



Town of Newmarket
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Digital Transformation Study – Final Report Staff Report to Council

Report Number: 2021-83

Department(s): Information Technology Services, Corporate Services

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Meeting Date: November 15, 2021

Recommendations

1. That the report entitled Digital Transformation Study dated November 15, 2021 be received; and,
2. That the Digital Transformation Study – Final 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 the results of the Digital Transformation Study that the Town conducted. Staff would also like to provide Council with the final report prepared by the Town's consultants, StrategyCorp as part of this undertaking. Staff has worked 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

A key initiative identified as part of a service delivery review conducted in 2019, 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. After numerous workshops, surveys and collaborative sessions with Council, Staff, Residents and Stakeholders, a final report containing key findings and initiatives identified as vital was generated.

Attached to this Report is the StrategyCorp report which provides the results of the background research, stakeholder consultation and analysis, project methodologies, identified initiatives and prioritization of those initiatives to serve as the foundations of a digital roadmap for the Town.

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 aimed 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 followed a three-phased approach as presented in the [Council workshop conducted on August 24th, 2021](#). Additionally a [draft report](#) was presented to Council dated October 25th, 2021 detailing the progress and methodology of the study.

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 has been developed to help sequence, plan, and scope key initiatives, as well as identify interdependencies and areas where alignment needs to be established.

Conclusion

Newmarket's Digital Transformation Strategy sets it on a path to establish a new, innovative foundation for municipal services and operations, building capabilities, processes, and a culture to support it into the future.

The Town of Newmarket's digital transformation strategy synthesizes its overarching digital goals and objectives and provides a blueprint for how it will build a digital future through critical opportunities, and organize its people, processes, and technology to do so.

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

As identified in the Digital Transformation Study – Final Report.

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 – Final Report

Approval

Karthik Venkataraman – Director of Information Technology Services

Esther Armchuk – Corporate Services Commissioner

Contact

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