



Municipal Innovation Council  
Opportunities & Strategic Capabilities



# Session Outline

## Municipal Innovation Council

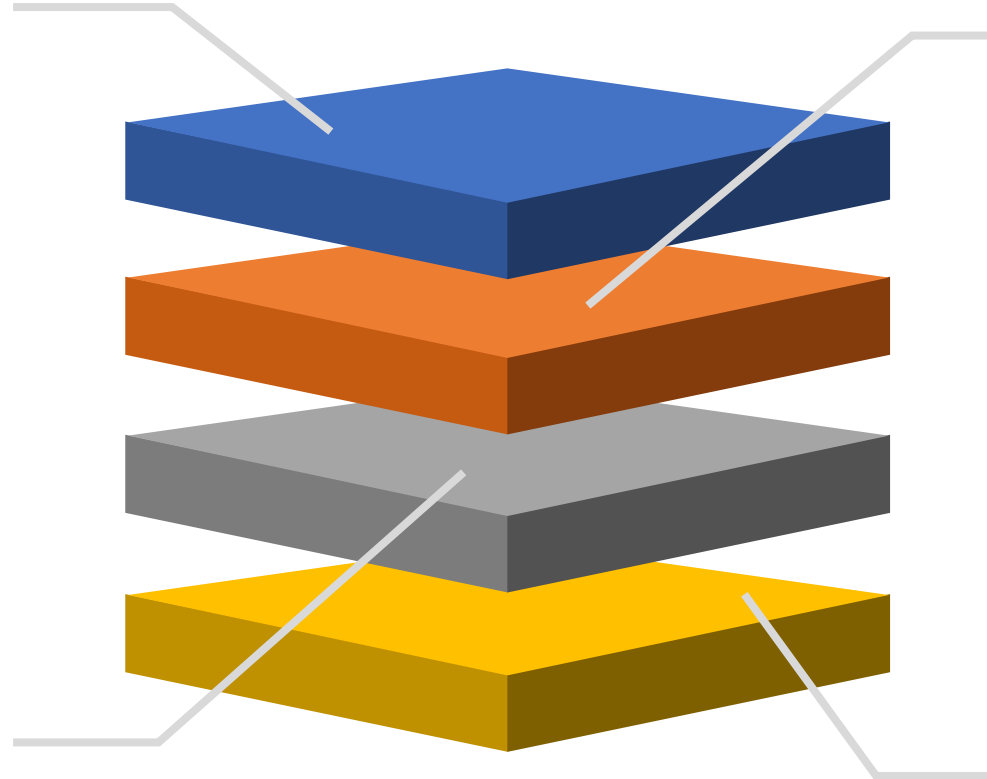
### MIC INNOVATION PARADIGM

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.

# Vision

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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.



*All innovation  
is local.*

Brian Rosborough, Executive Director of AMO





# MIC Innovation Scale

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## 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

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## 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?



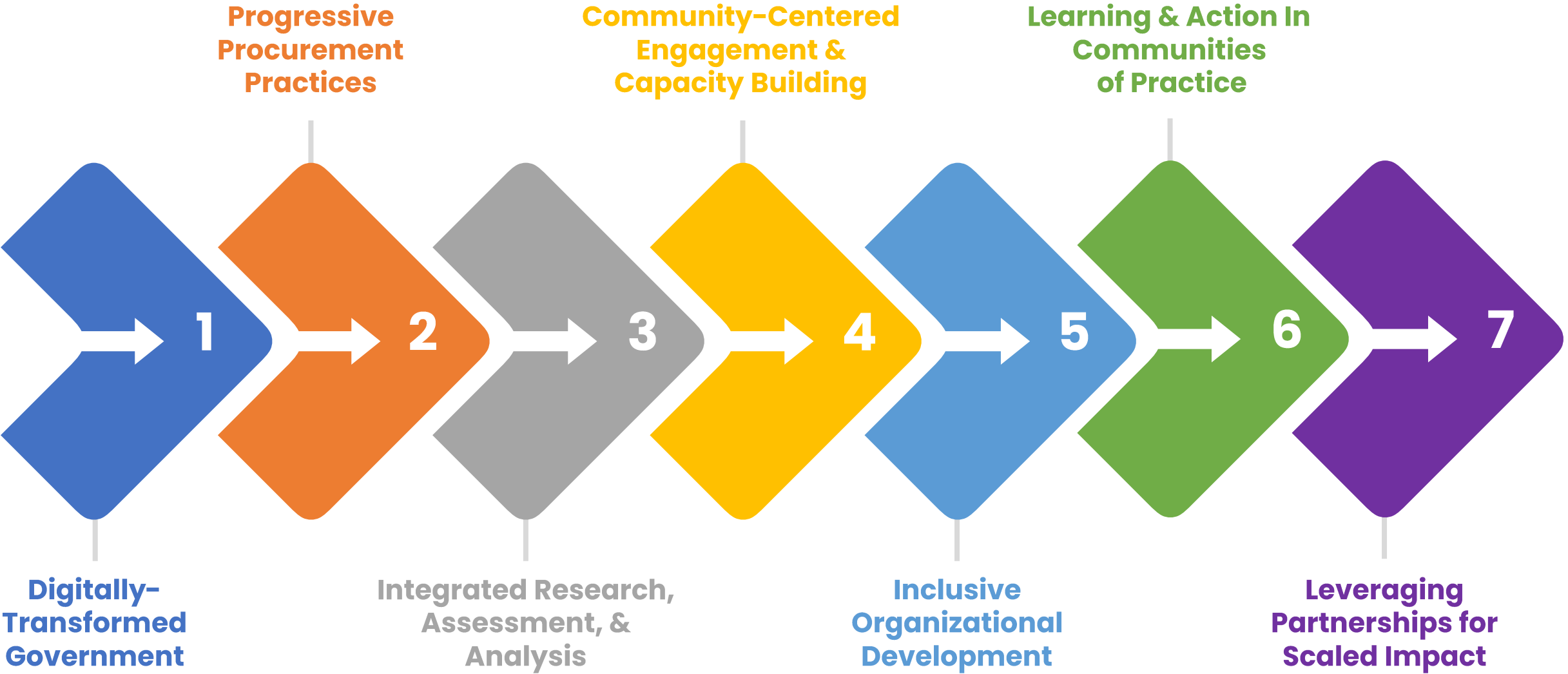
### ↳ **“Strategic Capabilities”**

*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

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# Strategic Capabilities

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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.

# Opportunity Areas

## Strategic Capabilities

	Holistic Housing	Transformed Transportation	World-Class Waste	Resilient Infrastructure	Sustainable Development	Agile Service Delivery
Digitally-Transformed Government	/	• Explore ride-hailing service	/	• Internet of Things Gateway	• “One Bruce” • Enterprise solution	• ConsignO Cloud • Mobile app • Digital transformation rev.
Progressive Procurement Practices	/	/	/	• Research into regional co-op and other buying options with partners	• Research into regional co-op and other buying options with partners	• Purchase Contemplation Mapping
Integrated Research, Assessment & Analysis	• UW Attainable Housing Partnership	• Explore ride-hailing service	• Waste Management Service Review	• Internet of Things Gateway • “One Bruce”	• “One Bruce” • Enterprise solution	• Purchase Contemplation Mapping
Community-Centered Engagement & Capacity Building	• UW Attainable Housing Partnership	/	/	/	• STEAM Faire – Laurier • Youth Councils • Facilitation with Groups	• Youth Councils • Strategic plan facilitation
Inclusive Organizational Development	/	/	/	/	• Co-op pipeline	• Basadur Problem Solving
Learning & Action in Communities of Practice	• UW Attainable Housing Partnership	• Researching rural transportation solutions	• Waste Management Service Review	• Building network with municipal innovation spaces and professionals	• “One Bruce” • Building multiple connections to post-secondary institutions	• ConsignO Cloud
Leveraging Partnerships for Scaled Impact	/	• Explore bylaw modifications to allow ride hailing	/	/	• Developing connection to granting agencies • Communtech FutureX	/



# Innovation Progress

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## Solid Waste Management Service Review



Dillon Consulting is submitting a final Solid Waste Service report for the MIC to review that integrates leading research, policy recommendations, and suggested areas to focus additional strategy efforts.

## “One Bruce” Asset and Flood Mapping



The “One Bruce” Community of Practice includes staff from the SVCA, municipal staff, and the County of Bruce planning team to investigate ways that the MIC can leverage local leadership and resources to become early adopters in the One Ontario program. The first project is focused on advanced topographic imagery provided by Ecopia that will inform development decisions.

## Post-Secondary Engagement with Youth



MIC is facilitating a pilot between the Bruce-Grey Catholic District School Board and Wilfrid Laurier University to provide peer coaching to high school students focused on informational interviewing, engaging mentors, and articulating transferable skills.



# Innovation Progress

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## Digital Signature Solution



ConsignO Cloud is a digital signature platform that has been endorsed by AMO to create greater efficiencies around securing one or more signatures from staff, council members, and independent service providers.

## Holistic Housing



The Town of Saugeen Shores has actively engaged in community dialogue to better understand the barriers that people are experiencing to accessing attainable housing. Given the MIC's focus on holistic housing, we have brokered a partnership between the University of Waterloo's Planning Department and Saugeen Shores. Senior undergraduate and graduate students in two planning course will support Saugeen Shores in the winter 2021 term. This project serves as an entry point for the MIC to engage in sustained research on housing with UW in member municipalities.

## Enterprise Solution for Data Flow



ESRI Canada was hired to determine an enterprise solution that facilitates two-way data exchange between software used in lower-tiers (e.g. Evolta) and in upper-tier (e.g. ArcGIS).



# Innovation Candidates

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## Transformed Transportation



The MIC is engaged with Grey County to learn from the launch and operation of GTR and new bylaw development to allow for ride-hailing services to operate. The MIC is also actively engaged in integrating

## Community Facilitation Support



The MIC is well-positioned to provide facilitation support to community group and municipal offices.

## Co-op Pathways



The MIC is working in partnership with the Director of the Clean Energy Frontier in the Nuclear Innovation Institute (NII) to assess opportunities for enhanced co-op placement in the nuclear supply chain and in the public sector for students enrolled in college or university.

## Purchase Contemplation Mapping To Enhance Procurement



In an effort to find efficiencies through shared purchasing, the MIC will map purchase contemplations stated in 2021 budgets for all member municipalities to identify opportunities for leverage our collective buying power.

## Internet of Things LoRaWAN Network For Monitoring Conditions



The MIC is working in partnership with the NII to explore the use cases for an Internet of Things (IoT) LoRaWAN network in municipalities. Early examples include soil moisture and temperature sensing suitable for agricultural applications, road temperature and friction sensing to know when roads begin to freeze, and rip tide sensing to better inform swimmers of the real-time risks in Lake Huron.

# References

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2. <https://enterpriseproject.com/what-is-digital-transformation#:~:text=Digital%20transformation%20is%20the%20integration,and%20get%20comfortable%20with%20failure>.
3. <https://www.doingbusiness.mgs.gov.on.ca/>
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