

From: Niezen, Sarah [mailto:sniezen@newmarket.ca]
Sent: Thursday, May 3, 2018 3:11 PM
To: 'president@ntag.ca'; 'Treasurer, NTAG'
Subject: RE: FOI Request - Innovation

Good afternoon,

Please find our response to your questions below.

Regards,
Sarah Niezen

Sarah Niezen
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From: President, NTAG <president@ntag.ca>
Sent: April 11, 2018 10:27 AM
To: Niezen, Sarah <sniezen@newmarket.ca>; treasurer@ntag.ca
Cc: treasurer@ntag.ca
Subject: RE: FOI Request - Innovation

Hi Sarah,

Thanks for the response. As you may know, this FOI is several weeks late. Nor did we receive a letter of extension.

Your reply is short on specific facts. Could you please provide the following:

1. You state "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." Improved productivity and staff engagement are clearly measurable metrics. I have measured this myself in my own career. Has there been any attempt to measure internal efficiencies and productivity? If so, what were the results? Citizen participation, energy efficiencies, etc., you state have been measured. Please provide us the metrics to these initiatives.

As many projects are ongoing there are few measurable metrics that can be provided at this time. One example that can be provided is for Bring Your Dog to Work Day. There was a staff survey conducted prior to the day, a poll taken after the day, and a staff survey in 2018 to determine if the day should be repeated. Please find the results of these surveys attached.

In terms of engagement, these are considered qualitative metrics, and have not been measured by the Innovation Team for any of the projects led by that Team.

With respect to what was stated in Decision Letter A7-18-06 "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 information was provided as context in relation to the request. The Innovation Team is currently working on projects that will endeavour to measure these improvements; however, the Team also recognizes that there are limited benchmarks to measure against.

2. Please be specific about the sources of research. Please provide titles and dates of studies, academic papers, etc.

Please find below some links to some examples of relevant sources regarding innovation in the municipal sector. In addition to these there are many examples of innovation in the broader public sector.

- [A Guide for Making Innovation Offices Work](#)
- [Innovative Behaviours](#)
- [Living Cities](#)
- [Case Studies Municipal Innovation - Public Sector Digest](#)

3. You state staff volunteer for this project. Is this outside of work? Or, are they being paid their regular salary to participate during work hours?

Staff are paid their regular salary for participating on the Innovation Team during work hours.

4. Please also provide a cost, of staffing and other incidentals, for the "Bring you dog to work day".

If you would like to request further details related to this specific project please file a new Freedom of Information Request.

Thank you.

Teena Bogner