



Town of Newmarket
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Digital Transformation Study Draft Report Staff Report to Council

Report Number: 2021-74

Department(s): Information Technology Services, Corporate Services

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Meeting Date: October 25, 2021

Recommendations

1. That the report entitled Digital Transformation Study Draft Report dated October 25, 2021 be received; and,
2. That the Digital Transformation Study Draft Report to Council included as Attachment 1 be received; and,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Purpose

The purpose of this report is to provide Council with an update on the Digital Transformation Study that the Town is undertaking. Staff would also like to provide Council with the draft Report prepared by the Town's consultants, StrategyCorp as part of this undertaking. Subject to the feedback and any further direction of Council, staff intend to work with StrategyCorp to complete their work on the Digital Transformation Study and to finalize their Report for Council and for submission to the province of Ontario as part of the requirements under the Audit and Accountability Fund agreement.

Background

In 2019, the Town of Newmarket and StrategyCorp undertook an administrative and service delivery review of the Town, identifying over 150 different opportunities for the town to impact revenues, efficiencies, and value-added initiatives. 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. To address these concerns and opportunities, the Town was awarded provincial grant funding to undertake this next stage of study. After a thorough competitive procurement process, StrategyCorp was engaged to facilitate and support the development of a new digital transformation strategy.

Attached to this Report is the draft StrategyCorp report which provides the results of the background research, stakeholder consultation and analysis, project methodologies, identified initiatives and prioritization of those initiatives along with next steps

Discussion

Project Objectives

This purpose and objective of digital transformation is to identify ways to provide enhanced, modern and accessible service delivery, realize efficiencies and reduce costs through digitization, while improving service quality for residents, and improving experiences for staff and other stakeholders. Initiatives identified as part of this strategy will need to be designed and operationalized in a comprehensive and integrative way.

Specifically, this project aims to:

- 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; and,
- Synthesize and codify Newmarket's digital focus areas into a holistic digital strategy.

Project Approach

This project will follow a three-phased approach, with the objectives of each phase outlined below:

Phase 1: Kick-Off (Completed)

- Review project alignment with SLT, Council, and StrategyCorp project team on objectives and timelines
- Establish project management protocols between the Town and StrategyCorp
- Establish a working relationship and communication cadence

Phase 2: Identify & Prioritize (In-progress)

- Review the Town's current state operating characteristics, including key strengths and weaknesses across business processes, service levels, and customer experience
- Identify Digital Transformation leading practice

- Define and identify key administrative process areas for digitization
- Prioritize opportunities, and assess the Town's digital readiness

Phase 3: Develop & Implement (In-progress)

- Develop a fulsome Digital Transformation Strategy in collaboration with the Town's senior leadership team
- Develop feasible implementation plans for key initiatives, to ensure the longevity, sustainability, and relevance of digital modernization at the Town
- Underscore customer experience in the digital roadmap, and ensure that service design is considered with both internal, and resident-facing processes and operations top of mind

Stakeholder Engagement

A comprehensive digital current-state assessment was performed, and Council, SLT, OLT, staff, residents and other stakeholders were consulted to build an understanding of what the Town's current capabilities are, and what opportunities for improvement exist.

Strategic Visioning

Based on current-state findings, a digital transformation vision was established, as well as guiding principles for execution and potential risks / barriers to success; these elements were iteratively formed and guide the strategy.

Initiative Prioritization

A list of digital transformation initiatives was created based on consultations, best-practices, and current-state gaps, and subsequently prioritized to form the basis for the strategy's execution.

Operationalization Planning

An operationalization plan for the strategy is being developed to help sequence, plan, and scope key initiatives, as well as identify interdependencies and areas where alignment needs to be established.

Conclusion

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 plans will be included in the final report.

Business Plan and Strategic Plan Linkages

Long-term financial sustainability – Continuous improvement and the development of a Digital Transformation Strategy. A strategy that focuses on developing efficient, digital architecture, focusing first on initiatives that will enhance and improve productivity and resident experience in accessing Town services.

Consultation

As part of the work undertaken by StrategyCorp, extensive consultation occurred with Council, SLT, OLT, staff, residents and other stakeholders.

Human Resource Considerations

None

Budget Impact

Provincial funding for the Digital Transformation Study was provided under the Audit and Accountability Fund. The final Report will be submitted to the province of Ontario on or before February 2022.

Attachments

Attachment 1: StrategyCorp Digital Transformation Study – Draft Report

Approval

Karthik Venkataraman – Director of Information Technology Services

Esther Armchuk – Corporate Services Commissioner

Contact

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