handles cybersecurity differently
and have varying levels of understanding of
measures currently in place

Municipalities that have a formalized e-waste
management protocol



Standardized Framework Development

Cybersecurity & E-waste Management

\$6,201.44

Variance in Cybersecurity Spends

\$520.00

Variance in IT E-waste Management Spends



In Summary

1. IT Strategic Planning
2. IT Asset Management
3. Consistent Procedures for Cybersecurity and E-waste
4. Working Together
 - Common Software Suite
 - Procurement of Hardware
 - Shared Service Model

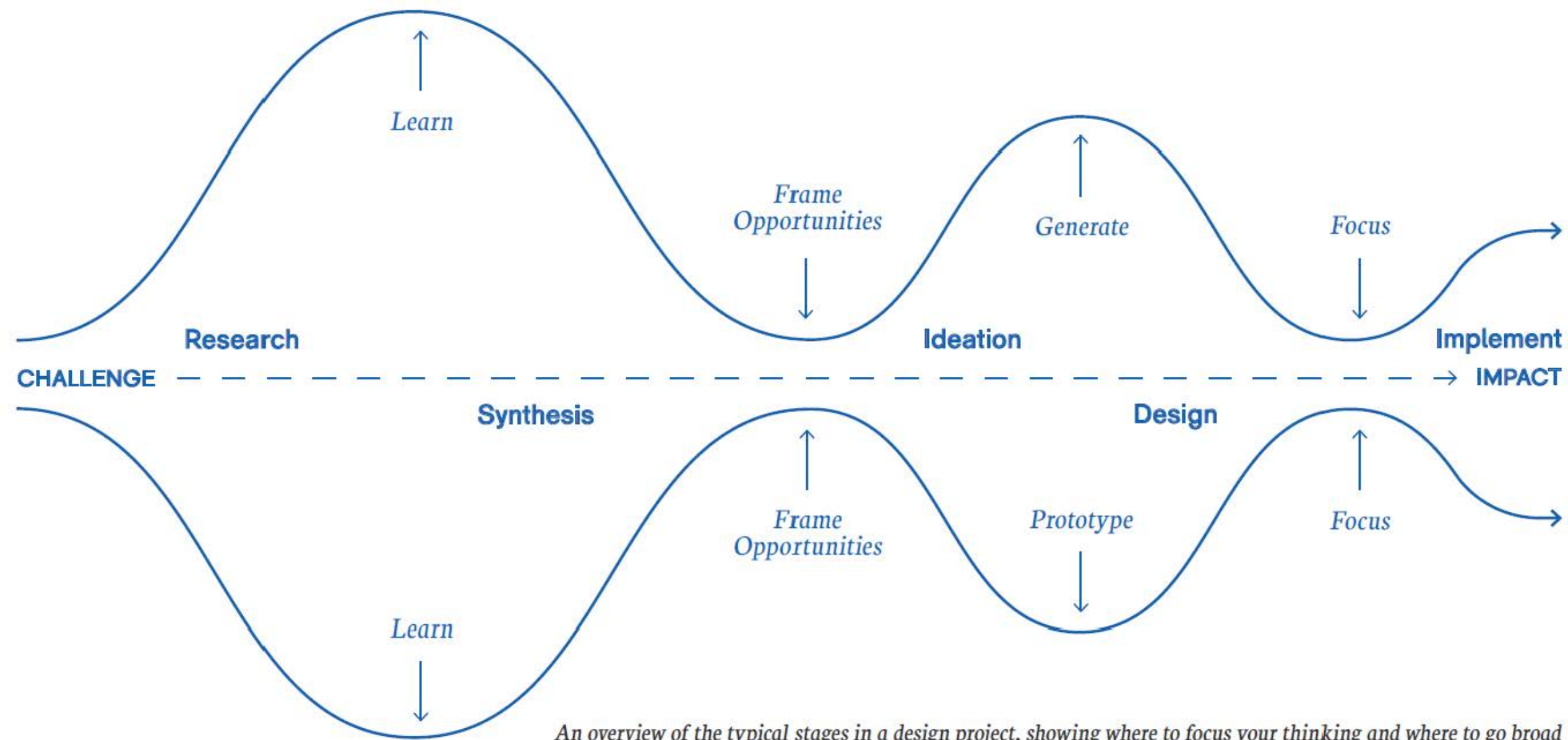
Thank you!

Feedback



<https://forms.office.com/r/m3u03S4s66>





An overview of the typical stages in a design project, showing where to focus your thinking and where to go broad



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THANK YOU!



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Website: www.nii.ca/mic



Municipal Innovation Council - Minutes

Electronic Special Meeting

September 1, 2021 10:00 am



Members

Kara Van Myall, CAO, 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	Present
Leanne Martin, CAO/Clerk Municipality of South Bruce	Present
Sylvia Kirkwood, CAO 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 Township of Huron-Kinloss, Recording Secretary (non-voting)	Present

1. Call to Order

1.1. The Chair called the meeting to order at 10:04 am

2. Additions or Amendments to the agenda

No additions

3. Announcement from the Innovation Officer

The Innovation Officer Dave Shorey thanked the group for the opportunity to speak and to work with the MIC. He explained that it has been a meaningful year and wonderful experience and feels the work the past spring and summer will set up the MIC for success in the upcoming years.

The Chair on behalf of the MIC thanked Dave for his work.

The Innovation Officer left the meeting.

4. Closed Meeting

Motion:

Moved By: Leanne Martin Seconded By: Sonya Watson

THAT the Municipal Innovation Council hereby moves into Closed Session pursuant to Section [s. 239(2)(d)] Labour relations or employee negotiations – Innovation Officer AND returns to open upon completion

Carried

Municipal Innovation Council - Minutes
Electronic Special Meeting
September 1, 2021 10:00 am



5. Business arising from Closed Session

- 5.1. The Chair reported that the resignation of Dave Shorey from his role as Innovation Officer for the MIC was received. A discussion was held regarding the transition and considerations for staffing of the Innovation Officer position and student positions going forward with direction given to Chair.

5. Meeting Schedule

Thursday September 30, 2021- 2:30-4:30pm
Thursday October 21, 2021-2:30-4:30pm
Thursday November 25, 2021- 2:30-4:30pm
December – delegations to all partner Councils

6. Adjournment

Motion

Moved by: Sharon Chambers Seconded by: Sonya Watson

THAT the Municipal Innovation Council hereby adjourns at 11:05 am

Carried

Chair

Secretary

MIC REPORT 2021-08

Report To: Municipal Innovation Council (MIC)
Report From: Kara Van Myall, CAO Saugeen Shores, Chair MIC
Meeting Date: September 30, 2021
Subject: **MIC: Program Delivery Proposal**

Recommendation

THAT the Nuclear Innovation Institute's "Municipal Innovation Council: Program Delivery Proposal" (the Charter) be endorsed as the path forward for resourcing, structure and workplan management for the Municipal Innovation Council; and,

THAT the Chair of the Municipal Innovation Council be directed to advance a Consulting Agreement, based on the Charter; and which will include the priorities defined by the current Council.

Background

August 26, 2021, the Municipal Innovation Council (MIC)'s Innovation Officer resigned, effective September 17, 2021. In response, the MIC Board convened a Special Meeting (September 1, 2021), to discuss a transition plan and consider options for staffing and workplan management.

The following draft resolution was carried:

THAT the MIC support the recommendation to work with partners to develop resourcing and a path forward for the MIC over the coming months and the longer term of the MIC including:

- 1. Transition Support in the near term to support the ongoing efforts and evaluate the current state and how best to proceed*
- 2. Project support / resourcing around the current workplan and co-op students*
- 3. Marketing / Communication support to assist with awareness and engagement*
- 4. Support for work on a transition plan from pilot to implementation (long term)*

The Chair will work with the Innovation Officer on the communication on the resignation and how the MIC will be moving the work forward.

Carried

The Chair will move forward with the direction given and report back informally to the group in the next two weeks.

On September 3, 2021, representatives from the MIC met with the Nuclear Innovation Institute (NII) and Nuclear Promise X (NPX) to further discuss transition planning and support to the end of the MIC pilot and beyond. During this meeting the NII reiterated their long-standing support for the MIC and expressed interest in positioning the MIC as a project similar to other NII projects (i.e., Centre for Next Generation Nuclear, Clean Energy Frontier, etc.). NPX expressed support for project delivery. The group acknowledged the opportunity to have additional supports (consultants, partner organizations, etc.) support the various MIC projects as well. The action resulting from the meeting was for NII to draft a program delivery proposal.

The draft proposal was circulated to the MIC members for comment – minimal comments were received and those received have been address (i.e., recruitment/hiring process and removal of language around integration and rebranding). The final draft is attached.

Summary of the Program Delivery Proposal

Purpose

NII proposes to provide an organizational structure that simplifies the ability of the MIC to meet its mandate (to build smarter, stronger, and more resilient communities) – within the NII's existing program model. The planned approach would include a dedicated program director who is accountable to the MIC members for executing projects and managing funds.

Operational Structure

MIC is housed in NII as the Centre for Municipal Innovation, with a Director of Municipal Innovation (who reports to the Executive Director), while continuing to receive strategic direction from the Municipal Innovation Council (Steering Committee).

The Centre for Municipal Innovation would operate as a separately funded program within NII.

Funding

The Municipal Innovation Council will approve a budget to manage the day-to-day operations of the Centre. The Town of Saugeen Shores will flow the approved annual budget to NII. NII, through the Program Director, will report quarterly on expenses incurred. Any funds not spent by the end of the fiscal year are automatically deferred into the following year's budget.

The program will run at cost.

The Agreement will run until the end of the pilot, December 31, 2022, with the option to extend at the discretion of the funding partners.



Municipal Innovation Council

Program Delivery Proposal

Prepared for:
Kara Van Myall, Chair, Municipal Innovation Council
Updated: September 20, 2021

For Approval

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Purpose

The Municipal Innovation Council (MIC) is a unique, leading-edge platform for like-minded rural municipalities to come together to build smarter, stronger, and more resilient communities.

Over the past 21 months, the MIC has created the basis for its members to turn that aspiration into action. Several projects have been identified as suitable for collaboration. In some cases, external funding has been secured, or is in the process of being acquired. MIC's member governments have demonstrated their readiness to act and to explore the potential benefits of changing how they work internally, how they engage with each other, and to discover if there are better ways to serve their citizens.

In short, MIC is ready to move into a new stage of its three-year pilot. To continue to successfully advance its mission, the MIC must run and complete projects with clear goals and clearly defined benefits. And it needs to aggressively promote those achievements to the broader public, demonstrating the value of innovation and collaboration to the communities it serves.

The MIC therefore requires an effective, efficient structure to deliver on its promise, with a dedicated program director who is accountable to the MIC members for executing projects and managing funds. It requires the management capability to identify strict deliverables, create the workplans and budgets, and ensure that deadlines are met. It needs direction and support to market and communicate its achievements. And it must put this structure in place quickly to maintain momentum and demonstrate that the pilot partnership has the potential to provide lasting benefit.

The Nuclear Innovation Institute (NII) proposes to provide an organizational structure that simplifies the ability of the MIC to meet this challenge. NII's existing program model – in which directors actively run their programs, with support from NII's chief innovation officer as well as administrative, communications and marketing capacity – would seamlessly allow the MIC pilot to move into the next stage of its development. The MIC would have NII's support to get projects done. This includes access to NII's innovation space, Chief Innovation Officer and other team members that can provide collaborative, engaging feedback, expertise and advice throughout the development of ideas and execution of projects.

As a not-for-profit entity, NII provides assurance to the MIC's member governments that public funds are being spent on public needs.

NII has been a strong supporter of the MIC's purpose since its creation and is deeply committed to its success (indeed Bruce County is a Board Member of NII). This proposal provides a way for the MIC to leverage that relationship between now and the end of the pilot, to deliver the successful outcome we all seek.



Operational Structure

As part of its mandate, NII provides program delivery to its Founding Members and to outside entities (where goals align). These NII programs are run by a program director who reports to the Executive Director.

Where relevant, the program director would contract the specialized expertise required to realize a particular project. This could be delivered by private sector companies, co-op students, NII's member companies or other service providers based on subject expertise.

To support the delivery model, NII recommends MIC is housed in NII as the *Centre for Municipal Innovation*, with a Director of Municipal Innovation continuing to receive strategic direction from the Municipal Innovation Council (Steering Committee).

The MIC, through the Centre for Municipal Innovation would operate as a separately funded program within NII with a dedicated program director. The Director of Municipal Innovation would:

- manage day-to-day operations
- scope projects
- identify the innovation team to carry out projects, running RFPs if necessary
- contract projects (where relevant)
- seek funding, including exploiting NII's not-for-profit status for government funding
- manage budgets
- set and enforce timelines
- lead communications and marketing around projects and other initiatives for the Centre for Municipal Innovation, supported by NII staff, as the voice of rural municipal innovation
- report to the Centre for Municipal Innovation Steering Committee on progress and for strategic direction

The position would be supported by NII resources, including working out of the NII facility. The Director would be employed by NII; paid out of the Centre for Municipal Innovation Program funds that are received by the funding partners (see below).

Strategic direction would continue to be set by the Municipal Innovation Council. The Program Director and NII would be accountable to the Council for spending and deliverables.

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Funding

The Municipal Innovation Council will approve a budget to manage the day-to-day operations of the Centre. The Town of Saugeen Shores will flow the approved annual budget to NII. NII, through the Program Director, will report quarterly on expenses incurred. Any funds not spent by the end of the fiscal year are automatically deferred into the following year's budget.

Any costs associated with implementation of specific projects will be approved and funded separately by the Council and executed through NII.

NII will be responsible for selecting a full-time Program Director, in collaboration with the Chair of the Council. The Program Director will be a contracted employee of NII and all costs related to the position and program (eg payroll taxes, employee expenses, marketing and promotional material, computer etc) will be paid through NII and fully funded by the funding partners (through the Town of Saugeen Shores).

NII waives its 10% administration fee for the pilot period of the MIC program. The program will run at cost.

This Charter will form the basis of a Consulting Agreement which will include the priorities defined by the current Council. The Agreement will run until the end of the pilot, December 31, 2022 with the option to extend at the discretion of the funding partners.

A partial NII organizational chart is attached to show the MIC's proposed relationships.

