Municipal Innovation Council Special Meeting Minutes
Electronic Meeting February 12, 2021 10:00 a.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	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

_____   _____

Chair   Secretary

9.0 | 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

DILLON
CONSULTING

75 YEARS

10.0 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.

10.1 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.

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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, 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