



# Town of Newmarket

## Digital Transformation Strategy – Summary Report

November 15<sup>th</sup>, 2021







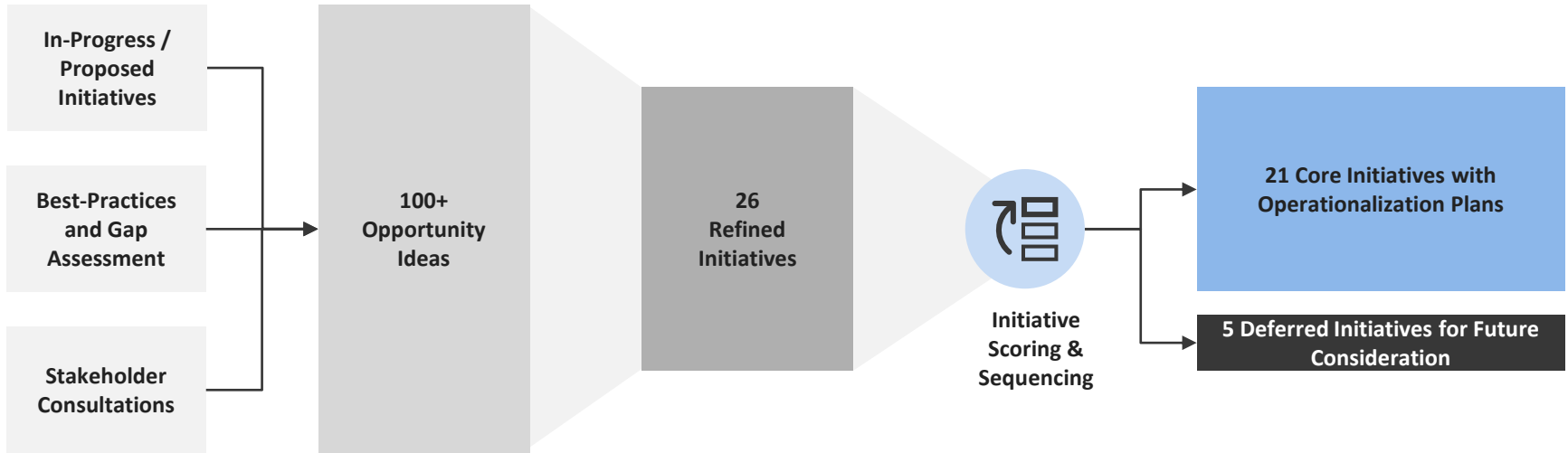






# Initiative Identification Approach

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.















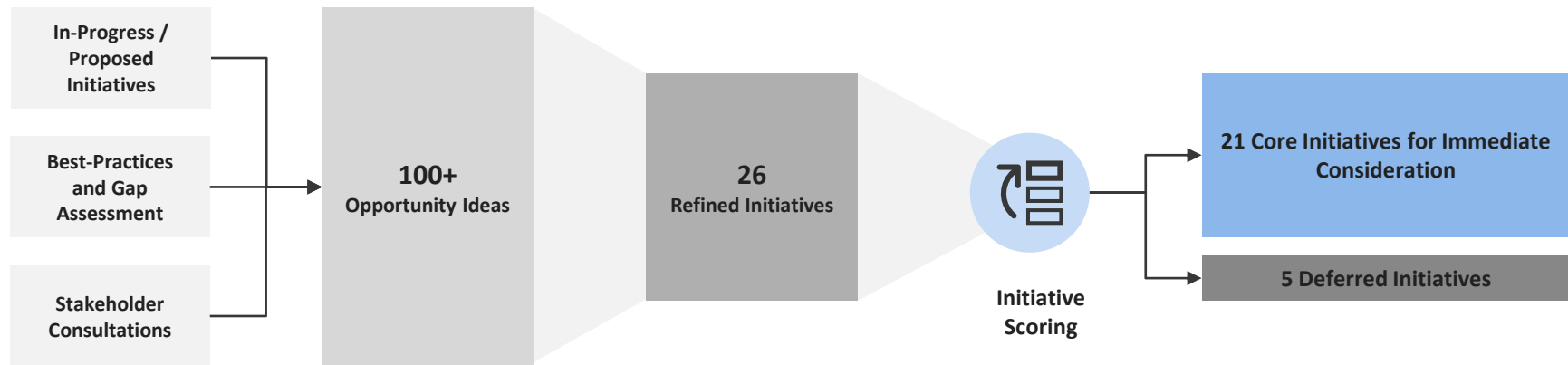








## 21 initiatives were identified for immediate consideration under the Digital Transformation Strategy, with an additional 5 initiatives that were deferred for future consideration



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.<sup>1</sup>

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.







## 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.



























## 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



- 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

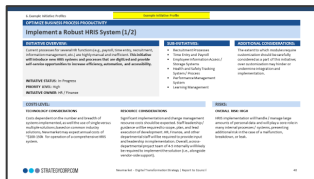






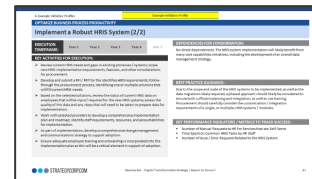
# Initiative Profiles

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

- **Initiative Overview:** A summary of the initiative problem statement and opportunity, including relevant details or considerations.
- **Sub-Initiatives:** Any significant sub-components of this initiative.
- **Additional Considerations:** Additional considerations related to this initiative as discerned from research or consultation.
- **Costs Considerations:** High-level cost estimates related to the implementation of the initiative.
- **Resource Considerations:** Resources related to implementation.
- **Risks:** Potential risks to successful implementation.



## Page 2: Execution Considerations

- **Execution Timeframe:** High-level proposed timeframe for execution.
- **Key Activities for Execution:** Key activities / steps to complete the initiative; pending complete, comprehensive scoping.
- **Dependencies for Consideration:** Any inter-initiative dependencies, overlaps, or sequencing considerations.
- **Best Practice Guidance:** Best-practice guidance or considerations for the initiative based on municipal practice or research.
- **Key Performance Indicators:** Potential KPIs to track the successful execution of the initiative.

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



















**Toronto**

145 King Street East, 2nd Floor  
Toronto, ON M5C 2Y7  
416-864-7112

**Ottawa**

100 rue Queen Street, Suite 850  
Ottawa, ON K1P 1J9  
613-231-2630

**[strategycorp.com](http://strategycorp.com)**