Town of Newmarket

Digital Transformation Strategy – Summary Report

November 15th, 2021

CREATING CONDITIONS FOR SUCCESS

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Executive Summary

Introduction and Overview

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.

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 and informed by extensive stakeholder consultation.

Stakeholder Consultations ▶ **Strategic Visioning** ▶ **Initiative Prioritization** ▶ **Operationalization Planning**

Digital Transformation | Intention and Impact

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 Organizational Impacts

Improved service accessibility, convenience, and transparency through digitization and modernization.

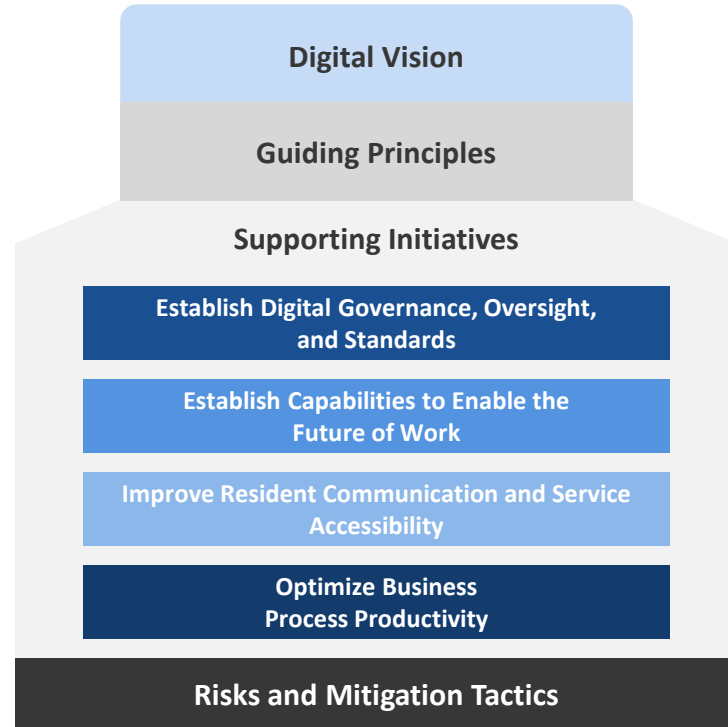Improved operational efficiency, and development of core digital capabilities and competencies.

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.

Digital Vision

Guiding Principles

Supporting Initiatives

Establish Digital Governance, Oversight, and Standards

Establish Capabilities to Enable the Future of Work

Improve Resident Communication and Service Accessibility

Optimize Business Process Productivity

Risks and Mitigation Tactics

Newmarket's Digital Vision and 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.
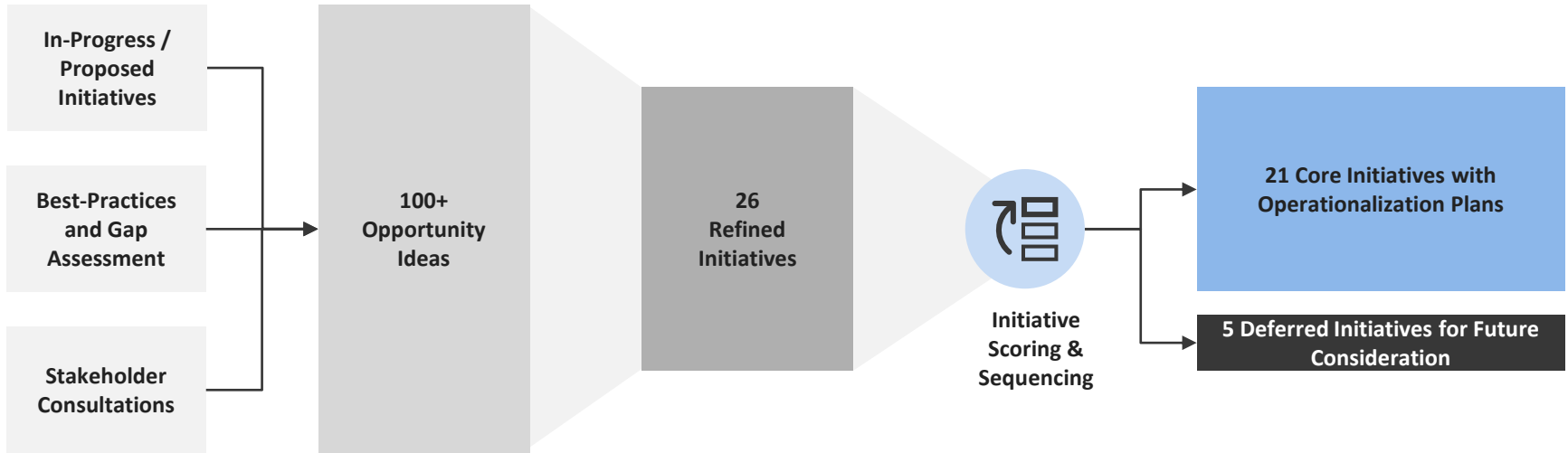
Opportunities need to be clearly prioritized and resourced based on a common set of criteria.

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.

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.

In-Progress / Proposed Initiatives

Best-Practices and Gap Assessment

Stakeholder Consultations

100+ Opportunity Ideas

26 Refined Initiatives

Initiative Scoring & Sequencing

21 Core Initiatives with Operationalization Plans

5 Deferred Initiatives for Future Consideration

Newmarket's Digital Transformation Initiatives

Newmarket's Core Digital Transformation Initiatives fall under four categories based on their distinct outcomes.

Core Digital Transformation Initiatives

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

A complete list of initiatives can be found in "Section 3: Newmarket's Digital Transformation Strategy".

Initiative Operationalization Profiles

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

An operationalization overview can be found in Section 4: Newmarket's Digital Roadmap, and example profiles can be found in Section 6: Example Initiative Operationalization Profiles.

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.

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.

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.

1

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.

2

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.

3

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.

Outcomes

Process

Technology
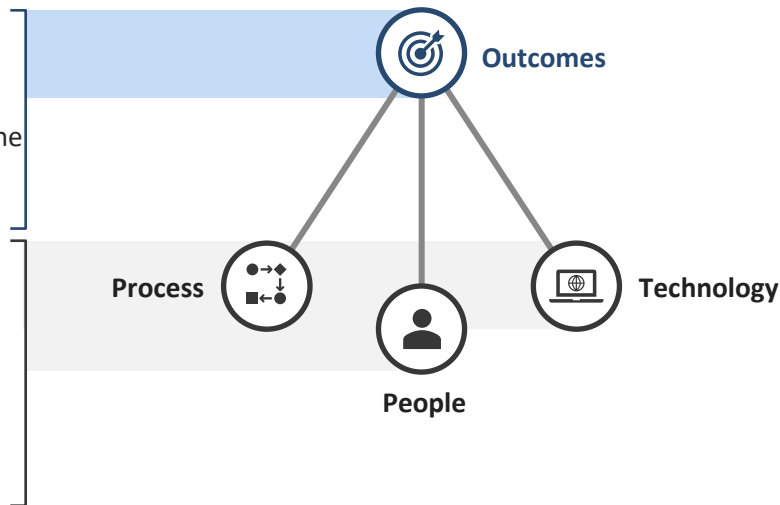
People

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.

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.

High-Level Approach

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.

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 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:

OLT / SLT	Staff	Residents	Council
WHO WE ENGAGED:	**WHO WE ENGAGED:**	**WHO WE ENGAGED:**	**WHO WE ENGAGED:**
All four SLT members and all 16 OLT members, including some senior staff.	~180[1] Newmarket staff through both an online survey and staff focus groups.	89 Town residents and business owners.	All Council members were invited to participate in a workshop during a Committee of the Whole session.
HOW WE ENGAGED:	**HOW WE ENGAGED:**	**HOW WE ENGAGED:**	**HOW WE ENGAGED:**
SLT was consulted through a group discussion workshop. OLT members were consulted through one-on-one interviews.	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.	Residents were consulted through a survey on HeyNewmarket! that solicited their views on the Town's current digital services.	Council members were asked their views on the Town's current digital capabilities, and the opportunities and risks for digital transformation.

Notes: [1] 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.

21 initiatives were identified for immediate consideration under the Digital Transformation Strategy, with an additional 5 initiatives that were deferred for future consideration

| In-Progress / Proposed Initiatives |
| Best-Practices and Gap Assessment |
| Stakeholder Consultations |

100+
Opportunity Ideas

26
Refined Initiatives

Initiative Scoring

21 Core Initiatives for Immediate Consideration

5 Deferred Initiatives
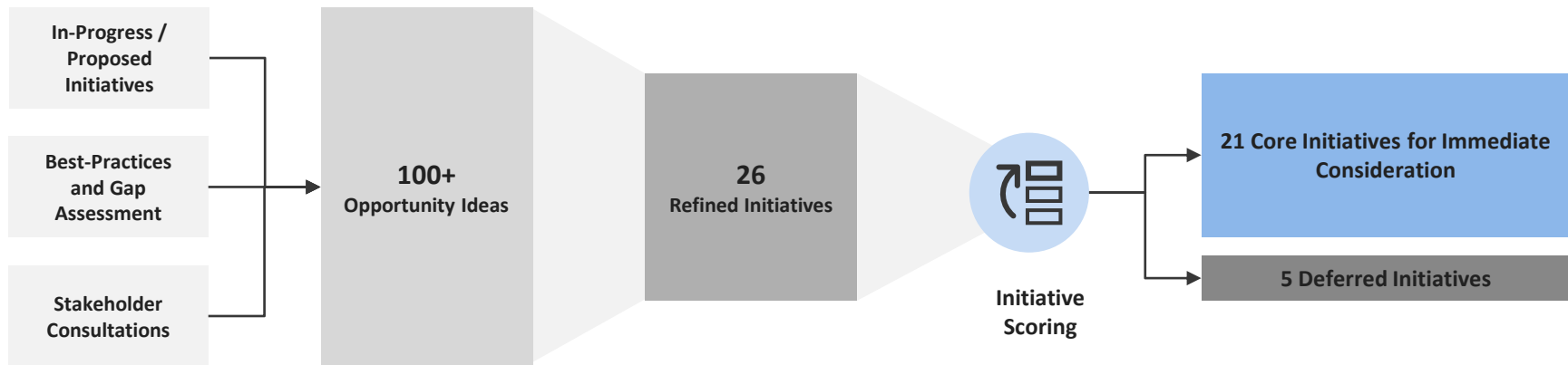
A long-list of opportunity ideas was assembled based on inputs from a variety of sources, resulting in over 100 ideas for improvements, changes, or new solutions.

Ideas were combined and refined into distinct initiatives with a unique problem statement and solution.[1]

Initiatives were scored against a common set of criteria to identify higher and lower priority initiatives in the digital transformation context.

Based on priority scorings – as well as initiative outcomes and characteristics – 22 initiatives were identified for immediate consideration under the strategy, with an additional 5 deferred for future consideration.

Notes: [1] 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

Newmarket's Digital Transformation Strategy

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

Newmarket's Digital Transformation Strategy Framework

Digital Vision

Guiding Principles

Supporting Initiatives

Establish Digital Governance, Oversight, and Standards

Establish Capabilities to Enable the Future of Work

Improve Resident Communication and Service Accessibility

Optimize Business Process Productivity

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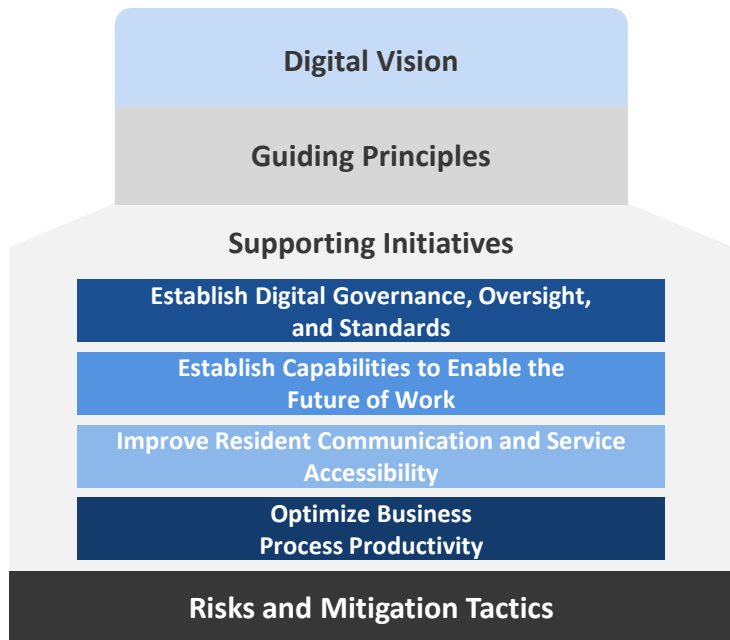
The Digital Transformation Strategy is guided by an overall **Vision** for Newmarket's digital future. This vision outlines how the Town will transform its operations, services, and relationships to create a digital future-state.

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.

Newmarket's 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.

Newmarket's Digital Guiding Principles

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.

Newmarket's Digital Guiding Principles:

The Digital Transformation Strategy 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 Digital Transformation Strategy 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.

Newmarket's core transformation initiatives fall under 4 key groupings, based on overall transformation objective / impact

Core Digital Transformation Initiatives			
Establish Digital Governance, Oversight, and Standards	**Establish Capabilities to Enable the Future of Work**	**Improve Resident Communication and Service Accessibility**	**Optimize Business Process Productivity**
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	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	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	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

Additionally, sets of complimentary and deferred initiatives were identified that should be considered alongside the strategy

Core Digital Transformation Initiatives

Establish Digital Governance, Oversight, and Standards	Establish Capabilities to Enable the Future of Work	Improve Resident Communication and Service Accessibility	Optimize Business Process Productivity

Complimentary Initiatives

- Future of Work Model
- Asset Management Plan Development
- Water Meter Replacement

Deferred Initiatives

- 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

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.

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.

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.

Initiatives Launches by Grouping

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.

Core Initiative Groups

- Enhance Resident Services and Accessibility
- Improve Resident Communication and Service Accessibility
- Establish Capabilities to Enable the Future of Work
- Establish Digital Governance, Oversight, and Standards

	In-Progress	Year 1 Launch	Year 2 Launch	Year 3 Launch	Year 4 Launch	Year 5 Launch
Total Ongoing	8	14	16	12	8	2
Complete (Year-End)	0	4	9	13	19	21

(Chart bar totals: In-Progress 9, Year 1 Launch 5, Year 2 Launch 6, Year 3 Launch 1, Year 4 Launch 0, Year 5 Launch 0)

Notes: 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.

High-Level Operationalization Plan (1/5)

Hard Cost Legend (Based on Estimated 5-Year Cost)

<$250k	$250-500k	$500-750k	$750k-$1M	$1M+

Initiative	Status	Hard Costs	Resource Requirements	Owner (Department)	Draft Execution Timeline				
					Year 1	Year 2	Year 3	Year 4	Year 5
Design and Implement a Digital Governance Framework	In-Progress	◯	Low	IT					
Create an Inventory of Current Solutions and Ensure Cross-Departmental Awareness	In-Progress	◯	Moderate	IT					
Introduce an Overall Data Management Strategy	Being Scoped	◯	Low	IT					
Realign Procurement Processes to Enable Digital Transformation	In-Progress	◯	Moderate	Legal and Procurement					
Design and Implement a Sustainable Approach to User Training	Proposed	◯	Dedicated Staff / Support Suggested	HR / IT					
Revitalize File Management Systems / Processes	Proposed	◕	Dedicated Staff / Support Suggested	Legislative Serv. (Cross-Corporate Involvement)					

Establish Digital Governance, Oversight, and Standards (row group label)

Notes: 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.
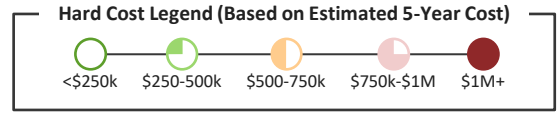
High-Level Operationalization Plan (2/5)

Hard Cost Legend (Based on Estimated 5-Year Cost)

○ <$250k　◑ $250-500k　◐ $500-750k　◔ $750k-$1M　● $1M+

Initiative		Status	Hard Cost	Resource Requirements	Owner (Department)	Draft Execution Timeline				
						Year 1	Year 2	Year 3	Year 4	Year 5
Establish Capabilities to Enable the Future of Work	**Introduce a Back-End Integration Platform / Standards for Integration**	In-Progress	○	Low	IT					
	Improve the Town's Overall Cybersecurity Posture	In-Progress	◔	New / Dedicated Staff Suggested	IT	Ongoing				
	Digitally Enable the Future of Work Model	Being Scoped	◔	High	IT / SLT (Cross-Corporate Involvement)					

<u>Notes</u>: 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.
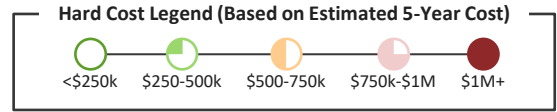
High-Level Operationalization Plan (3/5)

Hard Cost Legend (Based on Estimated 5-Year Cost)

| <$250k | $250-500k | $500-750k | $750k-$1M | $1M+ |

			Resource	Owner	Draft Execution Timeline				
Initiative	Status	Hard Cost	Requirements	(Department)	Year 1	Year 2	Year 3	Year 4	Year 5
Improve Resident Communication and Service Accessibility → **Complete Digitization and Operationalization of Planning / Building Applications (Accela)**	In-Progress	● (Already Budgeted)	Moderate	Planning & Building Services					
Complete Digitization of Recreational Facility Bookings (Catch Corner)	In-Progress	○ (Already Budgeted)	Moderate	Recreation and Culture					
Establish a Cohesive Omni-Channel Communications Strategy for Residents	Proposed	○	Low	Comms. / IT/Cust. Serv.					

Notes: 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.
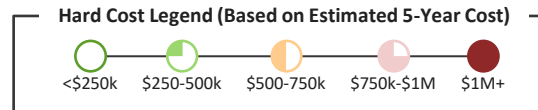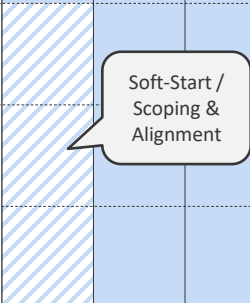
High-Level Operationalization Plan (4/5)

Hard Cost Legend (Based on Estimated 5-Year Cost)

<$250k	$250-500k	$500-750k	$750k-$1M	$1M+

Initiative	Status	Hard Cost	Resource Requirements	Owner (Department)	Draft Execution Timeline				
					Year 1	Year 2	Year 3	Year 4	Year 5
Improve Resident Communication and Service Accessibility	**Modernize Newmarket's Web and Mobile Presence**								
	Replace the Newmarket Website	Being Scoped	◑ / ◕ Variable Based on Implementation Considerations and Level of Joint Procurement	High; Dedicated Resources Required	Comms. / IT/Cust. Serv.					
	Digitize Newmarket's Common By-Law Requests, Services, and Forms	Proposed			Leg. Serv. / Cust. Serv.		Soft-Start / Scoping & Alignment			
	Introduce a Resident Self-Service Portal to Centralize Interactions (e.g., tax, utilities, billing, property info, etc.)	Proposed			Strat. Initiatives / IT / Cust. Serv / Comms.					
	Introduce a Mobile Experience for the Town	Proposed								
	These initiatives, all focused on improving digital resident service and information access, have a high degree of overlap and dependency; these initiatives should be approached through an aligned, cross-cutting strategy that assesses where joint development and / or procurement is necessary.								

<u>Notes</u>: 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.
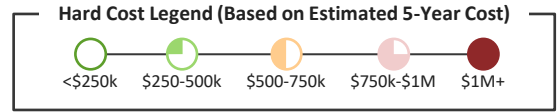
High-Level Operationalization Plan (5/5)

Hard Cost Legend (Based on Estimated 5-Year Cost)

| <$250k | $250-500k | $500-750k | $750k-$1M | $1M+ |

	Initiative	Status	Hard Costs	Resource Requirements	Owner (Department)	Draft Execution Timeline				
						Year 1	Year 2	Year 3	Year 4	Year 5
Optimize Business Process Productivity	**Replace the Outdated Parks and Rec. Management Software**	In-Progress	◯	Moderate	Recreation and Culture					
	Implement a Robust HRIS System	Proposed	◔ (Assuming Implementation of All Features)	High *Dedicated Resources Required*	HR / Finance					
	Implement a Comprehensive Public Works Management / Computerized Maintenance Management System	Proposed	◑	High *Dedicated Resources Required*	Public Works					
	Review and Digitize Current Finance Processes	Proposed	TBD (Based on Detailed Initial Diagnostic)	Moderate	Finance / IT					
	Implement a New, Integrated Building Automation System	Proposed	TBD	Moderate	Facilities					

<u>Notes</u>: 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.
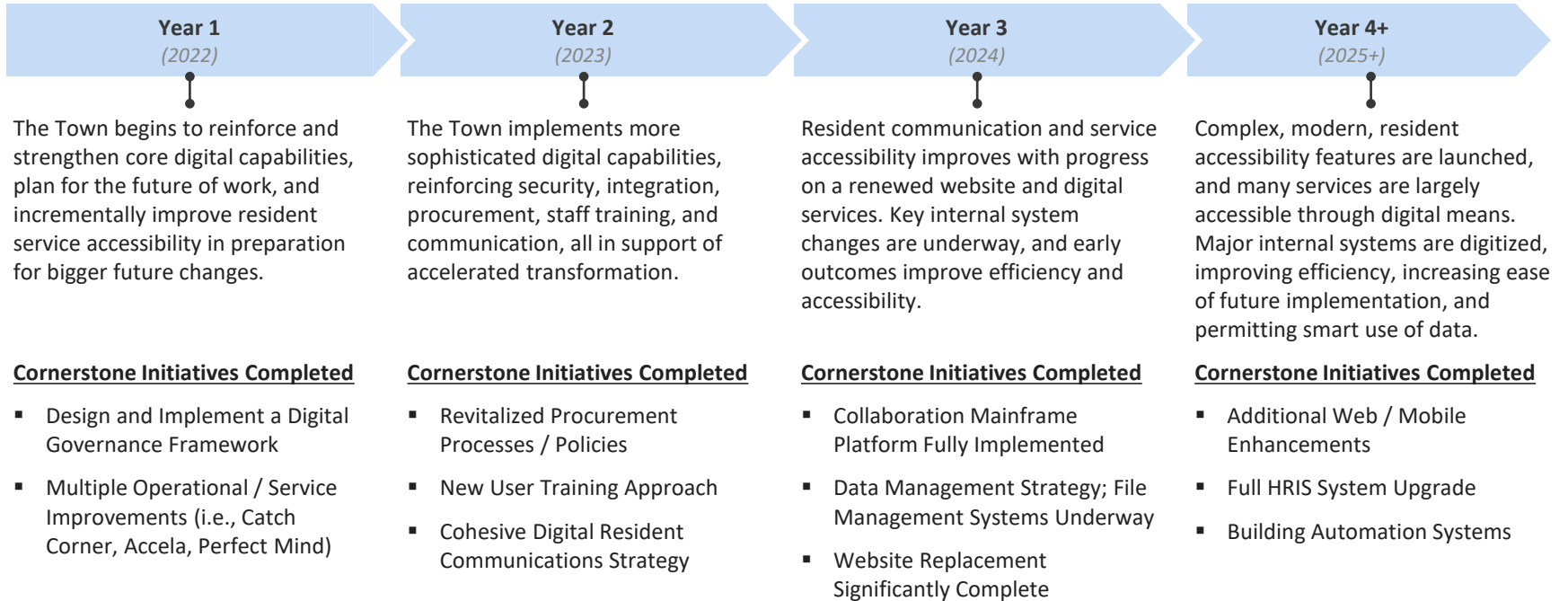
Overall, the successful execution of the Digital Transformation Strategy's initiatives will create a new, transformed digital future in alignment with the strategy's vision

Newmarket's Key Digital Outcomes

Year 1 *(2022)*	Year 2 *(2023)*	Year 3 *(2024)*	Year 4+ *(2025+)*
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.	The Town implements more sophisticated digital capabilities, reinforcing security, integration, procurement, staff training, and communication, all in support of accelerated transformation.	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.	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

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

Cornerstone Initiatives Completed

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

Cornerstone Initiatives Completed

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

Cornerstone Initiatives Completed

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

Successful execution of the Digital Transformation Strategy will require the Town to navigate several potential risks

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.

These risks should be actively mitigated by incorporating a variety of approaches and considerations into execution of the strategy

Risks and Barriers

Staff Adoption and Culture

Allocation and Prioritization of Resources

Accessibility and Support

Communication and Outcome Management

Mitigations

Staff Adoption and Culture
- ➤ Executive Sponsorship/ Council, SLT, OLT Leadership
- ➤ "No Going Back" Culture of Implementation
- ➤ Active Allocation of Training / Familiarization Time for New Tools / Processes

Allocation and Prioritization of Resources
- ➤ Consistent and Transparent Prioritization and Resource Allocation Approaches Enshrined in the Digital Governance Model
- ➤ Clearly Assigned, Singular Ownership / Accountability for Initiatives

Accessibility and Support
- ➤ Comprehensive Staff Training Program
- ➤ Assigned Staff Capacity / Time for Training
- ➤ Opportunities / Considerations for Resident Training and Support
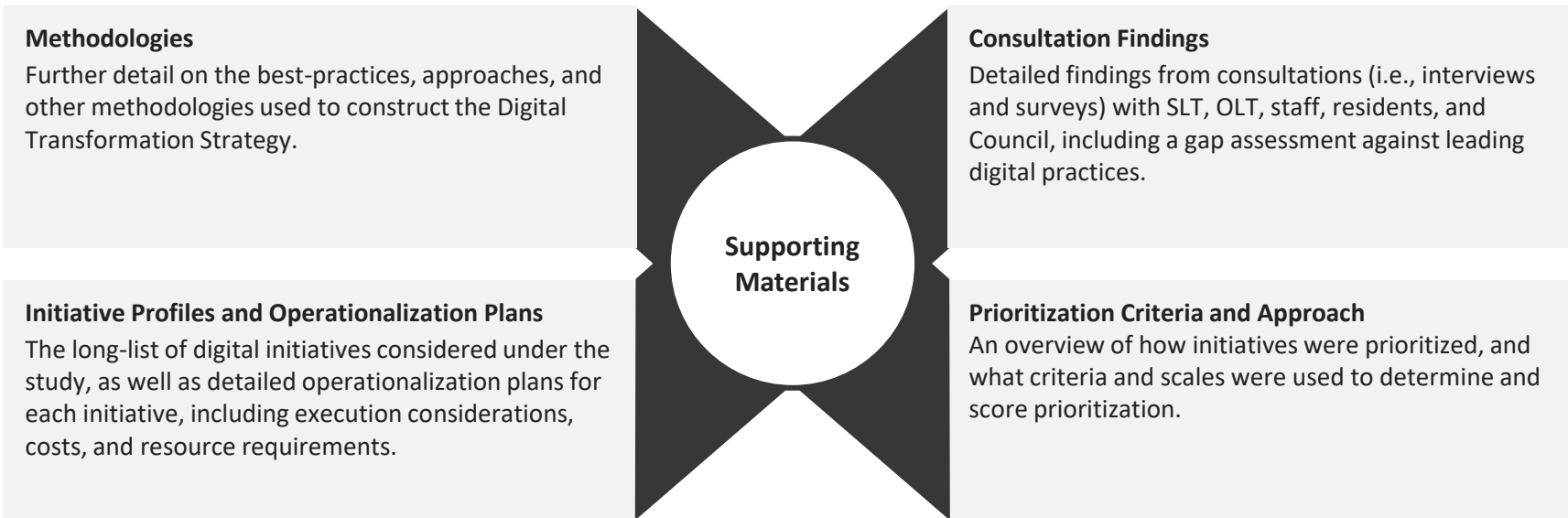
Communication and Outcome Management
- ➤ Active Change Management Strategy / Approach
- ➤ Clearly Established KPIs / Expectations
- ➤ Consistent Monitoring and Reporting

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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
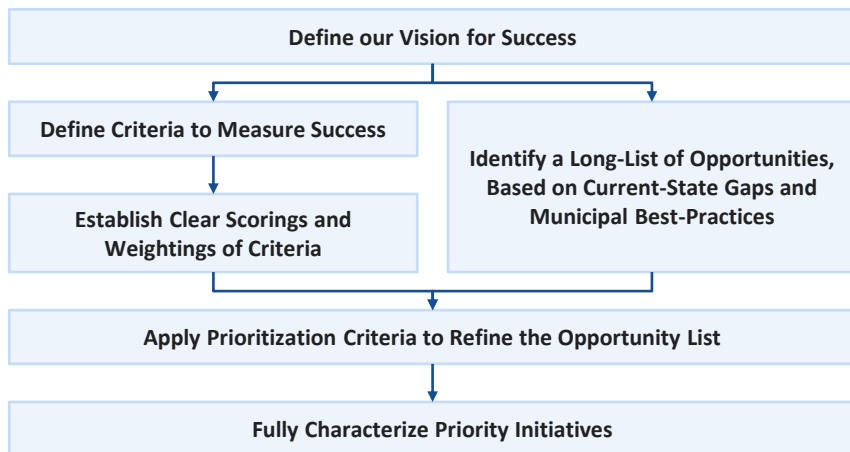
Methodologies

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.

Supporting Materials

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.

Staff will be provided with all relevant supporting materials to support operationalization of the Digital Transformation Study

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. See overview below.

Define our Vision for Success

Define Criteria to Measure Success

Identify a Long-List of Opportunities, Based on Current-State Gaps and Municipal Best-Practices

Establish Clear Scorings and Weightings of Criteria

Apply Prioritization Criteria to Refine the Opportunity List

Fully Characterize Priority Initiatives

Underlying Foundations

1 – The Analytical Hierarchy Process[1]

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.

Based on extensive research and publication on business applications, AHP is considered a best-practice in decision making, regardless of sector.

2 – Municipal Best Practices

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.

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.

Notes: [1] Further context on AHP and some of its applications can be found in the following linked Project Management Institute papers **(a)** and **(b)**; adjustments have been made in our process and criteria to reflect the municipal context.
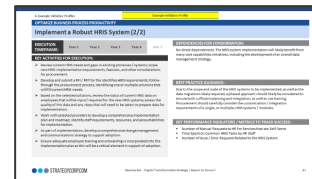
Initiative Profiles

Profiles were created for each of Newmarket's 21 core initiatives, including details on execution, cost, resource requirements, risks, and other key initiative characteristics; an overview of the two-page profiles' contents can be found below.
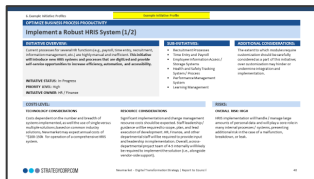
Page 1: Initiative Overview and Key Characteristics	Page 2: Execution Considerations
■ **Initiative Overview:** A summary of the initiative problem statement and opportunity, including relevant details or considerations.	■ **Execution Timeframe:** High-level proposed timeframe for execution.
■ **Sub-Initiatives:** Any significant sub-components of this initiative.	■ **Key Activities for Execution:** Key activities / steps to complete the initiative; pending complete, comprehensive scoping.
■ **Additional Considerations:** Additional considerations related to this initiative as discerned from research or consultation.	■ **Dependencies for Consideration:** Any inter-initiative dependencies, overlaps, or sequencing considerations.
■ **Costs Considerations:** High-level cost estimates related to the implementation of the initiative.	■ **Best Practice Guidance:** Best-practice guidance or considerations for the initiative based on municipal practice or research.
■ **Resource Considerations:** Resources related to implementation.	■ **Key Performance Indicators:** Potential KPIs to track the successful execution of the initiative.
■ **Risks:** Potential risks to successful implementation.	

Example Initiative Profiles are Presented on the Following Pages – These Example Profiles Reflect the Content that was Created for Each Identified Core Profile

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Example Initiative Operationalization Profiles

OPTIMIZE BUSINESS PROCESS PRODUCTIVITY

Implement a Robust HRIS System (1/2)

INITIATIVE OVERVIEW:

Current processes for several HR functions (e.g., payroll, time entry, recruitment, information management, etc.) are highly manual and inefficient. **This initiative will introduce new HRIS systems and processes that are digitized and provide self-service opportunities to increase efficiency, automation, and accessibility.**

INITIATIVE STATUS: In-Progress

PRIORITY LEVEL: High

INITIATIVE OWNER: HR / Finance

SUB-INITIATIVES:

- Recruitment Processes
- Time Entry and Payroll
- Employee Information Access / Storage Systems
- Health and Safety Tracking System / Process
- Performance Management System
- Learning Management

ADDITIONAL CONSIDERATIONS:

The extent to which modules require customization should be carefully considered as a part of this initiative; over customization may hinder or undermine integration and implementation.

COST CONSIDERATIONS:

COST LEVEL: ~$750K-1M (5-YR COSTS)

Costs dependent on the number and breadth of systems implemented, as well the use of single versus multiple solutions; based on common industry solutions, Newmarket may expect annual costs of ~$100-150k for implementation of a comprehensive HRIS system, with additional implementation support costs.

RESOURCE CONSIDERATIONS:

RESOURCE LEVEL: HIGH

Significant implementation and change management resource costs should be expected. Staff leadership / guidance will be required to scope, plan, and lead execution of development. HR, Finance, and other departmental staff will be required to provide input and leadership in implementation. Overall, a cross-departmental project team of 4-5 internally will likely be required to implement the solution (i.e., alongside vendor-side support).

RISKS:

OVERALL RISK: HIGH

HRIS implementation will handle / manage large amounts of personal data and will play a core role in many internal processes / systems, presenting additional risk in the case of a malfunction, breakdown, or leak.

OPTIMIZE BUSINESS PROCESS PRODUCTIVITY

Implement a Robust HRIS System (2/2)

EXECUTION TIMEFRAME:	Year 1	Year 2	Year 3	Year 4	Year 5

KEY ACTIVITIES FOR EXECUTION:

➢ Review current HRIS needs and gaps in existing processes / systems; scope new HRIS implementation requirements, features, and other considerations for procurement.

➢ Develop and submit a RFI / RFP for the identifies HRIS requirements; follow-through the procurement process, identifying one or multiple solutions that will fill current HRIS needs.

➢ Based on the selected solutions, review the status of current HRIS data on employees that will be input / required for the new HRIS systems; assess the quality of this data and any steps that will need to be taken to prepare data for implementation.

➢ Work with selected providers to develop a comprehensive implementation plan and roadmap; identify staff requirements, resources, and accountabilities for implementation.

➢ As part of implementation, develop a comprehensive change management and communications strategy to support adoption.

➢ Ensure adequate employee training and onboarding is incorporated into the implementation plan as this will be a critical element in support of adoption.

DEPENDENCIES FOR CONSIDERATION:

No direct dependencies. The HRIS system implementation will likely benefit from many core capabilities initiatives, including the development of an overall data management strategy.

BEST PRACTICE GUIDANCE:

Due to the scope and scale of the HRIS systems to be implemented, as well as the data migrations likely required, a phased approach should likely be considered to ensure both sufficient planning and integration, as well as use training. Procurement should carefully consider the customization / integration requirements of a single, or multiple, HRIS systems / modules.

KEY PERFORMANCE INDICATORS / METRICS TO TRACK SUCCESS:

- Number of Manual Requests to HR for Services that are Self-Serve
- Time Spent on Common HRIS Tasks by HR Staff
- Number of Issue / Error Requests Related to the HRIS System

ESTABLISH CAPABILITIES TO ENABLE THE FUTURE OF WORK

Introduce a Back-End Integration Platform / Standards for Integration (1/2)

INITIATIVE OVERVIEW:

In the past, the Town has pursued certain initiatives with over-customization, and the expectation that singular, monolithic solutions can meet a wide variety of needs. Furthermore, and partially as a result of this approach, current and future platforms are not adequately integrated within the Town's digital infrastructure. **This initiative will introduce a back-end integration platform and standards to support integration of various Town platforms / software.**

INITIATIVE STATUS: Proposed

PRIORITY LEVEL: Core Capability

INITIATIVE OWNER: IT

SUB-INITIATIVES:

N/A

ADDITIONAL CONSIDERATIONS:

N/A

COST CONSIDERATIONS:

COST LEVEL: <$250K

This initiative will primarily be implemented through internal staff efforts, and cost requirements will be limited beyond the potential procurement of a system to support and streamline integration. Procurement of a solution to support this, currently anticipated to be FME by Safe Software, would likely cost ~$25k annually. Additional configuration and training support from a vendor with expertise in the tool may be valuable.

RESOURCE CONSIDERATIONS:

RESOURCE LEVEL: LOW

Successful implementation of this initiative will largely rely on existing IT staff. Staff will be educated on use of the tool and will leverage it routinely over the course of new integrations, introducing minimal additional resource requirements.

RISKS:

OVERALL RISK: RISKS IF NOT PURSUED

Without a back-end integration platform, integration of digital platforms will suffer, and new initiatives will be impeded.

Note that the scale of this initiative may introduce implementation risks.

ESTABLISH CAPABILITIES TO ENABLE THE FUTURE OF WORK

Introduce a Back-End Integration Platform / Standards for Integration (2/2)

EXECUTION TIMEFRAME:	Year 1	Year 2	Year 3	Year 4	Year 5

KEY ACTIVITIES FOR EXECUTION:

The Town currently leverages FME ("Feature Manipulation Engine") by Safe Software, a tool that supports simple data integration; extension of this solution to act as standard practice for all future integrations will ensure Town data and information is adequately shared and accessible between solutions.

➢ Develop / formalize an approach to implementing FME across all integrations, including policies / standard approaches and considerations.

➢ Identify procurement requirements and pursue requisite steps to procure FME licenses required to support implementation.

➢ Identify training needs, as well as other implementation considerations (i.e., consultant / external specialist support in set-up) and ensure staff are prepared for ongoing use.

DEPENDENCIES FOR CONSIDERATION:

This initiative has no immediate dependencies; however, it should be noted that the implementation of this initiative will impact the operations of existing solutions / software at the Town, as it will provide back-end integration. Therefore, ongoing implementations / adjustments may need to be coordinated on an ongoing basis during execution.

BEST PRACTICE GUIDANCE:

N/A

KEY PERFORMANCE INDICATORS / METRICS TO TRACK SUCCESS:

▪ Integrations Completed.

IMPROVE RESIDENT COMMUNICATION AND SERVICE ACCESSIBILITY

Introduce a Resident Self-Service Portal to Centralize Interactions with the Town (1/2)

INITIATIVE OVERVIEW:

Currently, reporting incidents, accessing services, and otherwise interacting with the Town is inefficient, manual, may require many touchpoints, and lacks any way to track or view the status of requests. **This initiative will introduce a centralized resident account and tracking system that integrates interactions / requests and allows residents and staff to monitor progress in a self-serve manner.**

INITIATIVE STATUS: Proposed

PRIORITY LEVEL: High

INITIATIVE OWNER: Strat. Initiatives / IT / Cust. Serv / Comms.

SUB-INITIATIVES:

Opportunities for self-service access include, but are not limited to:
- Tax information and payment / billing options;
- Utility information and payment / billing options;
- Property information.

ADDITIONAL CONSIDERATIONS:

This initiative should be considered in parallel with other resident communication / service delivery initiatives to maximize efficiencies and ensure alignment / integration.

COSTS LEVEL:

TECHNOLOGY CONSIDERATIONS

Costs required to develop the self-service portal and integrate it with other resident communication channels will vary significantly depending on the depth / breadth of services included, and degree that this initiative is jointly developed / procured with other digital resident channel initiatives (e.g., website, forms, mobile experience, etc.). Capabilities built out as part of this initiative may require additional investment in tools and staff.

RESOURCE CONSIDERATIONS

Resource requirements will depend on the level of integration with other web / resident communication initiatives. Staff support will be required to scope, procure, and implement the solution. Staff requirement will vary depending on the types of services included in the portal, and dedicated department-specific support will be required (i.e., finance support for a tax self-serve option). Significant training / change management resourcing will be required due to the breadth of this initiative.

RISKS:

OVERALL RISK: MEDIUM

This is a wide-ranging initiative with implications on communication channels and many departmental operations; as a result there is a higher potential for reputational and operational risk from failure.

IMPROVE RESIDENT COMMUNICATION AND SERVICE ACCESSIBILITY

Introduce a Resident Self-Service Portal to Centralize Interactions with the Town (2/2)

EXECUTION TIMEFRAME:	Year 1	Year 2	Year 3	Year 4	Year 5

KEY ACTIVITIES FOR EXECUTION:

A high degree of overlap exists between this initiative and three other initiatives targeted towards improving the Town's web / mobile communication and service access (i.e., replacing the website, establishing digital form capabilities, building a self-service portal, and a mobile experience). Prior to execution, an overall strategy for execution of these initiatives should be considered, as integration / joint procurement may be possible.

➢ Establish a strategy for the execution of the complete set of resident communication / service initiatives (i.e., website replacement, digital forms, self-serve portal, mobile experience) to ensure alignment of approach, integration between solutions, and potential joint procurement.

➢ Identify self-service requirements, including which existing digitized elements of Town service can be incorporated, and what additional services / resident touchpoints should be digitized and included in the portal; potentially launch consultations to incorporate resident feedback into planning.

➢ Develop procurement materials (i.e., RFP / RFI) and launch procurement process to identify a vendor for support; consider integration / joint procurement opportunities with other similar initiatives (i.e., see note above).

DEPENDENCIES FOR CONSIDERATION:

No direct dependencies. This initiative will feed into other key resident-service initiatives, including web / mobile functionality and the self-service portal, and these initiatives' integration should be considered from both directions. Furthermore, this initiative should align with the overall resident digital communications strategy.

BEST PRACTICE GUIDANCE:

Well planned, active, change management will be required to support residents transition towards self-service options. The launch of a self service portal should be well communicated, and residents should be aware of the need for change, incentivized to support the change, and provided with support to learn and continue to use the new system.

Opportunities to use physical systems should be maintained, albeit at a scaled-down level, in the short-term to ensure that accessibility is maintained for those who are unable to, or uncomfortable, using digital alternatives. Availability, and scope, of in-person can be further assessed in the future to ensure both efficiency and accessibility.

KEY PERFORMANCE INDICATORS / METRICS TO TRACK SUCCESS:

- Number of users registered / number of users accessing the platform within a given period.
- Payments / transactions made through the portal.
- Number of services / resources digitized and included in the portal.

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