

Town of Newmarket – Digital Transformation Strategy

Final Report – November 2021

1. Executive Summary

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.

Funded by the Ministry of Municipal Affairs and Housing’s Audit and Accountability Fund, the Town of Newmarket hired StrategyCorp to conduct this review. 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 and informed by extensive stakeholder consultation.

The high-level approach taken included:

1. Stakeholder Consultations;
2. Strategic Visioning;
3. Initiative Prioritization; and,
4. Operationalization Planning.

What is Digital Transformation?

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.

Key organization impacts of digital transformation include:

- Improved service accessibility, convenience, and transparency through digitization and modernization.
- Improved operational efficiency, and development of core digital capabilities and competencies.
- Enhanced ability to take on new challenges (i.e., the new future of work).

Newmarket’s Digital Transformation Framework

StrategyCorp worked closely with the Town’s SLT and OLT to collectively establish Newmarket’s Digital Transformation Strategy. The strategy outlined in this document is guided by a Digital Vision for the future of the Town, as well as several Guiding Principles to be taken into account during implementation. The Digital Vision is set to be achieved through 21 Supporting Initiatives and reinforced by a set of Risks and Mitigation Tactics, providing considerations for execution.

Key elements of the strategy include:

- A Digital Vision;
- Guiding Principles;
- Supporting Initiatives; and
- Risks and Mitigation Tactics.

Initiatives were split into four groups based on their characteristics and outcomes. These groups are:

1. Initiatives that establish digital governance, oversight, and standards;
2. Initiatives that establish capabilities to enable the future of work;
3. Initiatives that improve resident communication and service accessibility; and,
4. Initiatives that optimize business process productivity.

Newmarket's Digital Vision

Newmarket's digital vision is articulated through five key vision statements. The vision of the digital transformation strategy is to:

1. Improve residents' ability to easily and digitally interact with Town services on their terms.
2. Make it as easy as possible to access information and data related to the Town.
3. Create broader, deeper, and more meaningful collaboration and engagement within the Town, with the public, and with other partners.
4. Internally automate, digitize, and revitalize processes and information to reduce duplication and enhance outcomes.
5. Enable the future of work through processes, technology, policies, and a progressive culture.

Newmarket's Digital Guiding Principals

In addition to the digital vision, six digital guiding principles were developed. The goal of these guiding principles is to help shape and direct how the strategy is executed. These principles are:

1. The digital transformation strategy needs to be viewed as an ongoing opportunity to reinvent the future, not a one-time check the box exercise.
2. Initiatives should be grounded, practical, achievable, and carefully consider how much customization is necessary.
3. The digital transformation strategy is about more than just technology and should target how processes and people are structured to support the Town.
4. Opportunities need to be clearly prioritized and resourced based on a common set of criteria.
5. The digital transformation strategy must establish clear governance and performance-based accountability, in order to achieve success.
6. All Town initiatives should consider digital implications and opportunities, not just those in the digital transformation strategy.

Initiative Identification Approach

To actualize the Digital Transformation Strategy, 21 Core Digital Transformation Initiatives were identified through the refinement and synthesis of ideas captured in StrategyCorp’s consultations, best-practices, and in-progress initiatives.

The approach taken to identify these initiatives was:

1. Over 100 initiative ideas were generated by analyzing data and feedback from the following three sources:
 - a. Initiatives that were already in-progress or proposed were considered;
 - b. Best practices were considered, and a gap assessment was performed to compare the Town to other municipal leaders; and,
 - c. Town stakeholders were consulted on their views, including Council, staff, and residents.
2. Ideas were combined and refined into distinct initiatives with a unique problem statement and solution. Many ideas referred to common or complementary problem statements, or were sub-components of other initiatives, and warranted being combined into one, cohesive initiative.
3. Initiatives were scored against a common set of criteria to identify higher and lower priority initiatives in the digital transformation context.
4. Based on priority scorings – as well as initiative outcomes and characteristics – 21 initiatives were identified for immediate consideration under the strategy, with an additional 5 deferred for future consideration.

Newmarket’s Digital Transformation Initiatives

Newmarket’s core Digital Transformation Initiatives fall under four categories based on their distinct outcomes.

1. **Establish Digital Governance, Oversight, and Standards** (Which Contains 6 Initiatives)
 - a. Illustrative initiatives include: “Design and Implement a Digital Governance Framework” and “Design and Implement a Sustainable Approach to User Training”.
2. **Establish Capabilities to Enable the Future of Work** (Which Contains 3 Initiatives)
 - a. Illustrative initiatives include: “Digitally Enable the Future of Work Model” and “Introduce a Back-End Integration Platform / Standards for Integration”.
3. **Improve Resident Communication and Service Accessibility** (Which Contains 7 Initiatives)
 - a. Illustrative initiatives include: “Replace the Newmarket Website” and “Introduce a Resident Self-Service Portal to Centralize Interactions (e.g., tax, utilities, billing, property information, etc.)”
4. **Introduce a Resident Self-Service Portal to Centralize Interactions (e.g., tax, utilities, billing, property information, etc.)** (Which Contains 5 Initiatives)
 - a. Illustrative initiatives include: “Replace the Outdated Parks and Rec. Management Software” and “Implement a Robust HRIS System”.

A complete list of initiatives can be found in Section 3 of this report, titled “Newmarket’s Digital Transformation Strategy”.

To support execution, operationalization profiles were developed for each core initiative; these plans specify sequencing timelines and provide additional detail on the initiative.

Each operationalization profile contains:

- Initiative Overview and Description;
- Sub-Initiatives (if applicable);
- Additional Considerations (i.e., any relevant considerations identified by StrategyCorp);
- Cost and Resource Considerations for Execution / Implementation;
- Potential Risks;
- Execution Timeframe and Key Execution Activities;
- Dependencies and Best-Practices for Consideration; and,
- Potential Key Performance Indicators to Measure Success.

An operationalization overview can be found in Section 4: Newmarket’s Digital Roadmap.

Key Digital Transformation Outcomes

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. Key outcomes can be projected over the next four years:

Year 1 (2022) - The Town starts to **reinforce and strengthen core digital capabilities**, prepare for the future of work, and incrementally improve resident service accessibility in preparation for bigger future changes.

Year 2 (2023) - The Town implements more **sophisticated digital capabilities**, reinforcing security, integration, procurement, staff training, and communication, all in support of accelerated transformation.

Year 3 (2024) - Resident communication and service accessibility improves with progress on a **renewed website and digital services**. Key internal system changes are underway, and early outcomes improve efficiency and accessibility.

Year 4+ (2025+) - **Complex, modern, resident accessibility features are launched**, and many services are completely digitally enabled and accessible. **Major internal systems are digitized**, improving efficiency, increasing ease of future implementation, and permitting smart use of data.

Critical Success Factors for Execution

To successfully execute the Digital Transformation Strategy, it is imperative that the Town consider the following success factors while planning and execution the initiatives identified in this strategy.

Initiatives identified in this strategy need to be actively and adequately resourced to be successful; staff cannot pursue these on the “side of their desk.”

Between operational needs, in-progress digital initiatives, and complimentary initiatives, many staff are already at capacity. For this strategy to be successful, the Town will need to adequately invest in establishing the required staff capacity and capabilities. Furthermore, clear expectations regarding timelines and execution must be set based on capacity and capabilities so that outcomes are realistic, and realizable.

Change needs to be actively managed and communicated to both staff and residents as new initiatives are pursued and impact operations / services.

The Town needs to pursue an active change management strategy to support adoption and reinforce new behavior. Without this, both staff and residents will struggle to adapt to the changes – even though they may make things easier – and undermine the Town’s ability to fully realize the desired outcomes of this work.

Initiatives require active governance, and transformation should be continually monitored and assessed as progress is made.

Cross-corporate governance needs to be established for each identified initiative. Ownership need to be direct and transparent, ensuring that – while many stakeholders may take part in an initiative – there is a clear, singular accountable body.

Elements of the strategy should be continually assessed as the Town evolves.

2. Background and Approach

What is Digital Transformation?

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.

Digital transformation should be outcome-led, 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.

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 and Methodology

This Digital Transformation Strategy was iteratively developed over of multiple phases of work, with comprehensive and wide-reaching stakeholder consultation. 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 holistic view of the current-state and informed by extensive stakeholder consultation.

The high-level approach taken included four major activities:

1. **Stakeholder Consultations:** A comprehensive digital current-state assessment was performed, and Council, SLT, OLT, staff, and residents were consulted to build an understanding of what the Town’s current capabilities are, and what opportunities for improvement exist.
2. **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.
3. **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.
4. **Operationalization Planning:** An operationalization plan for the strategy was developed to help sequence, plan, and scope key initiatives, as well as identify interdependencies and areas where alignment needs to be established.

A wide variety of key Town stakeholders were consulted to inform the Digital Transformation Strategy, and identify potential initiatives to undertake as part of it. In order to develop a holistic picture of the Town’s digital current state, we held a wide range of consultations across the following four groups.

1. **Newmarket’s Operational Leadership Team (“OLT”) and Senior Leadership Team (“SLT”)**
 - a. All four SLT members and all 16 OLT members, including some senior staff. SLT was consulted through a group discussion workshop. OLT members were consulted through one-on-one interviews.
2. **Staff**
 - a. Approximately 180 Newmarket staff were consulted through both an online survey and staff focus groups. Staff were invited to participate in one of three focus groups to discuss their views on the Town’s digital capabilities or participate in a survey of similar topics. Approximately 130 staff joined for focus group sessions, with over 50 online survey participants; some staff may have participated in both, so overall reach is estimated.
3. **Residents**
 - a. 89 Town residents and business owners were consulted through a survey on HeyNewmarket! that solicited their views on the Town’s current digital services.
4. **Council**
 - a. All Council members were invited to participate in a workshop during a Committee of the Whole session. Council members were asked their views on the Town’s current digital capabilities, and the opportunities and risks for digital transformation.

To actualize the Digital Transformation Strategy, 21 Core Digital Transformation Initiatives were identified through the refinement and synthesis of ideas captured in StrategyCorp’s consultations, best-practices, and in-progress initiatives.

The approach taken to identify these initiatives was:

1. Over 100 initiative ideas were generated by analyzing data and feedback from the following three sources:
 - a. Initiatives that were already in-progress or proposed were considered;
 - b. Best practices were considered, and a gap assessment was performed to compare the Town to other municipal leaders; and,
 - c. Town stakeholders were consulted on their views, including Council, staff, and residents.
2. Ideas were combined and refined into distinct initiatives with a unique problem statement and solution. Many ideas referred to common or complementary problem statements, or were sub-components of other initiatives, and warranted being combined into one, cohesive initiative.
3. Initiatives were scored against a common set of criteria to identify higher and lower priority initiatives in the digital transformation context.
4. Based on priority scorings – as well as initiative outcomes and characteristics – 21 initiatives were identified for immediate consideration under the strategy, with an additional 5 deferred for future consideration.

3. Newmarket’s Digital Transformation Strategy

Newmarket’s Digital Transformation Framework

Newmarket’s Digital Transformation follows a framework focused on achieving the central vision through execution of a series of priority digital initiatives.

Key elements of the strategy include:

- A Digital Vision;
- Guiding Principles;
- Supporting Initiatives; and
- Risks and Mitigation Tactics.

The Digital Transformation Strategy is guided by an overall **Vision** for Newmarket’s digital future. This vision outlines how the Town will transform its operations, services, and relationships to create a digital future-state.

Additionally, **Guiding Principles** help establish how the Town will implement the strategy, and what concepts should guide development.

In order to achieve the established vision, the Digital Transformation Strategy sets out a variety of sequenced **Supporting Initiatives**, which the Town should plan for and undertake to reach its digital objectives.

These initiatives were identified from a variety of sources, including stakeholder consultation and municipal best-practices, and are prioritized to help guide sequencing.

Finally, several key **risks** for execution of the Digital Transformation Strategy, as well as **mitigating tactics**, were identified and included.

Newmarket's Digital Vision

The Digital Vision presented below – across five elements – sets the goal Newmarket's digital transformation and its desired future state; decisions made and priorities established under the strategy should align with and enable this vision. The vision of the digital transformation strategy is to:

1. Improve residents' ability to easily and digitally interact with Town services on their terms.
2. Make it as easy as possible to access information and data related to the Town.
3. Create broader, deeper, and more meaningful collaboration and engagement within the Town, with the public, and with other partners.
4. Internally automate, digitize, and revitalize processes and information to reduce duplication and enhance outcomes.
5. Enable the future of work through processes, technology, policies, and a progressive culture.

Newmarket's Digital Guiding Principals

In addition to the Vision elements, the six guiding principles captured below were developed to help define how Newmarket should proceed with its digital transformation, and what it should keep in mind as it does so. These principles are:

1. The digital transformation strategy needs to be viewed as an ongoing opportunity to reinvent the future, not a one-time check the box exercise.
2. Initiatives should be grounded, practical, achievable, and carefully consider how much customization is necessary.
3. The digital transformation strategy is about more than just technology and should target how processes and people are structured to support the Town.
4. Opportunities need to be clearly prioritized and resourced based on a common set of criteria.
5. The digital transformation strategy must establish clear governance and performance-based accountability, in order to achieve success.
6. All Town initiatives should consider digital implications and opportunities, not just those in the digital transformation strategy.

Newmarket's Core Digital Transformation Initiatives

Newmarket's core transformation initiatives fall under 4 key groupings, based on overall transformation objective / impact. Additionally, sets of complimentary and deferred initiatives were identified that should be considered alongside the strategy.

Initiative Bucket / Grouping	Initiatives
Establish Digital Governance, Oversight, and Standards	<ol style="list-style-type: none"> 1. Design and Implement a Digital Governance Framework 2. Create an Inventory of Current Solutions and Ensure Cross-Departmental Awareness 3. Design and Implement a Sustainable Approach to User Training 4. Realign Procurement Processes to Enable Digital Transformation 5. Introduce an Overall Data Management Strategy 6. Revitalize File Management Systems / Processes
Establish Capabilities to Enable the Future of Work	<ol style="list-style-type: none"> 7. Digitally Enable the Future of Work Model 8. Improve the Town's Overall Cybersecurity Posture 9. Introduce a Back-End Integration Platform / Standards for Integration
Improve Resident Communication and Service Accessibility	<ol style="list-style-type: none"> 10. Establish a Cohesive Omni-Channel Communications Strategy for Residents 11. Complete Digitization of Rec. Facility Bookings (Catch Corner) 12. Complete Digitization and Operationalization of Planning / Building Applications (Accela) 13. Replace the Newmarket Website 14. Introduce a Mobile Experience for the Town 15. Introduce a Resident Self-Serve Portal to Centralize Town Interactions (e.g., tax, utilities, billing, property info, etc.) 16. Digitize Newmarket's Common By-Law Requests, Services, and Forms
Optimize Business Process Productivity	<ol style="list-style-type: none"> 17. Implement a Robust HRIS System 18. Implement a Comprehensive Public Works Management / Maintenance Management System 19. Complete Replacement the Outdated Parks and Rec. Management Software (Perfect Mind) 20. Review and Digitize Current Finance Processes 21. Implement a New, Integrated Building Automation System
Complimentary Initiatives	<p>Complimentary initiatives are other ongoing initiatives that do not fit within the core digital transformation strategy but should be considered alongside it due to a degree of alignment, dependency, or overlap.</p> <ul style="list-style-type: none"> ▪ Future of Work Model

	<ul style="list-style-type: none"> ▪ Asset Management Plan Development ▪ Water Meter Replacement
<p>Deferred Initiatives</p>	<p>Deferred initiatives represent potential initiatives that were identified as part of the overall Digital Transformation strategy yet were deprioritized for execution either because of a limited current alignment with the vision / objectives, operational complexity, or a higher level of dependency on other initiatives. Although not planned for under the strategy, these initiatives should still be considered alongside overall operationalization, and opportunities to begin to address them may emerge from core initiatives.</p> <ul style="list-style-type: none"> ▪ Refresh the Town's Intranet ▪ Assess Status of the Library Website ▪ Explore Internet of Things and Automation Applications for the Town ▪ Improve Digitization and Automation of Building Inspections ▪ Expand Internet Access in Public Spaces

4. Newmarket’s Digital Roadmap

A sequenced roadmap for Newmarket’s 21 core digital transformation initiatives was established based on priority, dependencies, capacity, and execution considerations. Newmarket’s 21 digital initiatives were sequenced over the course of the next 5 years, with initiative start-dates staggered. As the initiatives identified in this plan are completed and new capabilities come online, the Town should explore pursuing new, potentially more complex, digital initiatives or deferred initiatives as capacity emerges.

Note: These plans represent a high-level view of operationalization; as staff begin operationalization and further scoping / information gathering occurs, changes may be made that result in required adjustments to timelines, costs, or resource requirements.

Initiative Bucket	Initiative Name	Status	Hard Costs	Requirements	Owner	Execution Timeline
Establish Digital Governance, Oversight, and Standards	Design and Implement a Digital Governance Framework	In-Progress	<\$250k	Low	IT	Year 1
Establish Digital Governance, Oversight, and Standards	Create an Inventory of Current Solutions and Ensure Cross-Departmental Awareness	In-Progress	<\$250k	Moderate	IT	Year 1
Establish Digital Governance, Oversight, and Standards	Introduce an Overall Data Management Strategy	Being Scoped	<\$250k	Low	IT	Year 1 – Year 3
Establish Digital Governance, Oversight, and Standards	Realign Procurement Processes to Enable Digital Transformation	In-Progress	<\$250k	Moderate	Legal and Procurement	Year 1 – Year 2
Establish Digital Governance, Oversight, and Standards	Design and Implement a Sustainable Approach to User Training	Proposed	<\$250k	Dedicated Staff / Support Suggested	HR / IT	Year 2
Establish Digital Governance, Oversight, and Standards	Revitalize File Management Systems / Processes	Proposed	\$250-500k	Dedicated Staff / Support Suggested	Legislative Serv. (Cross-Corporate Involvement)	Year 2 – Year 4
Establish Capabilities to Enable the Future of Work	Introduce a Back-End Integration Platform / Standards for Integration	In-Progress	<\$250k	Low	IT	Year 1 – Year 2

Establish Capabilities to Enable the Future of Work	Improve the Town's Overall Cybersecurity Posture	In-Progress	\$250-500k	New / Dedicated Staff Suggested	IT	Ongoing
Establish Capabilities to Enable the Future of Work	Digitally Enable the Future of Work Model	Being Scoped	\$750k-\$1M	High	IT / SLT (Cross-Corporate Involvement)	Year 1 – Year 3
Improve Resident Communication and Service Accessibility	Complete Digitization and Operationalization of Planning / Building Applications (Accela)	In-Progress	\$1M+ (Already Budgeted)	Moderate	Planning & Building Services	Year 1
Improve Resident Communication and Service Accessibility	Complete Digitization of Recreational Facility Bookings (Catch Corner)	In-Progress	<\$250k (Already Budgeted)	Moderate	Recreation and Culture	Year 1
Improve Resident Communication and Service Accessibility	Establish a Cohesive Omni-Channel Communications Strategy for Residents	Proposed	<\$250k	Low	Comms. / IT /Cust. Serv.	Year 1 – Year 2
Improve Resident Communication and Service Accessibility	Replace the Newmarket Website	Being Scoped	\$500-\$1M; Collective costs for all four web and mobile initiatives; variable Based on Implementation Considerations and Level of Joint Procurement	High; Dedicated Resources Required	Comms. / IT /Cust. Serv.	Year 1 – Year 3
Improve Resident Communication and Service Accessibility	Digitize Newmarket's Common By-Law Requests, Services, and Forms	Proposed	\$500-\$1M; Collective costs for all four web and mobile initiatives; variable Based on Implementation Considerations and Level of Joint Procurement	High; Dedicated Resources Required	Leg. Serv. / Cust. Serv.	Year 1 (Soft-Start) – Year 4

Improve Resident Communication and Service Accessibility	Introduce a Resident Self-Service Portal to Centralize Interactions (e.g., tax, utilities, billing, property info, etc.)	Proposed	\$500-\$1M; Collective costs for all four web and mobile initiatives; variable Based on Implementation Considerations and Level of Joint Procurement	High; Dedicated Resources Required	Strat. Initiatives / IT / Cust. Serv / Comms.	Year 1 (Soft-Start) – Year 4
Improve Resident Communication and Service Accessibility	Introduce a Mobile Experience for the Town	Proposed	\$500-\$1M; Collective costs for all four web and mobile initiatives; variable Based on Implementation Considerations and Level of Joint Procurement	High; Dedicated Resources Required	Strat. Initiatives / IT / Cust. Serv / Comms.	Year 1 (Soft-Start) – Year 3
Optimize Business Process Productivity	Replace the Outdated Parks and Rec. Management Software	In-Progress	<\$250k	Moderate	Recreation and Culture	Year 1 – Year2
Optimize Business Process Productivity	Implement a Robust HRIS System	Proposed	\$750k-\$1M (Assuming Implementation of All Features)	High <i>Dedicated Resources Required</i>	HR / Finance	Year 1 – Year 4
Optimize Business Process Productivity	Implement a Comprehensive Public Works Management / Computerized Maintenance Management System	Proposed	\$500-750k	High <i>Dedicated Resources Required</i>	Public Works	Year 1 – Year 4
Optimize Business Process Productivity	Review and Digitize Current Finance Processes	Proposed	TBD (Based on Detailed Initial Diagnostic)	Moderate	Finance / IT	Year 2 – Year 5
Optimize Business Process Productivity	Implement a New, Integrated Building Automation System	Proposed	TBD	Moderate	Facilities	Year 3 – Year 4

Key Digital Outcomes

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. Key outcomes can be projected over the next four years:

Year 1 (2022) - The Town begins to reinforce and strengthen core digital capabilities, plan for the future of work, and incrementally improve resident service accessibility in preparation for bigger future changes.

Cornerstone Initiatives Completed in Year 1

- Design and Implement a Digital Governance Framework
- Multiple Operational / Service Improvements (i.e., Catch Corner, Accela, Perfect Mind)

Year 2 (2023) - The Town implements more sophisticated digital capabilities, reinforcing security, integration, procurement, staff training, and communication, all in support of accelerated transformation.

Cornerstone Initiatives Completed in Year 2

- Revitalized Procurement Processes / Policies
- New User Training Approach
- Cohesive Digital Resident Communications Strategy

Year 3 (2024) - Resident communication and service accessibility improves with progress on a renewed website and digital services. Key internal system changes are underway, and early outcomes improve efficiency and accessibility.

Cornerstone Initiatives Completed in Year 3

- Collaboration Mainframe Platform Fully Implemented
- Data Management Strategy; File Management Systems Underway
- Website Replacement Significantly Complete

Year 4+ (2025+) - Complex, modern, resident accessibility features are launched, and many services are largely accessible through digital means. Major internal systems are digitized, improving efficiency, increasing ease of future implementation, and permitting smart use of data.

Cornerstone Initiatives Completed in Year 4+

- Additional Web / Mobile Enhancements
- Full HRIS System Upgrade
- Building Automation Systems

Risks, Barriers, and Mitigation Strategies

Successful execution of the Digital Transformation Strategy will require the Town to navigate several potential risks. These risks should be actively mitigated by incorporating a variety of approaches and considerations into execution of the strategy.

Risk / Barrier	Mitigation Actions
<p>Staff Adoption and Culture</p> <p>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.</p>	<ul style="list-style-type: none"> ➤ Executive Sponsorship/ Council, SLT, OLT Leadership ➤ “No Going Back” Culture of Implementation ➤ Active Allocation of Training / Familiarization Time for New Tools / Processes
<p>Allocation and Prioritization of Resources</p> <p>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.</p>	<ul style="list-style-type: none"> ➤ Consistent and Transparent Prioritization and Resource Allocation Approaches Enshrined in the Digital Governance Model ➤ Clearly Assigned, Singular Ownership / Accountability for Initiatives
<p>Accessibility and Support</p> <p>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.</p>	<ul style="list-style-type: none"> ➤ Comprehensive Staff Training Program ➤ Assigned Staff Capacity / Time for Training ➤ Opportunities / Considerations for Resident Training and Support
<p>Communication and Outcome Management</p> <p>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.</p>	<ul style="list-style-type: none"> ➤ Active Change Management Strategy / Approach ➤ Clearly Established KPIs / Expectations ➤ Consistent Monitoring and Reporting

5. Supporting Materials Overview

A wide range of detailed supporting analysis has been prepared as a foundation to the Digital Transformation Strategy, and provided to the Town to support execution as separate appendices. These include:

Material	Description
Methodologies	Further detail on the best-practices, approaches, and other methodologies used to construct the Digital Transformation Strategy.
Consultation Findings	Detailed findings from consultations (i.e., interviews and surveys) with SLT, OLT, staff, residents, and Council, including a gap assessment against leading digital practices.
Initiative Profiles and Operationalization Plans	The long-list of digital initiatives considered under the study, as well as detailed operationalization plans for each initiative, including execution considerations, costs, and resource requirements.
Prioritization Criteria and Approach	An overview of how initiatives were prioritized, and what criteria and scales were used to determine and score prioritization.

Our Opportunity Prioritization Approach

The approach taken to define and prioritize opportunities, as well as the proposed criteria, are based on a foundation of best practices for multi-criteria decision-making, StrategyCorp’s extensive experience in Ontario’s municipal sector, and the Town’s unique circumstances, as identified through the current-state assessment.

Approach Overview

The overall approach taken to identify priority initiatives as a part of this strategy is based on the foundations of the Analytical Hierarchy Process (AHP), a leading framework for multi-criteria decision-making. The process is described below:

1. Define our Vision for Success
2. Identify a Long-List of Opportunities, Based on Current-State Gaps and Municipal Best-Practices
3. Define Criteria to Measure Success
4. Establish Clear Scorings and Weightings of Criteria
5. Apply Prioritization Criteria to Refine the Opportunity List
6. Fully Characterize Priority Initiatives

While each step is discrete, work on each of them occurred in parallel. The identification of the long-list of opportunities (Step 2) occurred as the team worked with the Town to define criteria to measure success, and establish scoring and weighting of the criteria (steps 3 and 4).

Underlying Foundations

The approach to scoring and prioritizing initiatives has two underlying foundations:

1. The Analytical Hierarchy Process	<p>An Analytical Hierarchy Process (AHP) is an approach to multi-criteria decision-making. In this process, decisions are structured with a hierarchy of criteria and sub-criteria, which are analytically assigned weights and scoring methodologies based on stakeholder input. Decisions are then made under this framework in a consistent and analytical manner.</p> <p>Based on extensive research and publication on business applications, AHP is considered a best-practice in decision making, regardless of sector.</p> <p>Notes: Further context on AHP and some of its applications can be found in the following linked Project Management Institute; adjustments have been made in our process and criteria to reflect the municipal context.</p>
2. Municipal Best Practices	<p>Although the foundations of this approach rest in the industry-agnostic AHP process, the substance of it must reflect the nuances and best practices of the municipal sector as well as the Town’s unique circumstances.</p> <p>The proposed criteria, and their respective scoring approaches, are all developed with both considerations in mind, and build off StrategyCorp’s extensive consultations with Town stakeholders, as well as best-practices from our work in Ontario’s municipal sector.</p>

Initiative Profiles

Profiles were created for each of Newmarket’s 21 core initiatives, including details on execution, cost, resource requirements, risks, and other key initiative characteristics. Each initiative profile is comprised of a two-page overview containing the contents described below.

1. **Initiative Overview and Key Characteristics**
 - a. **Initiative Overview:** A summary of the initiative problem statement and opportunity, including relevant details or considerations.
 - b. **Sub-Initiatives:** Any significant sub-components of this initiative.
 - c. **Additional Considerations:** Additional considerations related to this initiative as discerned from research or consultation.
 - d. **Costs Considerations:** High-level cost estimates related to the implementation of the initiative.
 - e. **Resource Considerations:** Resources related to implementation.
 - f. **Risks:** Potential risks to successful implementation.
2. **Execution Considerations**
 - a. **Execution Timeframe:** High-level proposed timeframe for execution.
 - b. **Key Activities for Execution:** Key activities / steps to complete the initiative; pending complete, comprehensive scoping.
 - c. **Dependencies for Consideration:** Any inter-initiative dependencies, overlaps, or sequencing considerations.

- d. **Best Practice Guidance:** Best-practice guidance or considerations for the initiative based on municipal practice or research.
- e. **Key Performance Indicators:** Potential KPIs to track the successful execution of the initiative.

Profiles for each of the initiatives were provided to Town staff to support implementation.