TO:	**MAYOR J. LEHMAN AND MEMBERS OF COUNCIL**
FROM:	**D. CLARKE, INNOVATION ANALYST**
NOTED:	**R. BUNN, EXECUTIVE DIRECTOR OF INNOVATE BARRIE**
	M. PROWSE, CHIEF ADMINISTRATIVE OFFICER
RE:	**INNOVATION AT THE CITY OF BARRIE**
DATE:	**APRIL 15, 2019**

The purpose of this Memorandum is to provide an update to members of Council regarding the innovation activities at the City in 2018, as per amendment 17-G-024.

Internal Innovation Activities

Innovatology Program

In January 2018 we launched our formal Innovatology program with the support of our Innovatology coaches of 2016 and 2017.

Innovatology is the study of innovation throughout our organization,
including the discovery, recognition, and facilitation of innovative practices at the City of Barrie.

The Innovatology program was placed on hold from October 2018 through April 2019 to accommodate the launch of the SAP project.

Discovery of Innovation Activities

- Innovators Community of Practice

    Open to all staff, employees are invited to meet once a month over lunch to discuss innovation topics, learn new tools and share challenges. Each month features a different theme relevant to innovation.

    In 2018, we held five community of practice meetings, in addition to our first Innovators Breakfast. Topics included Understanding the Problem, Process Mapping vs Journey Mapping, Divergent & Convergent Thinking, Choosing Ideas and Piloting & Prototyping.

Facilitation of Innovation

- Innovation Day 2019

    We will be celebrating Innovation Day 2019 on Monday, April 15 during World Creativity and Innovation Week (www.wciw.org). The UN recognized Innovation Day started in 2017 as a tool for generating creative solutions to the challenges of the 2030 Sustainable Development goals. We invite you to join us in the Rotunda any time between 1 pm and 5 pm for our Innovation Showcase of staff innovations.

- Coaching and Workshops

    Our innovatology coaches continue to facilitate tools and workshops with internal teams on group brainstorming, vision and mission development, aligning objectives and innovation labs. In 2018, coaches supported teams from the Youth Friendly committee, Planning, APLI, MiX, and SAP. We held our first design sprint, and are launching a new program for SCRUM tools based on the Agile methodology in 2019. Four workshops have been added to the regular corporate training calendar, in addition to the Innovatology program.

Recognition of Innovation Activities

- Regular Communications
    - Innovatology on InSite – our intranet site with tools, workshop information and events.
    - [Innovatology newsletter](#) – an email newsletter is sent to staff on an opt-in or subscription basis, with 195 current subscribers.

- **Edison Awards:**

    The awards program drives staff engagement in recognizing innovation and innovative practices at the City of Barrie. The divisional monthly innovation award program recognized 38 innovations across the organization between March 2018 and March 2019, including some community-facing initiatives, as well as internally-focused activities designed to improve productivity. The list below outlines the initiatives that received awards:

    Access Barrie winners

    - **March 2019** The creation of an Online Store and In-Stock Shop for City of Barrie promotional items improved efficiency and strengthened brand integrity, saving time and money for the City.
    - **August 2018** Service Barrie and Finance collaborated to create a proactive petty cash replenishment process that is reducing processing time across the city.
    - **July 2018** Service Barrie launched an enhanced to the marriage license process - the Marriage Licence Selfie. Using a number of photo booth signs, couples are invited to have a picture taken as a memento of the occasion. Staff and customers are enjoying this celebratory offering.
    - **June 2018** The Barrie Rec Camps Blog is designed to be a platform completely dedicated to the promotion and recognition of the City of Barrie recreational camp programs.
    - **March 2018** The Transit Department works with our Service Provider to create Snow Navigation Action Plan (SNAP) to prioritize snow and ice clearance at City bus stops.

    Community and Corporate Services winners

    - **March 2019** A collaborative partnership between Barrie Fire and Emergency Services and the GIS team used existing internal resources to build a critical response dashboard to accurately measure and manage BFES service delivery.
    - **January 2019** A pilot from Recreation and Legal Services introduced a Facility User Group insurance to our facility rental services which has improved customer satisfaction and reduced corporate risk.
    - **December 2018** Moving to an e-tendering platform in the Purchasing branch of the Finance department has created efficiency, reduced costs and paper, resulting in shorter cycle times and improved service delivery.
    - **November 2018** A cross-functional brainstorming session led to a pilot of The Voting Bus, a mobile option for resident voting in the 2018 election, generating social media buzz and positive resident feedback.
    - **October 2018** A new Insite page and Quick Reference Guide developed by Legislative & Court Services with Access Barrie is improving staff understanding and knowledge of the Records and Information Management (RIM) program.
    - **September 2018** A Recreation Services partnership with a local non-for-profit organization, Firebird Community Cycle, resulted in access to mobile bike workshops and bike repair shops for Barrie residents at our three community centres.
    - **August 2018** Recreation and HR collaborated to streamline the paystub distribution process for staff across our recreation facilities.
    - **July 2018** Finance is improving cash flow forecasting through daily cash monitoring, communication and analytics to optimize our use of cash and interest earning.

- ○ **June 2018** Proactive Public Education - BFES has developed and implemented a residential Smoke and CO Alarm program focused on targeting single family residential occupancies to educate and assist homeowners ensuring their homes are fire safe.
- ○ **May 2018** Creating a time lapse video demonstrating the process of converting the Barrie Molson Centre from an ice rink into a trade show.
- ○ **April 2018** Implementing a web based inventory and inspection application, Station Check, for fire apparatus dramatically improves the inspection and inventory management process.
- ○ **March 2018** Creating a technical group to address energy reductions at the WasteWater Treatment Facility

Infrastructure & Growth Management winners

- ○ **March 2019** Using a Design Thinking process, staff from Parks & Forestry in Roads, Parks and Fleet designed and prototyped park benches created from felled trees - recycling former waste material into beautiful and functional seating.
- ○ **February 2019** A collaborative brainstorming session between the Roads, Stormwater and Rail Operations branch and Traffic Service branch of Roads, Parks and Fleet developed a new solution for implementing Road Weather Information Systems on traffic signal poles, reducing costs and improving service coverage throughout the City.
- ○ **January 2019** The Engineering department introduced a Source Water Protection Story Map to create an interactive and engaging education and outreach tool for residents and businesses.
- ○ **December 2018** A leading edge stormwater infrastructure management database has led to comprehensive stormwater modeling covering all of the City's 23 watersheds/drainage areas (92 km$^{2)}$ that will improve decision making and optimize financial investments in our system.
- ○ **November 2018** An improved electronic and physical filing system introduced in the Wastewater Operations branch of Environmental Services consolidated requirements from TOMRMS and SCADA to improve the identification and retention of information, and increase operational efficiencies related to access to information.
- ○ **October 2018** The Water Customer Services section of the Water Operations branch built a small scale water infrastructure mock-up and training program for our contractors to improve installation of the tracer wire system designed to improve the maintenance of our buried infrastructure.
- ○ **September 2018** The Roads, Stormwater and Rail Operations branch and GIS built a Sidewalk Obstructions Inspective map to allow staff to improve the annual inspection and maintenance of 610 km of sidewalk in the city. The Roads, Stormwater and Rail Operations branch and GIS built a Sidewalk Obstructions Inspective map to allow staff to improve the annual inspection and maintenance of 610 km of sidewalk in the city.
- ○ **August 2018** Staff from Engineering engaged campers in our Recreation Services "Big Bang" Science Camps in Source Water protection educational activities, creating "Source Water Heroes" across the city.
- ○ **July 2018** The City is currently piloting an Early-life Pavement Preservation Program in addition to continuing the Pavement Resurfacing Program. This pilot involved staff from Operations and Engineering to shift the corporate mindset from reactive to proactive.
- ○ **June 2018** LID Working Group - Representatives from across Engineering and the Operations groups have come together to form a LID Working Group with the goal of removing road blocks to LID implementation.
- ○ **May 2018** Creating BuildingBarrie.ca to increase communication about growth and intensification with Barrie residents.
- ○ **April 2018** Recharging ion batteries for parking meters rather than replacing them results in annual saving.
- ○ **March 2018** Utilizing data from Strava, a powerful social network for athletes, to help plan bike lanes in the City.

Innovate Barrie winners

- ○ **February 2018** Using our intranet site, CCI piloted an "electronic" timesheet process, reducing staff time, improving privacy and eliminating the need for paper.
- ○ **August 2018** Recreation and HR collaborated to streamline the paystub distribution process for staff across our recreation facilities.
- ○ **June 2018** Improved Printer Mapping via a script to automate process of changing all of the networked mapped printers on each computer without any user intervention. The script allowed the majority of the corporation's computers to be updated to the new print server without any intervention by either the user or IT staff, saving time and increasing productivity.
- ○ **March 2018** An initiative by HR to renew recruitment branding and attract quality candidates to the City is improving job posting response rates and satisfaction.

Invest Barrie

- ○ **October 2018** The Creative Economy, in collaboration with the Barrie Public Library and local businesses, hosted a Game On event at Five Points Theatre to surface companies and individuals in Barrie interested in this emerging industry cluster. The event attracted over 400 people to rave reviews, with more than 40% rating the event 10/10.
- ○ **September 2018** The Creative Economy used a Barrie-themed escape room to build interest in Barrie as an economic destination at this year's Fireside Conference in Bancroft, ON. The reusable activity proved so successful that it is being considered as an opportunity for more effective, creative and engaging trade show displays.
- ○ **May 2018** Creating an Excel spreadsheet with macros provides centralized and real time reporting of KPIs and KDSDIs.

Cross-Municipal Innovation Activities

Municipal Innovators Community (MiC)

MIC is a free network for municipal employees in Canada. Founded in Barrie in 2015, MIC's mission is to connect municipal innovators across Canada to pilots, projects and programs that drive innovation and improve service delivery.

Our Vision - MiC will inspire municipal innovation to be visible, accessible, repeatable and evolving.

Our Mission - MiC connects municipal employees to a national community with ideas, tools, experts and approaches that support and improve municipal services.

Our Value Promise

Visible
•MiC promotes innovative municipal service delivery and best practices at conferences and through our communication channels

Accessible
•MiC provides free and low-cost options to learn innovation methodologies, tools and techniques that support municipal innovators and their organizations on their innovation journey

Repeatable
•MiC connects municipal innovators across the country so that we may learn from each other and from thought leaders in in public sector innovation.

Evolving
•MiC supports the evolution of municipal innovation by partnering with other public sector organisations and leaders to share best practices and innovation research

The MiC network has grown to more than 500 members and almost 800 monthly newsletter subscribers. The steering committee has also grown to support the larger base, adding thought leaders and developing partnerships with other public sector innovation organizations globally.

Our fifth conference MiC2019: The Evolution of Ideas will be held September 23-24 in Huntsville, ON, hosted by the Region of Muskoka. The conference will feature thought leaders and municipal innovators in three areas:

- *Creating an Environment for Ideas*: Strategies and processes that will spark or strengthen a culture of ideas and innovation in your municipality.
- *Moving from Ideas to Results*: Tools and methodologies that can help you take ideas and move them into innovative action in a municipal setting.
- *Lessons learned – the Good, the Bad and the Ugly*: Case studies showcasing municipal innovation success stories…and also exploring the lessons learned from failing and failing fast.

Municipal Innovation Network

The GTA Municipal Innovation Network continues to be a valuable resource. In 2018, we continued to optimize training dollars by offering municipal training across municipal borders, including ICA workshops hosted by Guelph, Innovation in a Box training hosted by Guelph and York, as well as LEAN principles for Municipal Innovators by City of Mississauga. In 2019, a Human Centered Design workshop will be hosted by Region of Durham.