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## **Digital Transformation Study – Project Overview Information Report to Council**

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In accordance with the Procedure By-law, any member of Council may make a request to the Town Clerk that this Report be placed on an upcoming Committee of the Whole agenda for discussion.

### **Purpose**

The Town was recently awarded provincial grant funding to perform a Digital Transformation Study. In accordance with the Town's procurement guidelines, a competitive RFP was initiated. StrategyCorp was the successful bidder to undertake this initiative. 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. This report provides an overview of the project methodology and intended outcomes of the Digital Transformation Study.

### **Background**

In 2019, the Town of Newmarket and StrategyCorp undertook an administrative and service delivery review of the Town, identifying over 150 different opportunities for the town to impact revenues, efficiencies, and value-added initiatives. A key initiative identified as part of this review was the need for greater digital enablement, and a broader digital transformation strategy to guide the Town's development and implementation of digital infrastructure and tools. As a result of this review, the Town's Senior Leadership recognized the need for change, and the opportunity that improved digital enablement could provide. To address these concerns and opportunities, the Town was awarded provincial grant funding to undertake this next stage. After a thorough competitive procurement process, StrategyCorp has been engaged to facilitate

and support the development of a new digital transformation strategy. This report provides an overview of the project methodology and intended outcomes of the Digital Transformation Study.

## **Discussion**

### **Project Objectives**

This digital transformation should support the Town's objectives of reducing costs and realizing efficiencies through digitization, while improving service quality for residents, and improving experiences for staff and partners. Furthermore, initiatives developed as part of this strategy should be designed and characterized in a way that they are comprehensive, and ready to be operationalized by staff when the time arises.

Specifically, this project aims to:

- Identify opportunities for digital enablement and improvement;
- Assess and prioritize focus areas for Newmarket's digital transformation and overall strategy;
- Develop operationalization plans to support execution of the strategic focus areas; and,
- Synthesize and codify Newmarket's digital focus areas into a holistic digital strategy.

### **Project Approach**

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

#### **Phase 1: Kick-Off**

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

#### **Phase 2: Identify & Prioritize**

- Review the Town's current state operating characteristics, including key strengths and weaknesses across business processes, service levels, and customer experience
- Identify Digital Transformation leading practice
- Define and identify key administrative process areas for digitization
- Prioritize opportunities, and assess the Town's digital readiness

#### **Phase 3: Develop & Implement**

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

This project kicked-off in early June 2021 and is planned to run until early November 2021 at the latest. An overview of the key activities and deliverables to occur in each phase can be found in the below diagram.

	Phase 1: Kick-Off	Phase 2: Identify & Prioritize		Phase 3: Develop & Implement
		Phase 2A: Engage	Phase 2B: Assess & Prioritize	
Activities	<ul style="list-style-type: none"> <li>▪ Hold Project Kick-Off</li> <li>▪ Map Stakeholders and Plan Engagement</li> <li>▪ Finalize and Validate Workplan</li> <li>▪ Request key data and documents</li> <li>▪ Schedule interviews and workshops with identified stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct one-on-one interviews and / or group workshops with key staff and middle-management</li> <li>▪ Develop a long-list of digitization opportunity areas and ongoing initiatives across key service delivery processes</li> <li>▪ Develop and validate a prioritization framework and key criteria to rank opportunities</li> <li>▪ Review key data and documents, previous technology implementations, and other relevant resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leverage consultations, data reviews, and staff expertise to develop a digital readiness assessment to determine digital maturity along the following axes:               <ul style="list-style-type: none"> <li>➢ Digital vision;</li> <li>➢ Omni channel service delivery;</li> <li>➢ Current State Assessment and Future State Service Design;</li> <li>➢ User experience objectives;</li> <li>➢ Business process changes and opportunities;</li> </ul> </li> <li>▪ Conduct environmental scan and benchmark analysis, assessing jurisdictional best practice in digital transformation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Workshop with Town leadership to validate identified priority areas</li> <li>▪ Refine list of priority areas based on discussion with leadership</li> <li>▪ Conduct detailed digital transformation assessments on the identified priority areas and processes</li> <li>▪ Develop draft Transformation Strategy</li> <li>▪ Validate report with Town leadership</li> <li>▪ Finalize report based on feedback and input</li> <li>▪ Present Digital Transformation Strategy to Council</li> </ul>
Deliverables	<ul style="list-style-type: none"> <li>✓ Kick-off meeting</li> <li>✓ Stakeholder Engagement Plan</li> <li>✓ Detailed Workplan</li> <li>✓ Data and Document Request</li> </ul>	<ul style="list-style-type: none"> <li>✓ Environmental Scan containing: Digital transformation objectives; Approach and overarching strategy requirements; Long list of potential improvement opportunities</li> <li>✓ Prioritization Framework and Criteria for refining opportunity list</li> <li>✓ Interview guides developed and distributed prior to interview sessions</li> <li>✓ SLT and Council Updates</li> <li>✓ Digital Readiness Assessment</li> </ul>		<ul style="list-style-type: none"> <li>✓ Draft Digital Transformation Strategy</li> <li>✓ Final Digital Transformation Strategy</li> <li>✓ Facilitated Council Presentation</li> </ul>

## Stakeholder Engagement

Input from the Town’s key stakeholders will form a critical part of the development of a new digital transformation strategy. An overview of stakeholder engagement that will occur over the course of this project can be found below.

**Staff** – Newmarket Town staff will be consistently consulted through the course of this project at all levels:

- The Senior Leadership Team will participate in workshops throughout the course of this project to review progress, inform an understanding of Newmarket’s current-state, and steer the development of the digital transformation strategy.
- The Operational Leadership Team (OLT) will be consulted through one-on-one interviews to capture a detailed understanding of the current state, as well as future opportunities, within their own departments. OLT members will form a consistent sounding board throughout the development of the digital transformation strategy and will provide further context and detail related to their departments, and Newmarket’s overall digital presence.

- Furthermore, all staff will be given the opportunity to provide their views on the current-state and potential future of Newmarket's digital capabilities through an online survey that will be distributed internally.

**Town Council** – Council will be engaged through several workshops over the course of this project.

- First, council will participate in a 2-hour workshop on August 24th where it will receive an overview of the project, update on its status to-date, and be asked to provide input on the Town's digital current-state as well as key opportunities for improvement.
- In September and October, Council will be further consulted to review and provide input into draft and final outcomes of the project.

**Public** – Members of the public will be consulted through an online survey that will be distributed through Hey Newmarket.

## **Conclusion**

A fulsome Digital Transformation Strategy will be developed with feasible implementation plans for key initiatives that align to Council's strategic priorities.

## **Business Plan and Strategic Plan Linkages**

Long-term financial sustainability – Continuous improvement and the development of a Digital Transformation Strategy. A strategy that focuses on developing efficient, digital architecture, focusing first on near-term improvements that could produce step change in productivity.

## **Consultation**

StrategyCorp has been engaged to provide guidance and assistance in this initiative along with the Senior leadership team and various department stakeholders.

## **Human Resource Considerations**

None

## **Budget Impact**

Provincial funding granted for Digital Transformation Study with deadline of February 2022 for reporting to Ministry

## **Attachments**

None

## **Contact**

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## **Approval**

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