



# Town of Newmarket

## Agenda

### Council Workshop - Electronic

Date: August 24, 2021  
Time: 1:00 PM  
Location: Streamed live from the Municipal Offices  
395 Mulock Drive  
Newmarket, ON L3Y 4X7

#### 1. Notice

In accordance with the Town's Procedure By-law, no decisions are to be made but rather this meeting is an opportunity for Council to have informal discussion regarding various matters.

At this time, the Municipal Offices remain closed to the public. This meeting will be streamed live at [newmarket.ca/meetings](https://newmarket.ca/meetings).

#### 2. Additions & Corrections to the Agenda

#### 3. Conflict of Interest Declarations

#### 4. Items

##### 4.1. Digital Transformation Study

**Note:** The following representatives from Strategy Corp will be in attendance to provide a presentation on this matter:

- Chris Carter, Senior Advisor
- Jaiman Chin, Engagement Lead
- Connor Sharp, Analyst

1. That the presentation provided by Strategy Corp regarding the Digital Transformation Study be received.

#### 5. Adjournment





# Town of Newmarket Digital Transformation Study Project Introduction

August 24<sup>th</sup>, 2021

# Today's Agenda

Today's Objectives	Timing
 Introduce the StrategyCorp Team	5 minutes
 Align on the Project's Context, Objectives, and Approach	25 minutes
 Understand Council's Perspectives on Digital Transformation, Discuss Priorities, and Review What We've Heard	70 minutes with a 10 minute break
 Wrap Up and Discuss Next Steps	10 minutes

# Our Project Team

## StrategyCorp



**Jaiman Chin**  
*Engagement  
Lead*



**Chris Carter**  
*Senior Advisor*



**Olivia Lahaie**  
*Engagement  
Analyst*



**Connor Sharp**  
*Engagement  
Analyst*

***We are excited to work with you!***

# Project Context

## Project Context



The Town of Newmarket has already embarked on a journey to transform how it operates and delivers value to its residents and partners.

In 2019, Newmarket and StrategyCorp undertook an administrative and service delivery review, identifying over 150 different opportunities for the Town to increase revenues, drive efficiencies, and improve value adds.

A key initiative identified as part of this review was the need for greater digital enablement and a broader digital transformation strategy to guide the Town's development and implementation of digital infrastructure and tools.

At the time of our review, IT and data operations were isolated and disconnected from other departments, lacked formal processes for large requests, and faced structural issues that impeded progress; collectively, this has led to a reactive, as opposed to proactive, digital culture.

**In this context, leadership recognized the need for change, and the opportunity that improved digital enablement could provide. To support this, a competitive procurement process was initiated and StrategyCorp was the successful organization to support the development of a digital transformation strategy for the Town.**

# Project Context and Objectives

## Project Objectives

This Study Will...



**Identify opportunities for digital enablement and improvement.**



**Assess and prioritize focus areas for Newmarket's digital transformation and overall strategy.**



**Develop operationalization plans to support execution of the strategic focus areas.**



**Synthesize and codify Newmarket's digital focus areas into a holistic digital strategy.**

# Project Approach

Activities	Phase 1: Kick-Off	Phase 2: Identify & Prioritize		Phase 3: Develop & Implement
	<ul style="list-style-type: none"> <li>Hold project kick-off</li> <li>Map stakeholders and plan engagement</li> <li>Finalize and validate workplan</li> <li>Request key data and documents</li> <li>Schedule interviews and workshops with identified stakeholders</li> </ul>	<b>Phase 2A: Engage</b> <ul style="list-style-type: none"> <li>Conduct one-on-one interviews and / or group workshops with key staff and middle-management (OLT &amp; SLT)</li> <li>Develop a long-list of digitization opportunities across key service delivery processes</li> <li>Develop and validate a prioritization framework and key criteria to rank opportunities</li> <li>Review key data and documents, previous technology implementations, and other relevant resources</li> </ul>	<b>Phase 2B: Assess &amp; Prioritize</b> <ul style="list-style-type: none"> <li>Leverage consultations, data reviews, and staff expertise to develop a digital readiness assessment to determine digital maturity along the following axes:               <ul style="list-style-type: none"> <li>Digital vision;</li> <li>Omni-channel service delivery;</li> <li>Current state assessment and future state service design;</li> <li>User experience objectives;</li> <li>Business process changes and opportunities;</li> </ul> </li> <li>Conduct environmental scan and benchmark analysis, assessing jurisdictional best practice in digital transformation</li> </ul>	<ul style="list-style-type: none"> <li>Workshop with Town leadership to validate identified priority areas</li> <li>Refine list of priority areas based on discussion with leadership</li> <li>Conduct detailed digital transformation assessments on the identified priority areas and processes</li> <li>Develop draft Digital Transformation Strategy</li> <li>Validate report with Town leadership</li> <li>Finalize report based on feedback and input</li> <li>Present Digital Transformation Strategy to Council</li> </ul>
	✓ Complete	📅 We are Here (Ongoing)		🕒 Upcoming



# What is digital transformation? (1/2)

## Key Definitions



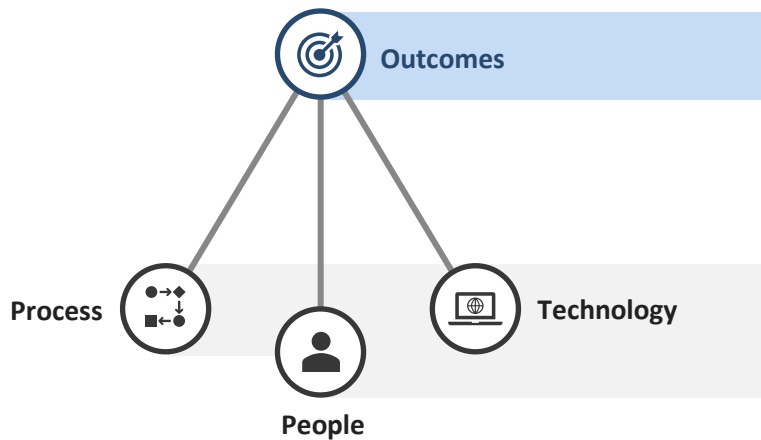
**Digital transformation** is a strategic rethinking of how an organization uses technology, people, and processes to achieve its goals. Digital transformation assesses current state strengths and weaknesses, and identifies opportunities to improve the status quo.



A **digital transformation strategy** states the organization's overarching digital goals and objectives, and provides a blueprint for how an organization will act on identified opportunities and organize its people, processes, and technology to do so.

## What is digital transformation? (2/2)

### Key Considerations for Execution



Digital transformation should be **outcome-lead**, and should aim to fix organizational issues, enable improvements, or create efficiencies.

**Not all opportunities need to be sweeping, or increase integration;** often, the best improvements come from a variety of smaller scale changes that are tailored to the organization's context.

Opportunities should have a **solid foundation in current capabilities** across process, people, and technology.

**Digital transformation is not all about new software, or technology; often, process changes or staff supports are more effective transformation tools.** If people lack the right mindset to change and the current processes are flawed, new technology will often only magnify the current issues.

# Discussion Questions



## Discussion Questions

1. **What would a successful Digital Transformation Strategy look like for Newmarket? What would it enable / achieve?**
  - Example: Identify and clearly prioritize opportunities for digital enablement, providing the Town with a clear path forward.
2. **What do you feel Newmarket's digital strengths and weaknesses are? What do you hear most about from your constituents?**
  - Example: Some interactions with the Town are bulky, paper-based, or inefficient (i.e., garbage tags cannot be requested online).
3. **What are some opportunities for digital transformation? Are any of these a priority for Council?**
  - Example: Introduce a new, centralized digital "concierge" to triage and support resident calls.
4. **How should Newmarket's digital transformation opportunities be prioritized? What considerations are most relevant?**
  - Example: Alignment with overall Town / Council strategic priorities.
5. **From your perspective, what are the major barriers or risks to the Town developing / implementing a digital transformation?**
  - Example: Staff revert to old processes / systems or struggle to adapt to new solutions.

# **Thank you for joining us today!**

**We will be providing updates to Council throughout the project, and look forward to meeting again soon!**



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