



INFORMATION REPORT
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**COMMUNITY SERVICES COMMISSION/
IT INNOVATION INFORMATION REPORT # 2017-13**

TO: Mayor Van Bynen and Members of Council
SLT/OLT

SUBJECT: Innovation Project Status Report

ORIGIN: Community Services - IT Innovation

PREAMBLE

In accordance with the Procedure By-law, any Member of Council may request this Information Report be placed on an upcoming Committee of the Whole agenda for discussion.

COMMENTS

This report serves to provide Council with an update on the Innovation Strategy and the initiatives that have taken place to date. In 2015, an Innovation Strategy was developed to establish a roadmap for the Town to embrace the digital economy and to prepare for the changing workplace and workforce. Starting out as a refresh to the IT Strategic Plan, the Innovation Strategy developed a more corporate and community perspective that recognized the need for change beyond IT service delivery. The strategy identified a new model that encourages collaboration, enables the transformation of service delivery, and leverages creativity and innovation in all that we do. The employees entering the workforce today embrace technology and the digital economy as a means to improve service delivery with a more streamlined customer focus.

The Innovation Strategy contributes to sustainability of service delivery by offering new ways to optimize traditional modes of service as customers are increasingly expecting their government to be able to deliver faster, better and easier access to services. The strategy sets the framework to provide the opportunity to consider the digital economy when implementing projects. By embedding new innovative ways of thinking about services and service delivery and through the use of technology such as analytics and trends analysis, we can further improve decision making and ultimately the livability of the community.

The strategy sets out four main themes:

Open Newmarket

The focus of the Open Newmarket theme is to improve access to information and enhance engagement opportunities in order to encourage greater participation in local government. The goal is to provide access to information while supporting enhanced transparency and accountability.

Focus Areas:

- Open Government - Create a regulatory framework where policies and programs facilitate participation and collaboration and ease of access to municipal records and information. Policies and programs should be updated for the future needs and not based on current conditions. The digital economy is undergoing constant change and evolution, raising the risk that a traditional policy will be out of date before it is approved.
- Open Data - a program that makes more data available both internally and externally allowing for new analysis and to inform decision making and service improvement.
- Open Dialogue - Increase citizen participation through the development of a digital engagement toolset. Communications and further engagement will be designed in such a way as to encourage participation and direct feedback through digital channels as well as the more traditional channels.
- Open Information - Through the implementation of a content management system or digital records program, move towards providing easy access to information, records, libraries of documents and e-services to improve transparency and openness for all.

Digital Newmarket

The focus of this theme is to make it easier for all stakeholders to do business with the Town, through digital channels. This theme also focuses on establishing a more creative and collaborative workspace to encourage Town employees to be innovative, and to improve service delivery, while ensuring access to, and knowledge about technology is available for all.

Focus Areas:

- Digital Services - This means more than simply adding existing services through an online channel. It requires taking a more granular view of the resident's needs in segments and the smaller communities. No longer the overall 'one-size fits all' approach to service delivery. The intent is to improve the customer experience through digital tools such as mobile apps, blogs, etc.
- Transformation of Service Delivery - Service delivery that is more customer-centric and digitally enabled. Through an innovative analysis, determine how to create purposeful change in processes to add value to the customer experience while creating efficiencies for the internal process. This will include new ways to interact with the customer, augmenting public consultation processes and adding new engagement platforms.
- Connected workplace - New generations to the workforce (millennials, digital natives, etc.) have very different needs and expect to always be connected in both their personal and work lives. The use of evolving tools, technologies (video, mobile, cloud) are all required to provide the creative and innovative work environment that encourages collaboration and innovation. These tools and policies will assist with attracting and retaining the right talent. Policies and HR strategies should be redefined to provide for creative, inspiring and collaborative workspace that encourages the use of technology to develop an innovative and productive workforce.
- Data Analytics - The Town collects and retains a vast amount of data that is constantly growing at an exponential rate. This data presents a significant value towards improved decision-making,

trends analysis, predictive analytics and key performance indicators. The development of a big data framework and toolset will take advantage of the information available to improve overall service delivery, management and strategic planning.

Connected Newmarket

The focus of this theme is to encourage the growth and development of the digital economy as part of a smart city, as well as to create the right environment to attract and retain businesses in the knowledge-based sector, in particular promoting the health care cluster. Through the promotion of collaboration with local businesses, community groups and other community stakeholders, new partnerships and alliances can be established that will improve the chances of success of smart city projects.

Focus Areas:

- High Speed Broadband Infrastructure - Ensure a digital infrastructure plan is established that anticipates future connectivity requirements and enables ubiquitous connectivity through fibre, wireless and other technologies.
- Community Collaboration - continue to support our community leadership team that encourages collaboration in the community, defines opportunities and creates new partnerships for digital success. This support should come through ongoing collaboration, the removal of barriers where possible and taking the lead on initiatives when possible.
- Internet of Things – defined as “the interconnection via the Internet of computing devices embedded in everyday objects, enabling them to send and receive data.” For the Town, it means the establishment of standards to ensure all processes, data and devices are able to work together, share information and produce outputs. The connection of the different devices, processes, data, things and people, provides added value when viewed together rather than individually.
- Smart City / Intelligent Community – it is important to define what will make Newmarket a Smart City. A Smart City knows how to use technology to provide a better place to live. It considers using technology-based solutions to transform operations to provide a more meaningful, yet cost-effective delivery of service. Being a Smart City will help to define Newmarket as a destination for businesses, in particular in the knowledge and creative based industries.

Innovate Newmarket

The focus of this theme is to establish governance and a working environment that helps to promote innovation and creates opportunities to define new ways to deliver services and improve accountability and transparency. Not only will the innovation strategy encourage the use of technology and metrics to improve decision making, but it helps to create a corporate culture that embraces innovation, encouraging staff to innovate, and by developing a fully engaged workforce. This theme establishes the foundation for creativity and innovative thought and execution.

Focus Areas:

- Accountability & Measurements - Metrics and key performance indicators (e.g. Results Based Accountability) allow for the monitoring of successful programs and the identification of programs that are not meeting our needs. Measures should be in place to ensure investments provide satisfactory returns.
- Innovation & Continuous Improvement - Provide staff with the opportunities to work in a connected and collaborative workspace that encourages creativity and innovation. Develop ways to improve access to information and tools such as through self-service channels, access to data and information, and opportunities to create apps or solutions using technology. Business systems should be developed and/or acquired founded on the principles of openness, accessibility and improving service efficiencies.
- Collaboration - The Town has benefitted from partnerships and collaborative projects already, including with the N6, CCE and others. It is important to be open to new partnerships, beyond the traditional ones, that will allow for increased opportunities for efficiencies, improvements and enhanced service delivery.

Each of these themes and focus areas explores opportunities to promote the greater use of technology to expand the knowledge and collaboration of the entire community. By building on the successful partnerships such as between the Town and Southlake, and the Town and the Newmarket Chamber of Commerce we have established that collaboration can work to help build a better community.

WHAT WE'VE ACCOMPLISHED SO FAR

The collaboration on Innovation started in 2011 where various community partners got together to apply for a grant from the Fed Dev program. Originally called "SDI" or Shared Digital Infrastructure, the partnership proved very successful. The grant was approved and several projects were delivered including video-conferencing equipment, the Business Knowledge initiative, RFID (Radio-Frequency Identification) technology at the Library and the development of a digitalization lab and archiving of historic Town documents, photos, artwork and newspapers. The impact of this project was that the groups discovered the benefits of multi-stakeholder collaboration. It was recognized as a model that would enable other innovative priorities by leveraging each other's expertise and assets to deliver additional and/or even better projects. As a result, the group decided to continue to meet on a regular basis with a commitment to creating a culture of innovation and agility. They chose the name "CCE" or Community Collaborative Ecosystem where regular members include the Library, the Chamber of Commerce, Southlake RHC, NT Power, the Town of Newmarket and the Region of York. Some additional members include York University, Seneca College and others join in for different projects. Some of the more successful projects that have developed from, or in, consultation with CCE include:

- CreateIT Now at Southlake
- Newmakeit Makerspace

- The ORION point of presence at Southlake
- ZeroFootprint project with Hydro

Internally, the IT Department has also been collaborating with other departments on several innovative projects that enable digital inclusion and service delivery enhancements. Many of the new innovation projects are reliant on technology and the IT team is a critical contributor especially as foundations are set and infrastructure is built. Some examples of IT focused projects under the Innovate Newmarket Strategy include:

- Free wifi in public facilities
- Digital Pen Project
- Open Data program
- Data Analytics team
- Online virtual tours

The Innovation Strategy recommended establishing an internal 'Innovation Team' to be the champions for change. Serving as in-house innovation consultants, the team works to develop new approaches to service delivery, encourage innovative and creative thinking in the workplace and deliver projects that require collaboration across departments. This team currently volunteers up to 1 day per week to work on projects. Much of their time is spent using techniques such as design-thinking and brainstorming to develop creative solutions to business challenges as well as researching, evaluating and implementing ideas. Please refer to Attachment A for a high level summary of some of the Innovation Team projects.

In addition to the projects identified in the strategy, the Innovation Team has reviewed and evaluated over 50 ideas submitted by staff through various forums such as the 'Even Better Administrative Teams', 'In-Tanks', lunchroom feedback opportunities and via email. Each idea will be addressed in some way, some will be evaluated and implemented and others have been referred to the appropriate department.

The Innovation Team works to ensure most projects at least consider having a technology component or a customer centric component. For example, the new water meter replacement project has a smart meter component allowing for data capture and analysis for the customer as well as for operations. The Innovation agenda has encouraged collaboration resulting in open dialogue with and between departments to be more innovative as they scope their projects.

The next major item on the Innovation agenda is the development of a Smart City / Intelligent Community plan. Building on the success of the Innovation Strategy and the culture of collaboration, the next differentiator for the Town will be to be recognized as a Smart City. The concept of the Smart City was first

discussed at the Economic Development Congress in January 2017. A Smart City plan is being developed as part of this Innovation Strategy in conjunction with the Economic Development Strategic Plan. Further details will be brought to Council at a later date.

Change and digital transformation is not easy for most municipalities to accomplish but it is becoming necessary to maintain service levels and meet customers' expectations. The more traditional methods of service delivery are no longer sustainable due to increasing costs and because customers are accustomed to doing business online. Working with partners, we can achieve more with less and provide a greater benefit to the community. Change is needed both inside the organization and outside. The Innovation team is working to create a culture of innovation and creativity among our staff. Helping them to understand that policies need to have flexibility to meet the quickly changing work place and that thoughtful risk is necessary to move forward is a priority. The Innovation Strategy will help to promote economic development, community engagement, civic innovation all while achieving efficient service delivery.

BUSINESS PLAN AND STRATEGIC PLAN LINKAGES

The Innovation Strategy relates to the **Well-Planned and Connected** area of focus of the Town's Strategic Plan - implementing a program that reflects telecommunications infrastructure and policies for an increasingly wired world. It relates to the **Well-Equipped and Managed** area of focus by providing leadership excellence and leading edge management as well as service excellence. It also reflects the **Well-Respected** focus area by advancing innovative and creative solutions, promoting engagement in civic affairs, and by being a champion for co-operation and collaboration.

BUDGET IMPACT

At this time, all budget requirements are covered within existing projects by collaborating, or through minor changes to project scopes. Moving forward, if Council wishes to accelerate the program, budget may need to be set aside for specific projects.

CONTACT

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ATTACHMENT A

Innovation Team Projects

Project Name	Description	Status
Digital Signage	A collaborative effort to jointly issue an RFP to address all signage projects, managed by different departments. From information screens at facilities, to parking wayfinding and new interactive kiosks.	RFP to be issued Q4 2017
Recreation Ecosphere	A unique RFP process intended on streamlining the overall process, providing an easier and more cost effective opportunity for the vendors to understand and respond to our business challenge while still complying with the Procurement bylaw.	RFP process complete. Final contract negotiations underway.
Smart Parking and Traffic	Working jointly with ORION and the University of Toronto, a pilot project to capture parking data via video stream. End goal is to provide information to customers via digital signage and a mobile app as to where there is parking availability.	Underway
'In-Tank'	Opportunity for staff to provide feedback and new ideas, similar to the Dragon's Den concept. Feedback has been received on various initiatives, some moving forward and some being deferred.	Ongoing
Live Chat - Customer Service	Provide online chat opportunity for customers to interact with Customer Service associates for problem reporting, service requests, and any other query.	Research complete. Included in new telephone system RFP & installation. Fall 2017
Facilitate brainstorming workshops	The Innovation Team has facilitated several workshops with staff to identify new ways of doing projects or to update current service delivery. Using design thinking techniques, these workshops helped to find unique solutions for business challenges leveraging the expertise we have in-house.	Ongoing
Soofa expansion project	Building on the success of the original Soofa bench installation, the expansion of this project includes the implementation of the Soofa sensor platform enabling analysis of activity in public spaces. Focus will be on the downtown core. Analysis of the data will help to understand how outside influences such as construction and events impact activity in the downtown area. Identify trends and develop historical data to support future decisions.	Partners include the Town, the BIA and local businesses. Schedule for installation fall 2017.

Innovation Centre / Creative Workspace	Identifying and designing a creative workspace for staff to use as well as to be available as rental space for local businesses.	Design underway
Clerks PIC - Podium iPad	A means to digitally collect names of participants in public meetings. Significant staff time is spent compiling lists of PIC attendees for various legislative purposes or for survey collection. A digital solution provides ease of collection and compilation. Working with Newmakeit, a tablet is installed in a custom designed podium (stand up and table top version) providing an accessible solution to data collection.	Complete
Bring Your Pet to Work	As a way to further promote creativity in the workplace as well as providing a fun opportunity for staff, but based on scientific studies supporting the benefits, a 'bring your dog to work' day was planned. Scheduled for a Friday in July to have the least impact on staff with allergies or other concerns, staff were invited to bring their well-behaved dogs to the workplace. Guidelines were published for dog owners. Dog free zones were established in every facility. Donations were collected for the Georgina Animal Shelter and Finding Them Homes.	Complete
Mobile Device Charging Stations in Facilities	Installation of mobile device charging stations in facilities for the public to use when attending programs or events. The stations provide the opportunity to recharge your device as well as provide advertising space to promote town initiatives. Working with Facilities and Marketing staff, devices have been installed at Magna, RTC and the Youth Centre.	Complete
Payment Certificates process review	Review of the process of releasing payment certificates for major capital construction projects. Several bottlenecks were identified by staff. The innovation team reviewed and documented the process and provided recommendations for change. Some changes were immediately implemented, others for future consideration.	Complete
Building Fees and Discharges process review	Process has been documented and reviewed with staff involved. The Innovation team provided recommendations for change, based on feedback. New process has been provided to staff for final evaluation and to pilot test the update.	Complete
Coffee House	A further opportunity to enhance the creative workplace, the coffee house provided an opportunity to showcase staff's musical talents. A creative and motivating social event held alongside the Coffee With the CAO meeting.	Complete

Innovation @ Home Show	The team presented many innovative projects in collaboration with CreateIT and Newmakeit at the 'Innovation Neighbourhood' at the 2017 Newmarket Home Show.	Complete
Culture Change Movement Group	A collaboration of several internal committees all working on "cultural impact" projects. Working together to achieve similar goals while sharing knowledge and resource capacity.	Underway