Exploring examples of
MUNICIPAL INNOVATION

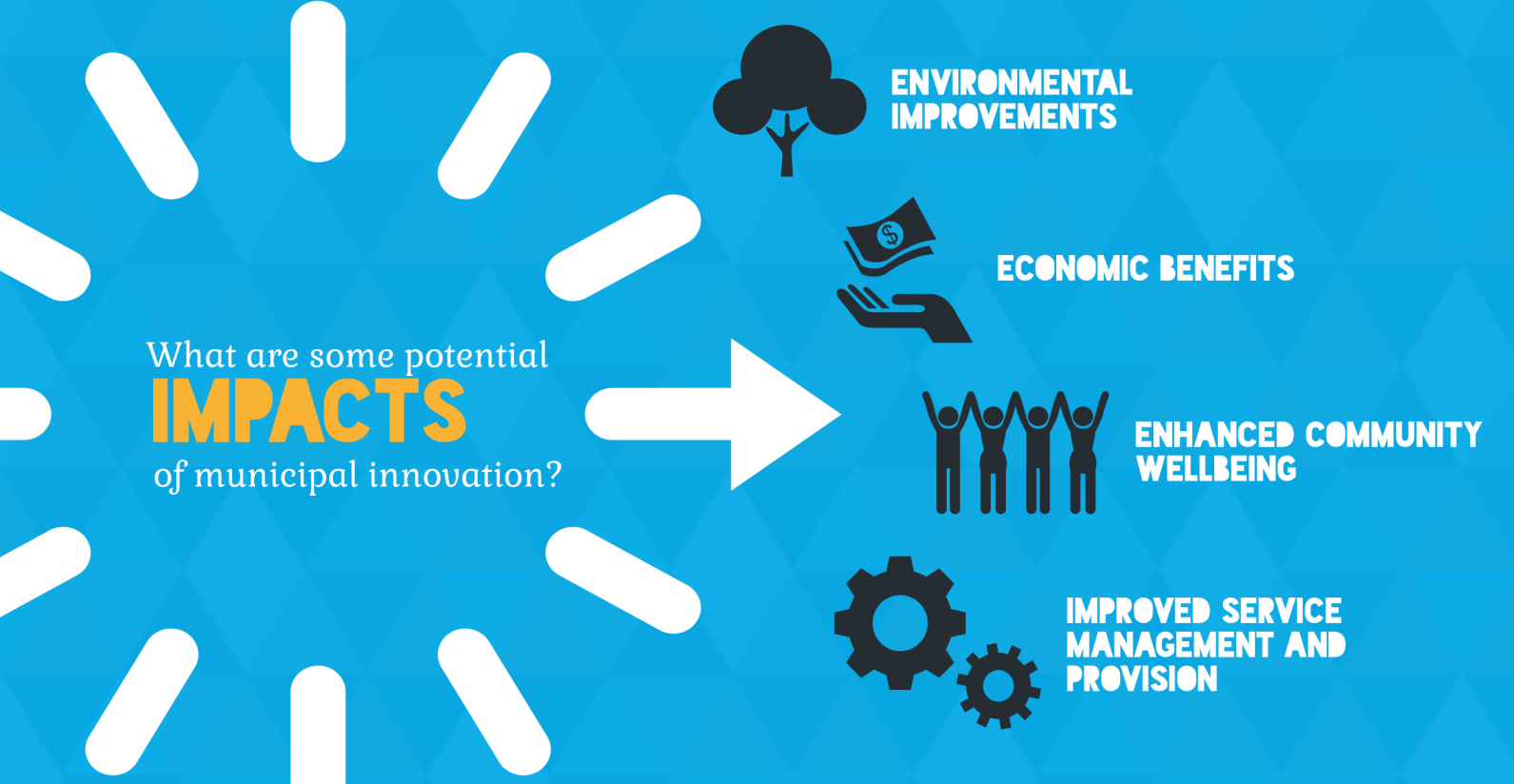**What does innovation LOOK LIKE in a municipal context?**

Municipal innovation can take many different forms - a service, program, product, process or policy. These innovations create changes that add value for the municipality or for citizens and other stakeholders directly. There are different paths along the innovation process:

▶ Innovation can involve creating something completely new, but it often involves adapting or combining existing services, tools or technology in new ways.

▶ Municipalities can develop innovative solutions on their own, or they can involve other municipalities, orders of government, citizens, academic institutions, community benefit organizations or the private sector in the design and delivery of an innovation.

▶ Finally, some innovations create impact within a single department or municipality, while others are spread across many municipalities and, over time, create broad impact.

The examples below showcase just a few of the forms innovation can take and are not meant to be an exhaustive list.

What are some potential IMPACTS of municipal innovation?

- ENVIRONMENTAL IMPROVEMENTS
- ECONOMIC BENEFITS
- ENHANCED COMMUNITY WELLBEING
- IMPROVED SERVICE MANAGEMENT AND PROVISION

What are some of the PROCESSES involved in municipal innovation?

COLLABORATION:
Partnerships between municipalities, organizations, institutions, and individuals to achieve mutually-beneficial impacts that would not be possible to achieve alone.

Municipal Partnering Initiative (MPI)
Cook County & Lake County, Illinois

WHAT IS IT?
Many municipalities participate in group purchasing. Across Cook County and Lake County, 18 municipalities began working together to purchase shared services and commodities.

WHERE'S THE INNOVATION?
Municipalities have traditionally worked independently to seek contractors for product and service provision. The MPI shows how joint purchasing between municipalities can create economies of scale, reducing administrative overhead costs for each municipality.

WHAT ARE THE IMPACTS?
The MPI led to big financial savings for all participating municipalities. Since its first year in 2011, more than 30 communities have joined, and estimated savings are between $2.5 to $3 million.

Senior's Hub
Ottawa, ON

WHAT IS IT?
The City of Ottawa, the Ontario Ministry of Health & Long Term Care, and the Ottawa Community Housing group are integrating 42 low-income seniors' housing units into the Carlington Community Health Centre.

WHERE'S THE INNOVATION?
Offering affordable housing within the Community Health Centre changes the way seniors access medical services - they are closer to the point of care, reducing barriers to access services and also reducing pressure on hospitals and emergency rooms.

WHAT ARE THE IMPACTS?
Collaborating to create this Hub reduces costs for both the Health Centre and the senior's housing project, as well as improves quality of life for seniors by making healthcare services more accessible.

Civic Accelerator
Guelph, ON

WHAT IS IT?
Startups, entrepreneurs, and students can apply to the Accelerator program to develop solutions for municipal challenges in Guelph working alongside City staff.

WHERE'S THE INNOVATION?
The Civic Accelerator is changing decision-making processes for complex issues. Successful applicants and City staff collaborate to develop and test potential solutions, giving the City better information about what works (and what doesn't) before making a purchasing decision.

WHAT ARE THE IMPACTS?
The Civic Accelerator program enables the City to access innovative solutions to municipal challenges, and increase the effectiveness of products and services the City buys.

TECHNOLOGY:
Designing or improving technological products, processes, and services that benefit social, environmental, and/or economic functions within a municipality.

LED Street Light Conversion
Kitchener, ON

WHAT IS IT?
Many municipalities have converted, or are in the process of converting, to LED street lights. The City of Kitchener is one example of a municipality that is replacing all its streetlights with energy-efficient LED bulbs as part of an updated control system.

WHERE'S THE INNOVATION?
The LED lights will be part of a narrowband adaptive control network that will use digital wireless technology to offer "smart control" over City infrastructure in Kitchener, supporting more effective, efficient services.

WHAT ARE THE IMPACTS?
The control network will: improve navigation services and traffic control; give residents access to real-time gas meter data; and help monitor sound pressure levels. The lights will also last 2-4 times longer and use less energy, saving the City about $1 million a year in maintenance costs.

East Channel Water Treatment Plant
Inuvik, NT

WHAT IS IT?
The Town of Inuvik opened a new water treatment plant that utilized innovative technolgies and infrastructure to address challenges associated with being located 200km north of the Arctic Circle.

WHERE'S THE INNOVATION?
Among the many innovative features of its final design, the new treatment plant in Inuvik utilizes modular rectangular wastewater storage tanks, a first for Northern Canada.

WHAT ARE THE IMPACTS?
The new treatment plant provides the community with safe drinking water. It also eliminates the need for two separate water sources and allows for a single source to be used year-round, reducing costs of switching between sources. Last, filtration, disinfection, and storage systems are integrated into its design, saving the Town on transportation and building costs.

Mississauga Open Data Catalogue
Mississauga, ON

WHAT IS IT?
Mississauga is one of municipalities that has implemented an Open Data Catalogue. This online database contains public information about services, community centres, cycling lanes, parks, and trails that can be easily accessed and used by anyone several

WHERE'S THE INNOVATION?
The Catalogue is an innovation that changes who gets access to data, and who decides what will be done with it in this municipality (i.e. residents can do their own data analyses).

WHAT ARE THE IMPACTS?
The growing Catalogue promotes greater civic engagement, trust, and transparency in the data that are being collected. Residents have greater access to data that they can use in decision-making processes for innovative solutions to municipal issues they care about.

CIVIC ENGAGEMENT:
Creating a supportive environment where citizens are actively involved in decision-making processes and the development and delivery of programs and policies on issues that directly affect them.

City of Reconciliation
Vancouver, BC

WHAT IS IT?
Vancouver was deemed a City of Reconciliation in 2014 and has since committed to cultivating relationships of mutual respect and understanding by engaging with local Indigenous communities.

WHERE'S THE INNOVATION?
The City developed a framework using guiding principles identified by local Indigenous communities to make sure that Indigenous peoples are better supported and reflected in City services, making changes to the framework as needed.

WHAT ARE THE IMPACTS?
The City is holding itself accountable to strengthening relationships with local Indigenous communities through annual progress reports that collect, track, and collate all City initiatives and actions related to the framework. The long-term goal of this framework is to continue to create more inclusive City services that respect and embrace all cultures.

Lewisham Time Bank
London Borough of Lewisham, UK

WHAT IS IT?
Time Banking is a form of exchange where neighbours share their services with each other. For every hour of services they give, they recieve an hour worth of services in return. As part of The Lewisham Time Bank project, the municipality is supporting the development of six individual Time Banks.

WHERE'S THE INNOVATION?
Time Banks operate on the principle that everyone's skills and experiences are valued equally (i.e. an hour of time has the same value no matter what the service). Time Banking is a form of co-production, which allows citizens to share the responsibility of delivering public and/or voluntary services.

WHAT ARE THE IMPACTS?
This two-way exchange of time and services is growing social capital, enabling self-organization, and reviving of community among residents. Particularly, when integrated with healthcare service provision, Time Banking has been shown to improve community health outcomes sense

GOVERNANCE:
Strengthening efforts within and across different municipal departments to align goals, divide up resources, resolve social conflicts, and work towards improved decision-making.

Regreening Program
Greater Sudbury, ON

WHAT IS IT?
Since 1978, the City has been coordinating regreening and tree planting efforts in response to the environmental impacts of mining and smelting in Sudbury as part of their ongoing Land Reclamation Program.

WHERE'S THE INNOVATION?
This program serves as a model for municipalities around the world that are working to repair damaged environments through locally-driven efforts.

WHAT ARE THE IMPACTS?
In addition to restoring the region's landscape, the Regreening Program has improved environmental conditions that impact human health, such as air quality.

100% Renewable Energy Plan
Oxford County, ON

WHAT IS IT?
Oxford County committed to a 100% renewable energy target by 2050.

WHERE'S THE INNOVATION?
Aiming for 100% renewable energy is changing the County's priorities, as well as the way it allocates its resources. It involves a novel "development-implementation" approach to strategic planning so that the Plan can shift and be refined in response to the dynamic nature of environmental issues as well as lessons learned along the way.

WHAT ARE THE IMPACTS?
In 2015, Smart Energy Oxford, a coalition of municipalities, businesses, and citizens, was launched as part of the Renewable Energy Plan to help achieve Oxford County's environmental goals and generate savings in energy expenditures. Since its launch, this initiative has supported many projects including solar thermal installations in housing complexes, and the development of a biogas plant at Greenholm Farms.

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