



**Municipal Benchmarking  
Network Canada**

---

**Réseau d'étalonnage  
municipal du Canada**

**2018**

**MBNCanada  
National  
Forum**

---

**Tuesday April 17—Thursday April 19 | 2018**

The Westin Hotel Toronto Airport • Toronto Ontario  
Sutton Hall—Lobby Level

# Welcome to Toronto

---



# A Message from the Chair

It is my pleasure to welcome you to the second annual MBNCanada National Forum. On behalf of the Board, we are pleased you have chosen to attend this event, and given its past history—you won't be disappointed.



The annual MBNCanada National Forum provides the opportunity to bring together a brethren of disciplines from across Canada with a common goal—to improve municipal services.

Over the course of the Forum, there are three keynote speakers with varying expertise who are here to inspire. You will hear from MBNCanada members about work they are doing in their municipality as it relates to using performance metrics and/or data visualization to tell a story; and you will learn more about MBNCanada's first Strategic Plan and how it is influencing the way MBNCanada looks at measures.

Sharing knowledge, having the conversation and learning from each other has and continues to be a focus for MBNCanada. It is this level of collaboration and commitment that makes the program work.

Enjoy the Forum and be sure to make time to meet your partners from across Canada. Everyone has a story to share!

*Chris Murray*  
MBNCanada Chair  
City Manager, City of Hamilton



Municipal Benchmarking  
Network Canada

Réseau d'évaluation  
municipal du Canada

## The 10 C's of MBNCanada

*Consistency*

*Comparability*

*Credibility*

*Confidence*

*Clarity*

*Collaboration*

*Continuous  
Improvement*

*Curiosity*

*Commitment*

*Conversation*

*AND, we do all of  
this for Canadian  
municipalities.*

**TUESDAY APRIL 17 | 2018**  
**WELCOME RECEPTION—MEET & GREET**  
**7:00–10:00 PM**  
**PRIME MINISTER SUITE—15TH FLOOR**

**WEDNESDAY APRIL 18 | 2018**  
**MORNING SESSION**  
**9:00 AM–12:00 NOON**  
**SUTTON HALL**

7:45 am	Registration / Networking Breakfast
9:00	Let's get started!
9:10	<b>Welcome to Toronto</b>   Michael Kolm, City of Toronto
9:30	<p><b>Opening Keynote—Daniel Haight</b></p> <p>An evidence based culture can have a huge impact on decision-making, but it does not come without risks. In this talk, we discuss the benefits, the dangers, and the steps needed to develop an analytics culture.</p>
10:30	<b>Connecting Experts with Experts</b>   Networking Break
11:00	<b>Cost Assumption Model (aka —What does it cost?)</b>   Jonathan Wiens, City of Regina
11:30	<p><b>Smart Cities</b>   Pamela Robinson, Ryerson University</p> <p>Cities and Technology Change: The Future is Coming Faster Than We Think</p> <p>Smart cities, artificial intelligence and the internet of things are three among many new technology trends that will have significant implications for cities. How ready are Canadian cities for this wave of technological change? In this talk we'll explore the opportunities and challenges these kinds of technology present so that municipal leaders can be well prepared for future change.</p>
12:00	Lunch

# SPEAKERS | Morning Session

---



## DANIEL HAIGHT

**Darkhorse Analytic  
Presidents and Co-founder**

Daniel Haight is the President and co-founder of Darkhorse Analytics. He is a Certified Analytics Professional and an award-winning lecturer at the University of Alberta School of

Business. His current work focuses on predictive analytics and data visualization. His goal is to help managers make better decisions by combining their experience with the power of analytics. His even bigger goal is to design a company where Monday mornings are even more exciting than Friday afternoons.



## JONATHAN WIENS

**City of Regina  
Process & Performance Consultant,  
Parks & Open Space**

Jonathan Wiens has worked as a Process & Performance Consultant with Parks & Open Space since

2015, and with the City of Regina since 2010. He has work experience in both the private and public sector as an Analyst, Trainer, Program Designer and Facilitator. He has certifications in Adult Education & Training, and Professional Management through the University of Regina and is currently working toward project management certification. Jonathan is part of the Parks expert panel, and has been an active participant of MBN Canada since 2016 when the City of Regina first joined the network.



## PAMELA ROBINSON

**Ryerson University  
Associate Dean, Graduate  
Studies and Strategic Initiatives  
Faculty of Community Services**

Pamela Robinson (MCIP, RPP) is the associate dean, graduate studies and strategic initiatives at

the Faculty of Community Services and an associate professor in the School of Urban and Regional Planning at Ryerson. She is also a registered professional planner. As part of the [geothink.ca](http://geothink.ca) research team, Robinson's research and practice focus on urban sustainability issues with a particular focus on cities and climate change and the use of open data and civic technology to support open government transformations. She serves on the board of directors of the Metcalf Foundation and has participated in four Metrolinx Community Advisory Committees. Robinson is an editor of *Urban Sustainability: Reconnecting Space and Place* (University of Toronto Press, 2013), *Teaching as Scholarship: Preparing Students for Professional Practice in Community Services* (WLU Press, 2016) and is a columnist for Spacing magazine.

# WEDNESDAY APRIL 18 | 2018

## AFTERNOON SESSION

### 1:00–4:30 PM

### SUTTON HALL

1:00	<b>Smart Cities Ecosystem</b>   Michael Kolm, City of Toronto
1:30	<b>People Analytics—Tools and Techniques</b>   Zachary Nichol, City of Hamilton
2:15	<b>How Data and Analytics Supported the Development of the Toronto Sports and Recreation 20-Year Facilities Master Plan</b>   Petra Wolfbeiss and Matt Bentley, City of Toronto
2:45	<b>What's the Buzz?</b>   Natasha Couvillon, City of Windsor, Municipal Lead Chair
3:00	Networking Break
3:20	<b>Keynote Speaker—Adriana Girdler</b> Adriana Girdler shares impactful ways to increase productivity without increasing workload. Her ideas are refreshing and effective and make happier, less stressed employees; not to mention improved business efficiencies which directly contribute to the company's bottom line. Now who wouldn't want that!?
4:20	<b>Closing Remarks—End of Day 1</b>

*Please join your colleagues following today's program  
for refreshments and light snacks at "CROSSWINDS" (Lobby)  
4:45–6:30 pm*

# SPEAKERS | Afternoon Session

---



## MICHAEL KOLM

**City of Toronto  
Chief Transformation Officer**

Michael Kolm is the City of Toronto's first-ever Chief Transformation Officer. A seasoned executive with

extensive experience in business transformation, Michael provides strategic leadership to help the City become more effective and efficient in its delivery of public services, now and in the future, while delivering maximum value for public dollars. With a long and successful background in consulting with powerhouse firms such as EY and PwC, Michael worked with private and public sector clients to plan for and realize the benefits of implementing business transformation. Leading the City's Transformation Office, Michael works closely with internal and external leaders, partners and stakeholders to lead transformational projects that will ultimately drive social, environmental and economic benefits for all those who live, work and play in Toronto.



## PETRA WOLFBEISS

**City of Toronto  
Director of Policy and  
Strategic Planning in Parks,  
Forestry and Recreation**

Petra Wolfbeiss is the Director of Policy and

Strategic Planning in Parks, Forestry and Recreation. Prior to joining the City, Petra was the Executive Director for a municipal association advancing progressive policies on affordable housing, human and health services. Petra was a senior policy advisor with the Association of Municipalities, also in the areas of human and health services, for a number of years where she supported elected officials from across Ontario. Her commitment to building healthy and inclusive communities is extensive beginning in summer jobs in community recreation, working with at risk youth as well as homeless and street involved youth and families. Petra has taught in the Social Work program at Ryerson University and at one time, had a private counselling practice working with youth.



## ZACHARY NICHOL

**City of Hamilton  
Workforce Analytics  
Specialist**

Zac Nichol is responsible for arming the business

and HR team with data-driven insights through analytics to identify critical HR priorities and drive optimal decisions about our people. He ensures that relevant, actionable and insightful metrics and trends are identified and reported accordingly, serving as the technical liaison for HR data/information. Also responsible for ensuring that human resources information is presented accurately, consistently and in a clear, concise, and business-relevant manner. Prior to joining the city, Zac held various roles with Arcelor Mittal.



## MATT BENTLEY

**City of Toronto  
Project Manager, Policy and  
Systems Planning**

Matt Bentley has over 20 years experience in the municipal recreation sector in

the City of Toronto. Matt has experience in the areas of facility operations, project management and policy development and recently has coordinated major projects that have led to the development of the recreation service plan, the expansion of community centres and the improvement of the Welcome Policy recreation subsidy for low income residents. In his current position, Matt led the development of the 20-year Parks and Recreation Facilities Master Plan which was unanimously approved by Council in November 2017.

# SPEAKERS | Afternoon Session

---



## ADRIANA GIRDLER

### President and Chief Efficiency Officer, CornerStone Dynamics

Adriana Girdler is one of Canada's foremost business productivity specialists. Armed with a Lean Six Sigma Blackbelt and over 20 years of experience in productivity and process improvement methodologies she launched her company CornerStone Dynamics in 2008. Adriana has worked in various industries, leading companies to improve what they do, how they do it and their bottom line. She also holds both PMP (project Management professional) and CET (certified engineering technologist) designations.

Adriana is an entrepreneur, professional speaker, facilitator, visioning wizard and author of Efficiency Matters, the SparkShift book series and the most recent – The Visual Vision Statement Workbook. She is a TEDx speaker, Huff Post and Thrive Global contributor. She has appeared on television, radio shows, in addition to print media.

Adriana is passionate about improvement and efficiency, in both people and organizations. Connect with her via Twitter @AdrianaGirdler or visit the websites, [www.cornerstonedynamics.com](http://www.cornerstonedynamics.com) and [www.myvisualvision.com](http://www.myvisualvision.com).

All delegates will receive Adriana's "Sharpshift Series"





# THURSDAY APRIL 19 | 2018

## MORNING SESSION

### 8:45 AM–12:00 PM

### SUTTON HALL

7:45 am	Breakfast
8:45	Welcome back!
8:55	<b>MBNCanada Board Update</b>   Chris Murray, City of Hamilton, MBNCanada Chair
9:15	<b>Evidence-Based Decision Making</b> <ul style="list-style-type: none"> <li>◆ <b>Mobile Integrated Health System</b>   Kevin Smith, Niagara Region</li> <li>◆ <b>Improving Community Safety</b>   Michelle Stronach, City of Toronto</li> </ul>
10:15	Networking Break and Hotel Check-out
10:45	<b>Implementing Activity-Based Costing Using MBNCanada’s Methodology</b>   Annette Dupré, City of Montreal
11:15	<b>Interactive Discussion Panel</b>   Kristen Delong, Niagara Region—Panel Moderator <ul style="list-style-type: none"> <li>◆ Participants to be confirmed</li> </ul>
12:00	Lunch

# SPEAKERS



## KEVIN SMITH

### Niagara Region Chief, Niagara Emergency Medical Services

Kevin Smith started his career as a paramedic in Niagara after graduating from Niagara College in 1992 and going on to receive his Advanced Care Paramedic

designation from the Michener Institute, Toronto in 1998. Receiving his Bachelors of Applied Business in Emergency Services degree in 2010, Kevin has worked through various levels of the profession to his current position as Chief of Niagara Emergency Medical Services and Community Emergency Management Coordinator (CEMC). Kevin is responsible for providing emergency services to the 12 local municipalities that make up the Niagara Region comprising a population of over 425,000 residents as well as over 2.5 million visitors to Niagara per year. Kevin is active in national, provincial and regional paramedic organizations including the Academy of International Mobile Healthcare Integration (AIMHI) and currently leads the Paramedic Chiefs of Canada (PCC) in strategic planning, receiving the PCC President's Award in 2016.



## ANNETTE DUPRÉ

### City of Montreal Organizational Performance Division Head

Annette Dupré is the Organizational Performance Division Head at City of Montreal since 2016. Prior to this position, she has occupied

senior roles in Finance at City of Westmount, ABB, and RBC. Annette is FCPA, FCMA and MBA. In 2012, she was designated Fellow by the Quebec Charter Professional Accountants Order. Involved in her community, she has also been recognized by the Association of Quebec Women in Finance.



## MICHELLE STRONACH

### City of Toronto Division Chief of Analytics and Decision Support

Michelle Stronach, Division Chief of Analytics and Decision Support leads innovative thinking through

the use of data at Toronto Fire Services. She has a unique perspective of public safety services having held various leadership roles within three agencies: police, paramedics and fire. Michelle has a Bachelor's of Mathematics with honours in Business Administration and Information Systems from the University of Waterloo and is also an active member in the project management community as a speaker and volunteer.



THURSDAY APRIL 19 | 2018  
AFTERNOON SESSION  
1:00–3:00 PM  
SUTTON HALL

1:00	<b>Green Roofs and the Toronto Green Standard</b>   Shayna Stott, City of Toronto
1:30	<b>Keynote Speaker—Karl Subban</b> How Did You Do It? Wisdom. Humour. Leadership experience. Memorable stories. In this gregarious, powerful talk—and in his brand-new memoir, <i>How We Did It</i> —Karl explores teamwork and leadership and offers a fresh take on what it means to succeed. “Your greatest gift is your potential,” he often says, “and your greatest gift to the world is the <i>development</i> of that potential.”
2:30	<b>What the Buzz—Part Two</b>   Nicole Ufoegbune
2:45	<b>Closing Remarks</b>

# SPEAKERS

---



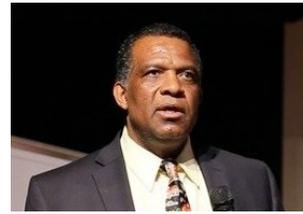
## SHAYNA STOTT

**City of Toronto  
Environmental Planner**

Shayna Stott is an Environmental Planner with 10 years of experience in the City Planning Division at City of Toronto.

Shayna's work centres on the city's green building policies and

regulatory tools that are used through the planning process. This work has included the development and implementation of the Toronto Green Standards and City of Toronto Green Roof Bylaw which was the first comprehensive bylaw requiring green roofs and governing their construction in North America.



## KARL SUBBAN

**KARL SUBBAN** is a former school principal in one of Toronto's toughest

neighbourhoods, and the father of five children, including three NHL players. He's dedicated his life to helping others reach their potential—to be better at their careers, and as people. In his thirty years of coaching, teaching, parenting, and leading, Karl Subban has learned how to inspire people. Hailing from the Caribbean, where he never played hockey, Subban has nonetheless raised three NHL players, including the now-Nashville Predators defenceman P.K. Subban—one of the league's brightest stars and an Olympic Gold Medal winner. His new memoir, *How We Did It: The Subban Plan for Success in Hockey, School, and Life* has become an immediate, national bestseller. It's a personal story of a unique journey—a saga that begins in Subban's original home of Jamaica, explores his achievements as a father and educator in Canada, and stands as a must-read account of one of hockey's most fascinating families. It's Subban's proven approach to resilience, perseverance, and goal-setting—and how to bring the best out of everyone.

A natural storyteller, Subban mixes personal stories with lessons he learned as a coach and principal—lessons about motivation, grit, and accomplishment—that resonate with audiences from the boardroom to the classroom.



# MBNCanada Partners

MEMBER	BOARD MEMBER	MUNICIPAL LEAD	EMAIL ADDRESS
The City of Calgary	Jeff Fielding, City Manager	Nicole Ufoegbune	nicole.ufoegbune@calgary.ca
Region of Durham	Garry H. Cubitt Chief Administrative Officer	Michelle MacDonald	michelle.macdonald@durham.ca
City of Greater Sudbury	Ed Archer Chief Administrative Officer	Sue McCullough	sue.mccullough@greatersudbury.ca
Halton Region	Jane MacCaskill Chief Administrative Officer	Mina Velasquez	mina.velasquez@halton.ca
Halifax Regional Municipality	Jacques Dubé Chief Administrative Officer	Michael Pappas	pappasm@halifax.ca
City of Hamilton	Chris Murray, City Manager	Patti Tomalin	patti.tomalin@hamilton.ca
City of London	Martin Hayward City Manager	Allie Codispodi	acodispo@london.ca
City of Montreal	Alain Marcoux, City Manager	Annette Dupré	annette.dupre@ville.montreal.qc.ca
Niagara Region	Carmen D'Angelo Chief Administrative Officer	Kristen DeLong	kristen.delong@niagararegion.ca
City of Regina	Chris Holden, City Manager	Robyn Bird	rbird@regina.ca
City of Thunder Bay	Norm Gale, City Manager	Don Crupi	don.crupi@thunderbay.ca
City of Toronto	Vacant	Ted Wong	ted.wong@toronto.ca
Region of Waterloo	Mike Murray Chief Administrative Officer	Amber Sare David Young	asare@regionofwaterloo.ca dayoung@regionofwaterloo.ca
City of Windsor	Onorio Colucci Chief Administrative Officer	Natasha Couvillon	ncouvillon@citywindsor.ca
City of Winnipeg	Doug McNeil Chief Administrative Officer	Janice Sim	jsim@winnipeg.ca
York Region	Bruce Macgregor Chief Administrative Officer	Laura Fiore	laura.fiore@york.ca



## MBNCanada Program Office – Contacts

**Connie Wheeler, Executive Director**  
 connie.wheeler@hamilton.ca  
 905-540-5779

**Patti Tomalin, Program Coordinator**  
 patti.tomalin@hamilton.ca  
 905-546-2424, ext.5949



**Municipal Benchmarking  
Network Canada**

---

**Réseau d'étalonnage  
municipal du Canada**

**Thank you to our sponsors**

**HUMAN\_CODE**

**impressive**  
*PRINTING.ca*

**A special thank you to the Forum Planning Committee:**

**Sue Buchanan, Event Coordinator**

**Ted Wong, City of Toronto**

**Robyn Bird, City of Regina**

**Michelle MacDonald, Durham Region**

**Patti Tomalin and Connie Wheeler, Program Office**