

Driving Innovation at Bruce County

Follow-up report to the March 2nd Strategy Session in Walkerton

About this Document

On March 2nd, 6 CAOs from the municipalities of Bruce County and 4 leaders from Bruce County participated in a day-long session to explore how innovation can be fostered for growth in the region. During the session, the Deloitte team introduced the attendees to the Ten Types of Innovation Framework, and facilitated a discussion on Bruce County's current strengths, weaknesses, opportunities and challenges. In the afternoon, the group reflected upon the case studies presented, and explored potential innovation initiatives that exist within their span of control, that can drive internal innovations and foster a coordinated, aligned innovation agenda at the municipal and county level.

This document details the collective opinions of the participants, with the ultimate goal of distilling the participants work into a system of suggestions for action.

Opening Thoughts	3
How we got here	
Our Current State	5-6
Introduction to Innovation	
10 Types of Innovation Framework	8
Case Studies Reviewed	9-11
What we heard	
Library of Potential Initiatives	13-15
Roadmap Requirements	16-17
Closing thoughts	18
Appendix	19-26

“We have to realize that innovation can come from mutually beneficial partnerships.”

On March 2nd, 13 individuals consisting of 4 members of the Bruce County team, 6 municipal CAOs, and 3 members of Deloitte, came together to explore the possibility of driving innovation in the context of Bruce County and the respective municipalities. Some resounding themes from the day of discussion emerged:

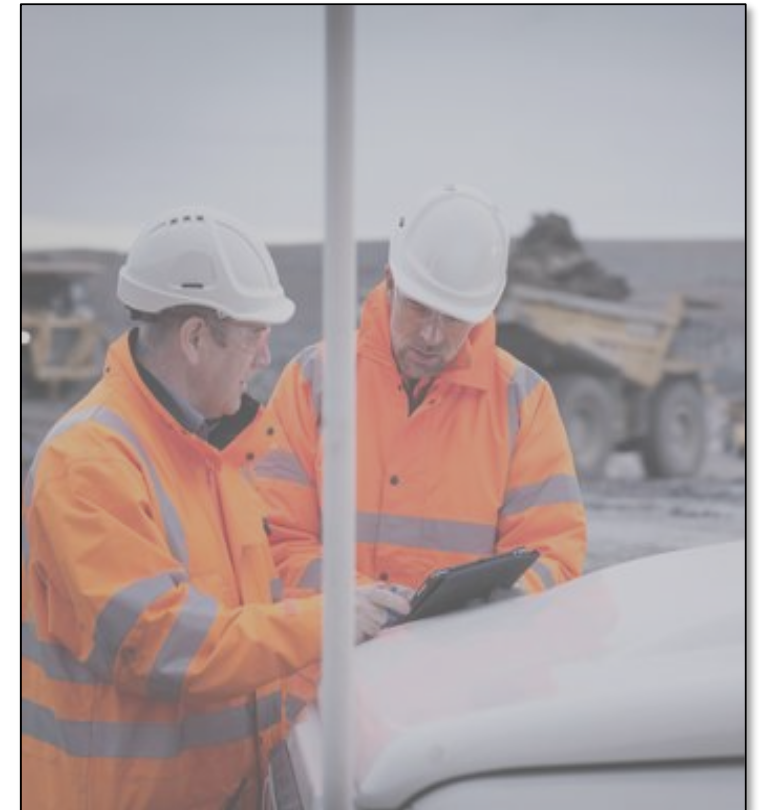
“There is a pinch point to growth if we don’t align between the County and the Municipality.” – Kelley Coulter, Bruce County CAO: We discussed that the County and Municipalities need to optimize channels of communication to align, and position ourselves internally. This will allow us to foster mutually beneficial initiatives in resource sharing, increased communication, and investment in regional economic development. Given the current competitive dynamic, it is difficult to align the parties.

How do we create, encourage, and enable correct processes that are conducive to growth? We examined that going forward, we have opportunities to standardize our economic development process, and enable a two-way dialogue between County, Municipalities, and our external partners. Kelley

wrapped this idea up nicely with her quote – “everyone feels like they’re over-communicating, (yet people still don’t know what is going on).” Instead of adding more communication channels, we should look internally at our processes for stakeholder communication to see how these can be optimized.

How do we manage our relationships with private industry partners going forward? Another reoccurring theme throughout our discussion was around how we should manage our relationship with the private industry partners, such as Bruce Power. We acknowledged that while we are very appreciative of Bruce Power and the other external sponsors, we’d like to better position ourselves in these partnership discussions and bring aspects our own agenda to the table for discussion going forward.

The opportunity is now. There is a sense of urgency in the room to develop an innovation agenda and align stakeholders going forward as we prepare for the major component replacement in Bruce Power. “The next four years are a critical time for us all”, says David Smith.

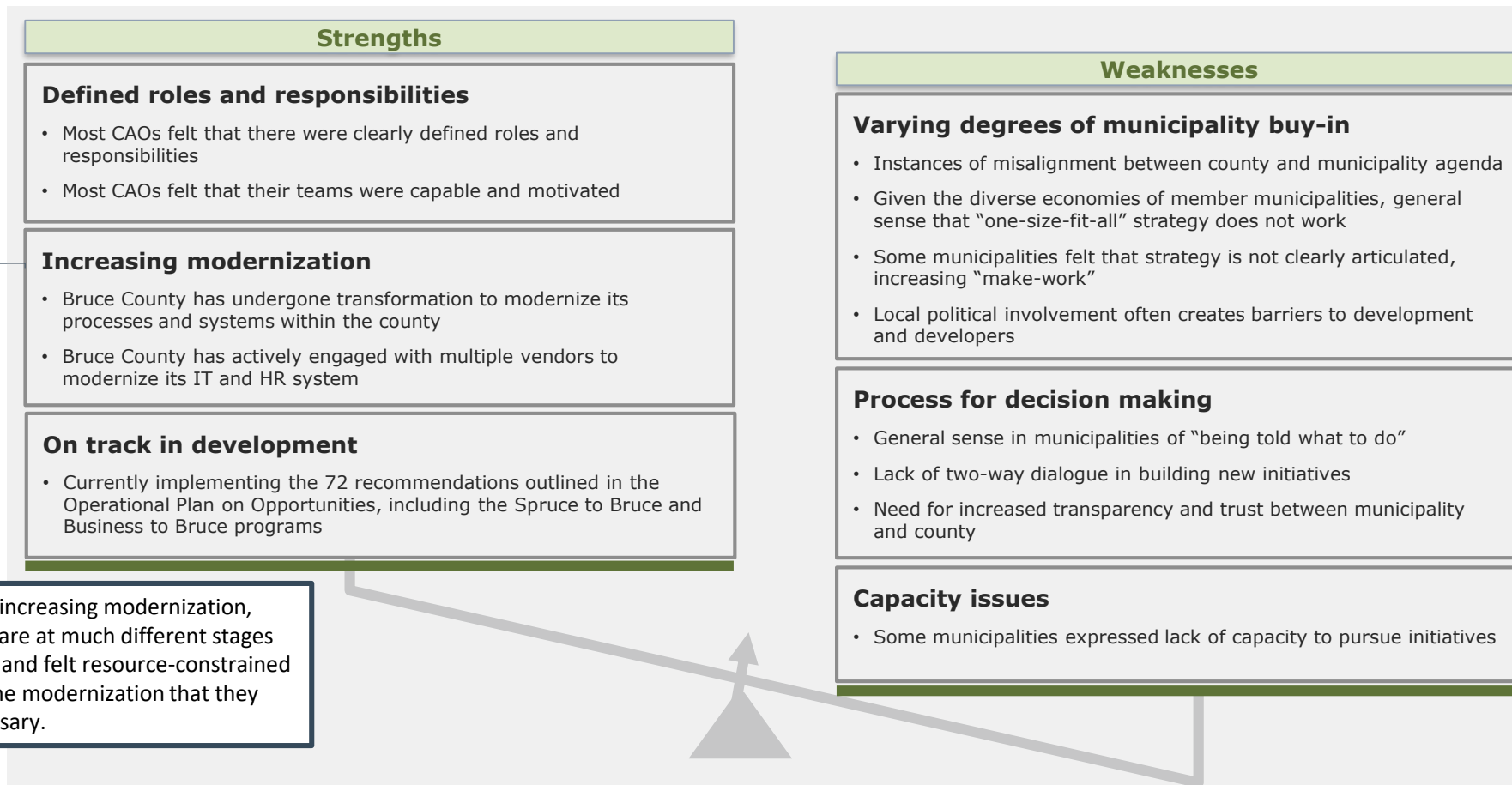


Current State

A summary of the discussion around the current strengths, weaknesses, opportunities and challenges

Our Current State

In our discussion of Bruce County’s current strengths, weaknesses, opportunities, and challenges, the following insights bubbled up to the surface.



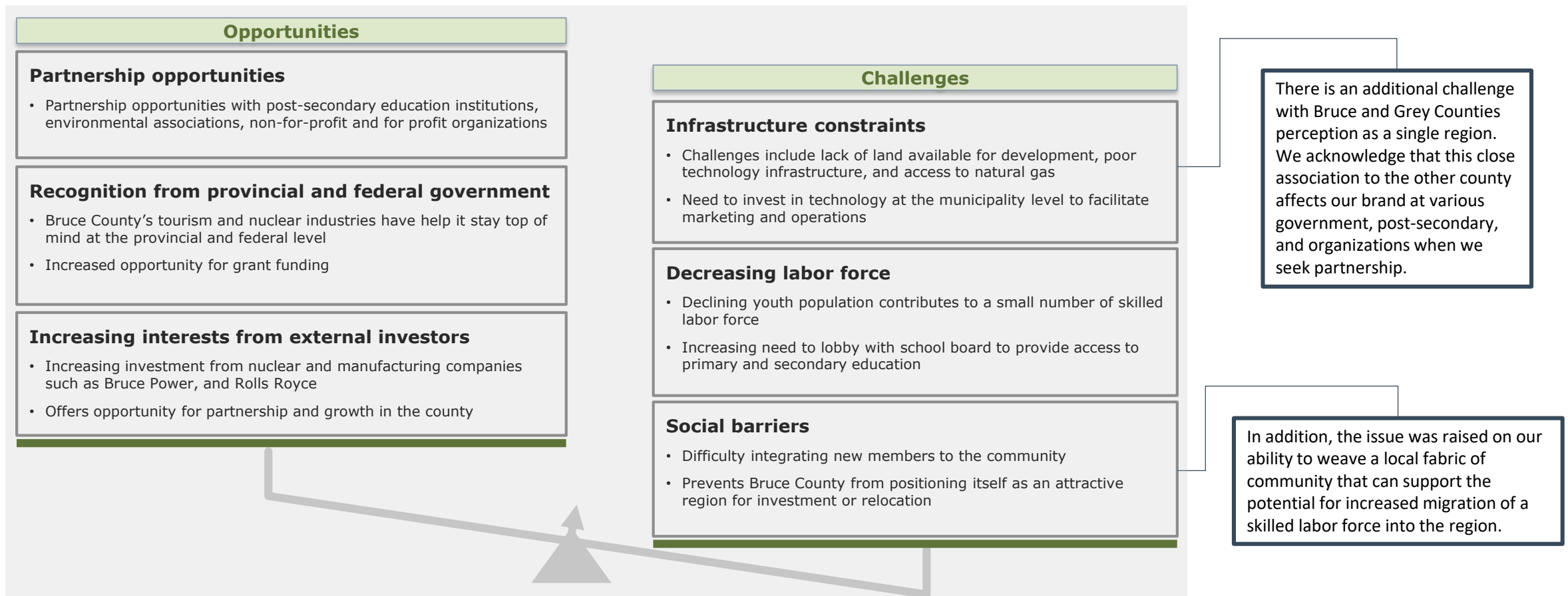
While there is increasing modernization, municipalities are at much different stages of the process and felt resource-constrained to introduce the modernization that they deemed necessary.

The feeling is that there is an imbalance between municipalities under the current nuclear investment initiative. As Sonya, Brockton’s CAO put it – “We’re the bridesmaids, never the brides.”

The topic of capacity was echoed amongst the room as being a constraint to growth. However, further discussion revealed there is a bigger need for alignment on prioritizing initiatives. “We’re all rowing our own boats as fast as we can. But do we know where we’re going?” Asked Sharon Chambers, Kincardine’s CAO.

Our Current State

In our discussion of Bruce County's current strengths, weaknesses, opportunities, and challenges, the following insights bubbled up to the surface.



Introduction to Innovation

A summary of the 10 Types of Innovation Framework and the Case Studies presented

Overview

The Ten Types of Innovation

Innovation doesn't just apply to products.

Successful innovators use many types of innovation:



- The Ten Types framework is structured into three color-coded categories.
- The types on **the left side** of the framework are the most internally focused and distant from customers.
 - **Note:** Due to the economic development span of control with the stakeholders involved in the strategy session, this is where the majority of the innovative initiatives originated from during our session
- As you move toward **the right side**, the innovation types become increasingly apparent and obvious to end users.
 - **Note:** The proposed external innovation task force will drive the broader innovation initiatives and agenda found on the right side
- To use a theatrical metaphor, the left of the framework is backstage; the right is onstage.

Guelph's Agriculture Cluster

The City of Guelph was able to connect its agri-business, environmental associations, and university partnership into a vibrant agriculture and innovation cluster.



TEN TYPES OF INNOVATION



4 types:



Invested in land development by working closely with real-estate industry, developers and associations, and university to build city's employment and tax base

Investment in improved transportation grid to capitalize on Guelph's geological advantage of being between Toronto and the US.

Provide streamlined application process for companies who are looking to set up in Guelph to decrease the barriers to investment.

Partnership with University of Guelph has helped earn international reputation for technological advancement, which attracts other high-tech industries such as automotive and construction

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Benefits

Includes eligibility, appeals, tax credits and Universal Credit

Disabled people

Includes carers, your rights, benefits and the Equality Act

Money and tax

Includes debt and Self Assessment

Births, deaths, marriages and care

Parenting, civil partnerships, divorce and Lasting Power of Attorney

Driving and transport

Includes vehicle tax, MOT and driving licences

Passports, travel and living abroad

Includes renewing passports and travel advice by country

Business and self-employed

Tools and guidance for businesses

Education and learning

Includes student loans, admissions and

Visas and immigration

Visas, asylum and sponsorship

TEN TYPES OF INNOVATION



3 types:



Gov.uk has successfully brought dozens of government agencies and services under one roof

Gov.uk's consistent design language and clear tone has made it considerably easier for UK citizens to find the information they're looking for

Gov.uk provides clear steps and instructions for every task possible on the site, making previously challenging government bureaucracy easy to do

Gov.uk has provided digital channels for many tasks citizens used to have to do over the phone or in person at a service branch



Communitech HUB

The Communitech Hub was established in 2010 as a regional hub for commercialization of innovative technologies through initial partnership from the City of Kitchener and business partners.

TEN TYPES OF INNOVATION



4 types:



Started as a partnership with City of Kitchener, the Hub has brought together startups, mature tech companies, and corporate partners

Built a micro-ecosystem for innovation, incubation and commercialization of start up ideas

Communitech Hub has brought an "Innovation District", attracting 65 new companies to downtown Kitchener

Through it's "clubhouse", the Hub connects start ups with access to capital and mentorship

Library of Potential Initiatives

The afternoon was spent working through an activity using the Ten Types of Innovation Framework to brainstorm potential initiatives for the County of Bruce and the Municipalities

Activity Breakdown: Group 1 Suggestions

In the group consisting of David, Mary Rose, and Sonya, we've come up with the following prioritized suggestions for the County of Bruce going forward.

1. Network

- Resource sharing
- Sharing foundational support roles, such as
 - IT talent sharing, and
 - Software sharing

2. Processes

- Standardize the development application process as much as possible
- Identify common elements within processes for optimization and customization, find the 80% commonality
- Crowdfund ideas for the CAO meetings to fill gaps in knowledge transfer, which can lead to eroding trust

3. Brand

- Invest in an online reputation and brand image for Bruce County
 - E.g. SEO (search engine optimization capabilities)
- Invest in communication strategy both externally and internally

Other Opportunities:

1. Economic Model

- Build upon a centralized inventory of land for development
- Build upon agreements to share purchases and assets amongst municipalities

2. Structure

- Create secondment (opportunity to work somewhere else temporarily) for role sharing
- Foster educational partnerships through
 - Infrastructure (Bricks and mortar locations) to encourage skilled trades
 - Create multi-channel education opportunities (web, video conferencing)
- Build in the concept of *Hub & Spoke* to reach all areas of the county

3. Program Performance

- Develop improved process for managing program performance with additional engaging functionality



Activity Breakdown: Group 2 Suggestions

In the group consisting of Sharon, Leanne, and Peggy, we've elaborated on potential ways to build on top of Bruce County's current opportunities and challenges, such as:

Partnership opportunities

1. Relationships with Energy and Environmental Industry
 - Clarify the mandate of the Advisory Committee
 - Finalize our agenda and position before entering into conversation with Bruce Power
2. Higher Education Partnerships
 - Capitalizing on existing partnerships to extend opportunities
 - Provide facilities and satellite services
 - Streamline skilled labor education and employment by connecting Bruce Power with post secondary education institutes
3. First Nations Partnership
 - Potential to attract Wilfred Laurier or York, who have an aboriginal program
 - Energy Usage (e.g. Hydrogen or alternative energy)

Need for increasing communications and trust between the county and municipalities

1. Process
 - Streamline line of communication between county and municipality
 - Build a centralized inventory of activity pursued by each municipality
 - Create economic prosperity task force to pool and distribute resources
2. People
 - Ensuring decisions are made by people "who have boots on the ground"
 - Council meetings and limiting the negative inertia
3. Technology
 - Evaluate potential for one centralized IT platform for communication, similar to what is used for the Business to Bruce initiative

Increasing sense of community and inclusion

1. Coordination amongst municipalities
 - Joint-effort between municipalities to build and improve inclusion
2. Educate residents
 - Potential to educate residents on cultural diversity through events and workshops
3. Events
 - Host festival/events for newcomers
4. Standardization of newcomer's welcome
 - Creating pamphlets or newcomer's welcome materials

Potential Innovative Initiatives

Leveraging the case studies shared and using the Ten Types of Innovation Framework as a framework for our breakout activity, the following three initiatives crystallized as potential next steps for fostering innovation within Bruce County.

Table 1: Ten Types of Innovation Framework



Network – Resource Sharing

As each municipality continues to grow and pursue their economic development agenda, we would like to have access to a **shared pool of resources** for foundational support roles within the municipalities. For example, investments in IT talent and software would be too costly for one municipality to incur on their own, but would drive increasing benefits if it can be shared amongst multiple municipalities or regions.



Processes – Optimization and Standardization

Conversations circled back to each organization’s internal capabilities for economic development. Going forward, we will need to identify processes to optimize and standardize, such as **our development application process**. An example of this is enabling crowdsourcing of ideas at CAO meetings: by encouraging municipal CAOs to ideate during our CAO meetings, we can fill in gaps in knowledge transfer, build trust and allow for innovation.









Product Performance – Joint Venture

We recognize the need for resource sharing, but how can we **present a unified front, which delivers the interest of the populist to the third parties** and improves the performance of the municipalities and the county as a whole? Ideas included the creation of a joint venture that can pool economic resources and distribute them at the county level, or a centralized repository of activities that municipalities can use for reference to improve performance efficiencies. We sense that increasing **transparency with a joint venture** will add value to each of the municipalities.

Developing a Roadmap for Success

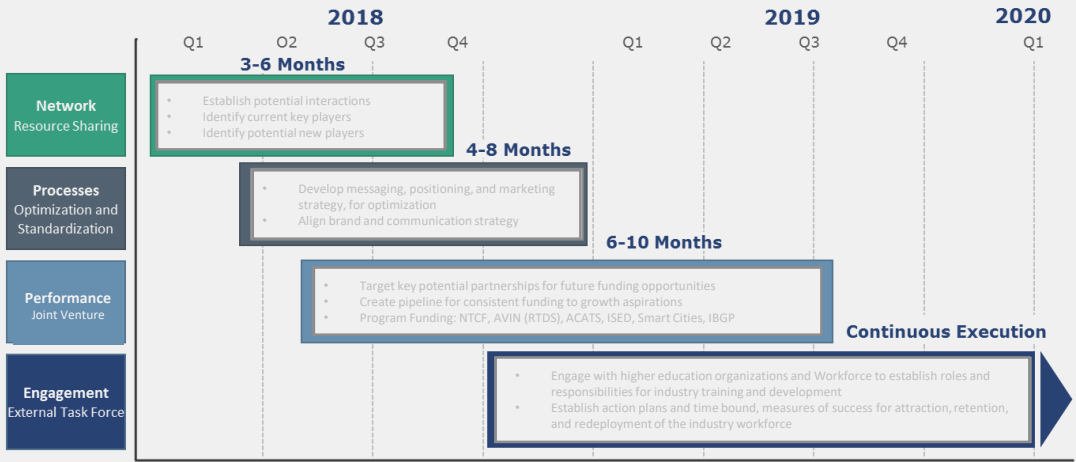
The innovative initiatives identified need to be converted into an actionable roadmap for implementation to support and drive the innovation agenda and address the challenges and opportunities that currently exists within the municipalities and the county.

Six Areas of Focus for Roadmap Implementation

 <p>Accountabilities</p> <ul style="list-style-type: none"> Who will be responsible for executing on or overseeing key activities? Where are the main centres for control? 	 <p>Required Investments</p> <ul style="list-style-type: none"> What investments will be required? What are the approximate amounts?
 <p>Timing</p> <ul style="list-style-type: none"> How long should each activity take? Which activities can be done concurrently? 	 <p>Measures of Success</p> <ul style="list-style-type: none"> What KPIs are relevant? How will these KPIs be measured?
 <p>Activities</p> <ul style="list-style-type: none"> What are the major steps / projects that must be undertaken? 	 <p>Risks</p> <ul style="list-style-type: none"> What are the potential roadblocks to success? How can these risks be mitigated?

Below is an illustrative example of a time bound roadmap with innovative initiatives plotted for implementation.

Aligning the innovative initiatives and supporting activities with the required investments and accountabilities, will allow the team to address the risks and develop key measures of success for execution.



2018 Q1 Q2 Q3 Q4 **2019** Q1 Q2 Q3 Q4 **2020** Q1

3-6 Months

- Establish potential interactions
- Identify current key players
- Identify potential new players

4-8 Months

- Develop messaging, positioning, and marketing strategy, for optimization
- Align brand and communication strategy

6-10 Months

- Target key potential partnerships for future funding opportunities
- Create pipeline for consistent funding to growth aspirations
- Program Funding: NTCF, AVIN (RTDS), ACATS, ISED, Smart Cities, IBGP

Continuous Execution

- Engage with higher education organizations and Workforce to establish roles and responsibilities for industry training and development
- Establish action plans and time bound, measures of success for attraction, retention, and redeployment of the industry workforce

Note: All information included in the chart above is for illustrative purposes only

Closing Thoughts

During the day, several prevailing themes developed that will need to be addressed as a group to confidently commit to a strategic direction that enables growth through innovation.

“I don’t want to share the initiatives I’m pursuing in my municipality because we are all competing with each other.”

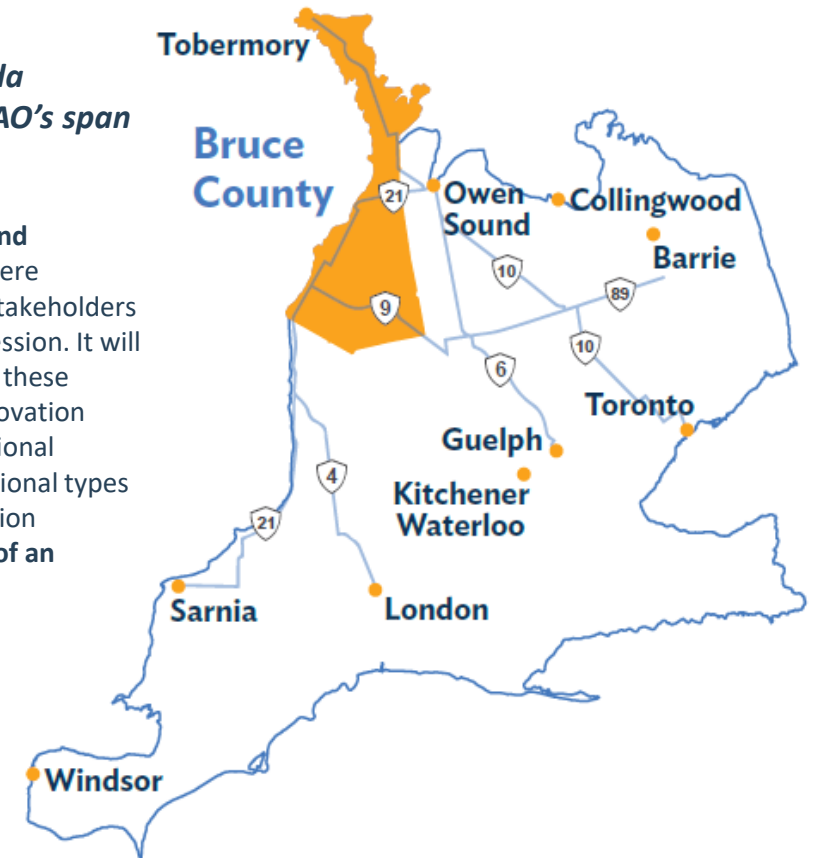
Throughout the day, multiple conversations around the existence of a competitive dynamic amongst CAOs arose. This competition will be a barrier to investment in any shared pooling of resources or centralized repository of assets and partnerships. Going forward, how do we **foster a mutually beneficial dynamic between the municipalities with the support from the county?** An opportunity raised during the session is around building an economic model to incentivize increased partnerships amongst municipalities through funding and grant distribution. We understand this is a top priority and one that needs to be addressed in the short-term.

If I have 100% horsepower, where and how should I prioritize my time?

It is acknowledged that there is currently no shortage of opportunities, but **rather not enough alignment on which ones should be prioritized.** In addition, we felt the misalignment amongst the agenda at the municipality level and at the county level, created varying degrees of stakeholder buy-in. A focused and aligned group with a common agenda will be able to make the effective and efficient decisions required to drive innovation and economic development for the region. Identifying the stakeholders and aligning on the objectives of this group will be a leading priority to resolve going forward.

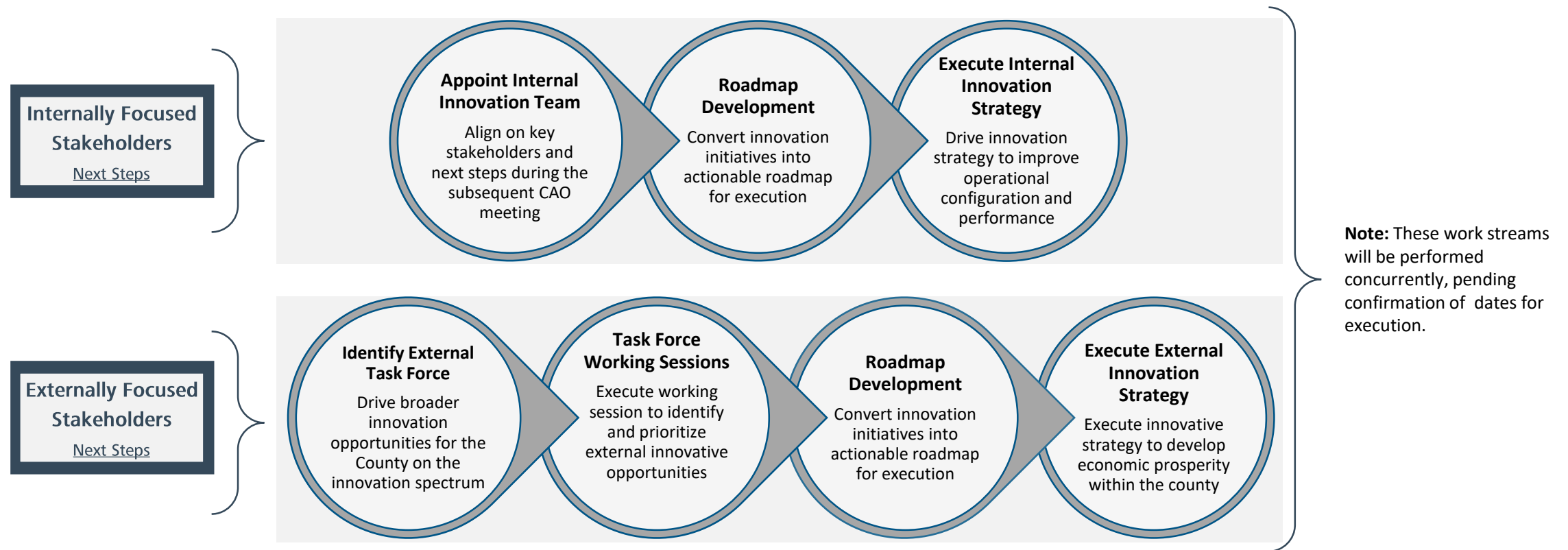
Initial innovation agenda developed within the CAO’s span of control

Priorities from an internal and configuration perspective were identified by the CAOs and stakeholders involved in the innovation session. It will be important to supplement these efforts by expanding the innovation agenda and leveraging additional stakeholders as well as additional types of innovation on the innovation spectrum with **the creation of an external task force.**



Key Next Steps

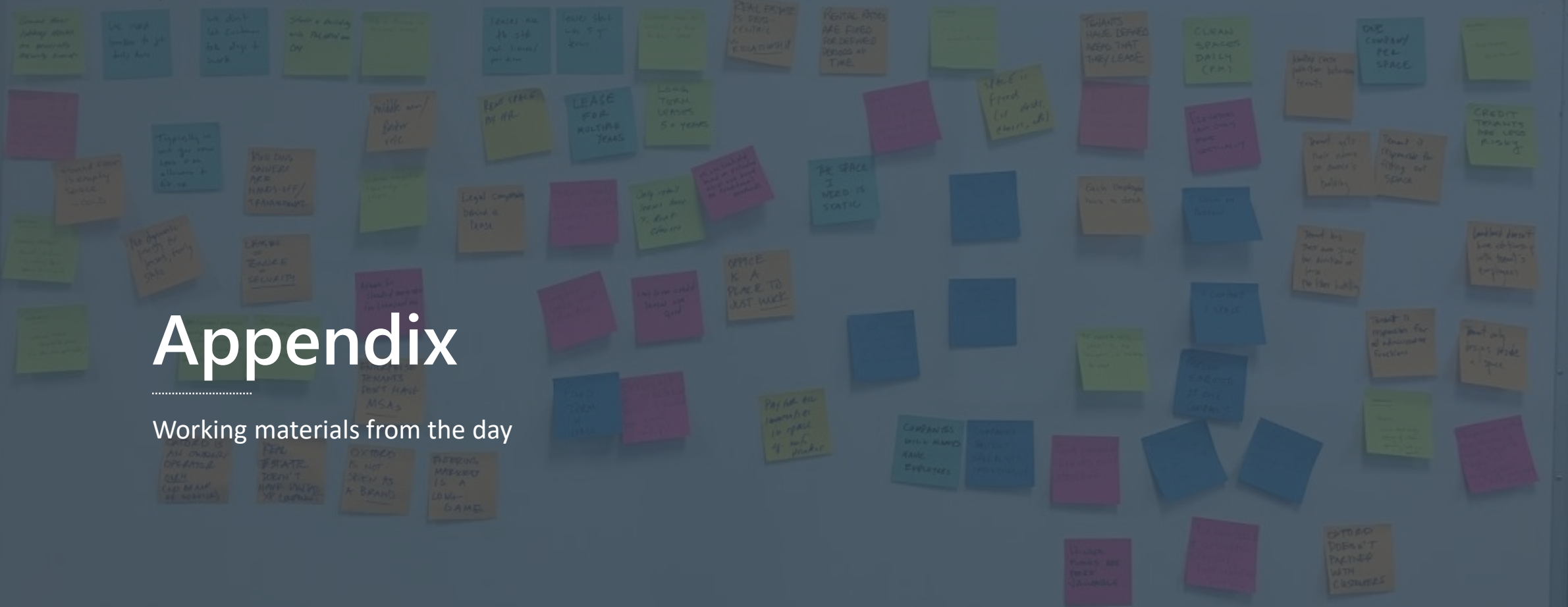
Identification of key stakeholders, both from an internal and external perspective, will help centralize and expedite the decision making processes and the development of a holistic innovation agenda and roadmap for Bruce County.



Monetizing Differences

Appendix

Working materials from the day



Agenda for the day

We spent the day learning about the Ten Types of Innovation, and our current state within the context of the county. Then we spent the afternoon brainstorming on innovative initiatives and partnerships we can pursue collectively.

Content	Time	Purpose
Welcome and Introduction	10:00 AM – 10:15 AM	Brief overview of agenda and desired goals and outcomes of today's workshop
Introduction to the Ten Types	10:15 AM – 10:30 AM	Align our understanding on what "innovation" means in the context of Bruce
Interview Insights	10:30 AM – 11:45 PM	Establish our current state with discussion around strengths, weaknesses, opportunities and challenges heard during stakeholder interviews
Stretch Break & Working Lunch	11:45 AM – 12:00 PM	
Case Studies	12:00 AM – 12:20 PM	Expose ourselves to similar or adjacent organizations that have used the Ten Types to drive innovation
<i>Activity:</i> Innovating with the Ten Types	12:20 PM – 1:40 PM	Using the Ten Types as a guide, brainstorm on potential innovation initiatives and partnership opportunities across the region
Wrap-Up	1:40 PM – 2:00 PM	Reflect on learnings day and key next steps

Ten Types of Innovation

Using the framework below, we thought about innovation in the context of configuration, offering, and experience.



Innovation doesn't just apply to products.

Successful innovators use many types of innovation.

The Ten Types framework is structured into three color-coded categories.

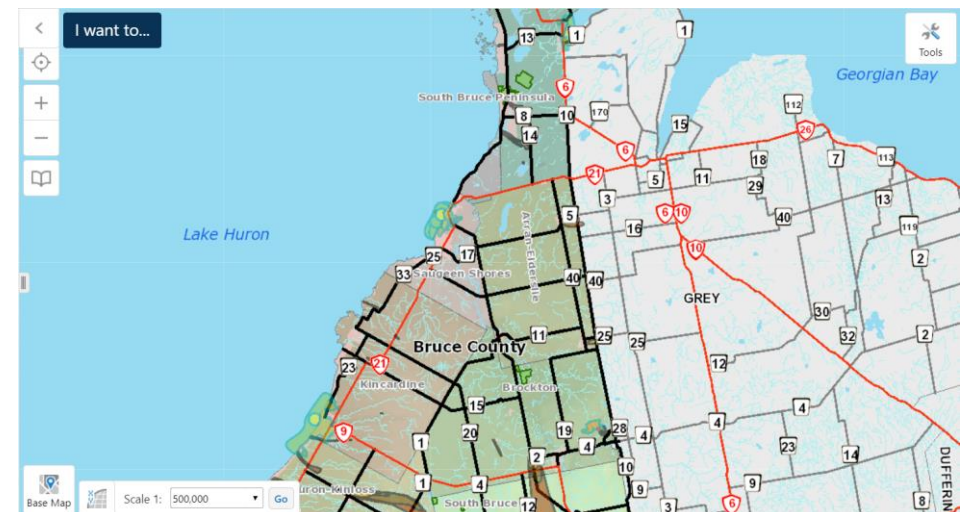
The types on the left side of the framework are the most internally focused and distant from customers; as you move toward the right side, the types become increasingly apparent and obvious to end users. To use a theatrical metaphor, the left of the framework is backstage; the right is onstage.

Breakout Activity

Using the Ten Types of Innovation, in your groups, brainstorm on partnership opportunities or innovation initiatives that might help address for challenges and opportunities identified in the morning:

1. Spend the first 5 minutes coming up with as many initiatives as you can
2. Then, in the next ~20 minutes, come together as a group to discuss:
 - What initiatives did you come up with individually?
 - Are there any reoccurring opportunities? Are there any potential opportunities for collaboration?
 - What are the top three ideas we'd like to think about pursuing?
3. Following this, use the next ~20 minutes to test your thinking around:
 - What resources, infrastructure, and support would you need to complete the opportunity?
 - What are the uncertainties you'd like to test to pursue the opportunity?
4. Lastly, we'll use the remaining ~30 minutes share our ideas with the wider-group and have a collective dialogue

Note: We love visualization. Use the paper in front of you to outline your answers



Ten Types of Innovation Exercise

COUNTY OF BRUCE

Ideas

Network (III) (1a)

- Resource Sharing
 - ↳ ED role sharing
 - ↳ IT support integration

Economic Model

- Land Inventory
- Shared Purchases

Structure

- Securitization
 - ↳ Sharing Poles
- Educational Partnerships
 - ↳ Need infrastructure
 - ↳ Skills & Market
 - ↳ Skilled trades
 - ↳ Multi-channel education apps
 - ↳ Jobs
 - ↳ Video conferencing

Program Performance

- Synergy
 - ↳ Engaging functionality

Process (II) (1b) (1c)

- Standardization of Development Application Process
- 80% Mapping
- Crowdsourcing ideas for CAP meetings (II)

Brand (1) (2)

- On line Brand reputations
 - ↳ SEO capabilities
- Communications strategy
 - ↳ Externally
 - ↳ Internally

Customer Engagement

- experience enabling

Partnership Opp

- BRUCE Power - Advisory Committee
 - mandate of Committee / Function
 - agenda from public service
- Communication with County ↑
 - Chc
 - School Boards / Unions / Nuclear Suppliers
 - Skills Ont. Partnership - Grow locally
 - Career Pathways
- Higher Education Partnership
 - BP relationship - Fanshawe / Lambton
 - University - Energy / Env. / ~~W~~ W. F. Laurier
- Local Chambers / BIA's / Bus. Assoc.
- First Nations Partnership
 - Hydron / Alt. Energy.

Connect
Join the Province

Ten Types of Innovation Exercise

External Investors

- ~~Bruce to P~~
Business to Bruce
- Agency - Ec. Dev. for Man.
to help resource
shared services.
- * - centralized inventory of activities.
 - prioritize who is working on
what
- build collaboration
 - agreement.
 - economic incentive.
partnership incentives

Communications / Trust

- start to use technology
 - streamlining / one effective tool
- contact (right people)
 - boots on the ground - Ec. Dev.
 - alignment / leverage opport.
- Process
People
Technology
- local landscape
- understanding what is going on

Ten Types of Innovation Exercise

Social Barriers

- coordination
hub n' spoke
- education - focus
- non-profit agencies / sport /
festival-events
- newcomers' welcome

Opportunities/Parking Lot

- ① Hiring additional capacity
- ② Monetize multi-purpose families
that come to region (nuclear + tourism)
- ③ Bruce Power component
replacement
- ④ Council meeting streamlining
- ⑤ Increasing diversity/inclusion
initiatives

Deloitte.

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