



Town of Newmarket Digital Transformation Strategy

Draft Strategy Presentation to Council

October 25th, 2021

Digital transformation is a strategic rethinking of how an organization uses technology, people, and processes to achieve its goals



The Town of Newmarket's digital transformation strategy synthesizes the Town'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.

High-Level Approach

StrategyCorp worked closely with the Town's operational and senior leadership teams ("OLT" and "SLT") to develop a Digital Transformation Strategy that was founded in a wholistic view of the current-state, informed by extensive stakeholder consultation.



Stakeholder Consultations



Strategic Visioning



Initiative Prioritization



Operationalization Planning

Operationalization planning is still underway and StrategyCorp is working collaboratively with OLT, SLT, and relevant departmental staff to begin scoping and sequencing priority initiatives as part of the strategy; operationalization will be included in the final report.

Newmarket's Digital Transformation Strategy is guided by a clear digital vision – articulated through five elements – as well as a set of guiding principles



Digital Vision Elements

Improve residents' ability to easily and digitally interact with town services on their terms.

Make it as easy as possible to access information and data related to the Town.

Create broader, deeper, and more meaningful collaboration and engagement within the Town, with the public, and with other partners.

Internally automate, digitize, and revitalize processes and information to reduce duplication and enhance outcomes.

Enable the future of work through processes, technology, policies, and a progressive culture.



Digital Guiding Principles

The DTS needs to be viewed as an ongoing opportunity to reinvent the future, not a one-time check the box exercise.

Initiatives should be grounded, practical, achievable, and carefully consider how much customization is necessary.

The DTS is about more than just technology, and should target how processes and people are structured to support the Town.

Opportunities need to be clearly prioritized and resourced based on a common set of criteria.

The DTS must establish clear governance and performance-based accountability in order to achieve success.

All Town initiatives should consider digital implications and opportunities, not just those in the DTS.

To support vision execution, several initiatives have been proposed and prioritized for consideration under the Digital Transformation Strategy; sequencing is underway

Initiative Priorities and Groupings			
Core Capabilities	High Priority Initiatives	Lower Priority Initiatives	Deferred Initiatives
Initiative	Initiative	Initiative	Initiative
Revitalize File Management Systems / Processes	Complete Digitization and Operationalization of Planning / Building Applications (Accela)	Review and Digitize Current Finance Processes	Improve Digitization and Automation of Building Inspections
Introduce an Overall Data Management Strategy			
Design and Implement a Digital Governance Framework	Establish a Cohesive Digital Resident Communications Strategy	Introduce a Digital Collaboration Platform / Mainframe	Explore Internet of Things and Automation Applications for the Town
Realign Procurement Processes to Enable Digital Transformation	Complete Digitization of Recreational Facility Bookings (Catch Corner)		
Introduce a Back-End Integration Platform / Standards for Integration	Introduce a Resident Self-Service Portal to Centralize Interactions with the Town	Introduce a Mobile Experience for the Town	Refresh the Town's Intranet
Design and Implement a Sustainable Approach to User Training	Implement a Comprehensive Public Works Management / Computerized Maintenance Management System		
Digitize Newmarket's Common By-Law Requests, Services, and Forms	Establish Future of Work Model	Implement a New, Integrated Building Automation System	Assess Status of the Library Website
Create an Inventory of Current Solutions and Ensure Cross-Departmental Awareness	Replace the Newmarket Website		
Improve the Town's Overall Cybersecurity Posture	Implement a Robust HRIS System		Expand Internet Access in Public Spaces
	Replace the Outdated Parks and Rec. Management Software		

Draft groupings do not necessarily dictate how initiatives should be sequenced; sequencing is under development through implementation planning.

Several potential risks and barriers to execution were identified for the Digital Transformation Strategy, along with potential mitigating actions

Risks and Barriers



Staff Adoption and Culture

Some staff may be reluctant to adopt new technologies and / or processes or prefer the methods they are used to. Without strong leadership, accountability, and ‘deconstruction’ of old processes, staff may undermine change.



Allocation and Prioritization of Resources

Resources need to be adequately allocated to ensure that the transformation is successful. Not only financial investments will be required, but staff time will also need to be carved out for adopting new tools, processes, and technologies.



Accessibility and Support

Not all staff and residents may be able to access new services, tools, and technologies. This could be the result of dated hardware, limited connectivity, or low digital literacy. If the Town doesn’t include training, and other supports for as part of the strategy some may be left behind.



Communication and Outcome Management

Objectives and desired outcomes must be actively communicated to all relevant stakeholder so that they are aware of expectations. KPIs need to be identified to track success and progress should be publicly reported build accountability and transparency.

Mitigations

Executive Sponsorship/ Council, SLT, OLT Leadership
“No Going Back” Culture of Implementation

Consistent and Transparent Prioritization and Resource Allocation Approaches Enshrined in the Digital Governance Model

Comprehensive Staff Training Program
Assigned Staff Capacity / Time for Training

Clearly Established KPIs / Expectations
Consistent Monitoring and Reporting

Next Steps



Draft findings to be refined / adjusted based on Council feedback.



Initiatives will be further defined and characterized; operationalization plans will be developed for select priority initiatives and an overall operationalization framework will be developed.



The complete strategy will be finalized and reviewed with SLT, including operationalization details.



The final strategy will be shared with Council for review and feedback (Nov. 15th).



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