



Town of Newmarket
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April 10, 2018

Newmarket Taxpayer's Advocacy Group
c/o 777 Queen St.,
Newmarket, L3Y 2J4

sent via email to: treasurer@ntag.ca

Dear: Ms. Kumpula

**Re: Request for Information A17-18-06
Municipal Freedom of Information and Protection of Privacy Act**

This letter is in response to your request under the Municipal Freedom of Information and Protection of Privacy Act (the Act) for access to:

“Please provide the following information regarding the IT Innovation Project.

1. What are the key objectives and goals of this group? What problems, if any, are they trying to solve?
2. What criteria is used to measure success?
3. What is the basis of their research?
4. What consultants were/are used?
5. What benchmarks is the Town using for this project against other initiatives?
6. How many staff are dedicated to this project?
7. What is the full cost of staffing this project, including the cost of salary, training, benefits, and pension?
8. What is the duration of this project, and the cost, to date, for this project? Costs would include complete staffing costs, any office rental space, office equipment such as computers, printers, phones, desks, chairs, etc.”

Decision

The Town has located three records relevant to your request for information regarding the IT Innovation Project.

1. Draft Innovation Strategy
2. Community Services Commission/ IT Information Report titled Innovation Project Status Report
3. Director, Innovation & Strategic Initiatives Job Description

Please find attached a copy of the draft Innovation Strategy. This is a draft-working document, which sets out the basis for the establishment of the internal Innovation Team as well as providing a framework for many of the initiatives and projects to which the team

has contributed. As previously stated, this is a working document and all of the projects and initiatives described within it require individual approval.

An electronic copy of the Community Services Commission/ IT Information Report titled Innovation Project Status Report can be found at the following link:

<http://www.newmarket.ca/TownGovernment/Documents/54.%20IT%20Innovation%20Project%20Status%20Report%202017-13.pdf>

Finally, please find enclosed a job description and job ad for the Director, Innovation & Strategic Initiatives position.

There are no further records, which will answer the specific questions listed above; however, we will attempt to address your questions as best as possible below.

Responses to Questions

1. What are the key objectives and goals of this group? What problems, if any, are they trying to solve?

As stated in the referenced report the Innovation Team is part of the Town's broader Innovation Strategy. 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.

The Innovation Strategy is not a defined project with a start and end date, rather it is intended as a high level framework to encourage the use of technology and creative thinking in an effort of continuous improvement of municipal service delivery.

There are no specific or identified "problems" that the Team is trying to resolve.

2. What criteria is used to measure success?

Different projects will have different metrics to measure success. Some are less tangible such as improved productivity, enhanced staff engagement and access to data about trends and patterns. Others are more specific such as increased citizen participation, energy efficiencies realized, reduced costs, percentage of Town services available online, improved access to parking. This criteria is not defined, as it changes depending on the project.

3. What is the basis of their research?

Studies completed at many different sources such as academia, government and private sector, all indicate the benefits of digital services and applying innovative thinking to government service delivery. At the Federation of Canadian Municipalities Annual Conference in June 2017, it was noted, "Municipal leaders face a barrage of new approaches and ideas every day. Recent events have demonstrated the pressing need to explore ways to use technology and innovation to build more prosperous, inclusive and sustainable communities."

4. What consultants were/are used?

No consultants have been used in the establishment of the team or implementation of projects.

5. What benchmarks is the Town using for this project against other initiatives?

Please see response to question #2.

6. How many staff are dedicated to this project?

The Innovation Team is currently comprised of the Director of IT Innovation and six staff who volunteer on a varying basis up to one day a week.

However, please note that there is an open recruitment for the role of the Director, Innovation & Strategic Initiatives (merging of the Director of IT Innovation and Director or Strategic Initiatives roles). This position will have three direct reports.

7. What is the full cost of staffing this project, including the cost of salary, training, benefits, and pension?

Current Structure

The current role of the Director of IT Innovation is accommodated within current staffing budgets and current roles, due to the vacancy of role of Director of Strategic Initiatives.

The staff volunteers' staffing budgets is accommodated through their regular salary, as these staff are not provided an additional compensation for volunteering on the Team.

The Team does not have a dedicated budget. New projects are expected to go through the appropriate budget approval process but the Team encourages staff implementing existing approved projects to consider how the core objectives can be met while considering other opportunities.

Future Structure

As stated in question #6 above, the Town is currently in the midst of recruiting the Director, Innovation & Strategic Initiatives. The position of Corporate Project Consultant previously reporting to the Director, Strategic Initiatives will be realigned to report to the Director, Innovation & Strategic Initiative and the Financial Business Analyst position currently reporting through Finance will be realigned to the Director as well. A contract role, which is not identified in the job description, responsible for grants co-ordination will also report to the Director, Innovation & Strategic Initiatives. The realignment of the Strategic Initiatives Office to include Innovation is covered within the current 2018 budget.

7. What is the duration of this project, and the cost, to date, for this project. Costs would include complete staffing costs, any office rental space, office equipment such as computers, printers, phones, desks, chairs, etc.”

There have been minor incidental costs associated with the Team, which are contained in various corporate budgets. For example, furniture for the Innovation meeting room was accommodated within existing Community Services Commission budgets with the intention that the furniture would be re-purposed within new or existing office spaces. The laptop provided to the Director of IT Innovation is accommodated under current Information Technology Department budgets.

You may request that this decision be reviewed by the Information and Privacy Commissioner. The Commissioner can be reached at:

The Information and Privacy Commissioner/Ontario, 2 Bloor Street East, Suite 1400, Toronto, Ontario, M4W 1A8, Tel: 416-326-3333 or toll free 1-800-387-0073. (Website: www.ipc.on.ca)

If you decide to appeal a decision to the Information and Privacy Commissioner, please provide the Commissioner’s office with:

1. the request number assigned to the request
2. a copy of this decision letter, and
3. a copy of the original request you sent to this institution.

Appeals to the Commissioner must also be accompanied by the appropriate fee. Fees vary according to the nature of the request being appealed as follows: \$25, if the person appealing has made a request for access to a general records under subsection 17(1); \$10, if the person appealing has made a request for access to personal information under subsection 34(1); \$10, if the person appealing has made a request for correction of personal information under subsection 36(2).

No fee is payable for appealing a decision of a head to the Commissioner if the person appealing is a third party given notice of a request under subsection 21(1) of the Act.

Please note that you have 30 days from the receipt of this letter to request a review.

Please contact me at 905-953-5300, Ext. 2213 if you have any questions. Please use the Request number A17-18-06 assigned to your request in any further correspondence.

Sincerely,



Sarah Niezen
Records and Projects Coordinator