

### Why?

An Innovation Strategy sets out a roadmap for the Town of Newmarket to take advantage of the digital economy, enabling the transformation of service delivery with a new business model and to prepare for the changing workforce and workplace. An Innovation Strategy will help to create the cultural shift required to leverage creativity and innovation in everything we do, as staff and as residents of this community. The Innovation Strategy is a corporate-wide strategy that should be over-riding all existing plans and strategies. It should inform other strategies and help guide them towards taking advantage of technology where opportunities exist. It means reviewing all processes, projects and programs through a new lens. It should also allow for everyone to understand the new direction so other projects do not compete for resources but instead all work together with the same goal in mind. This strategy should establish a corporate policy, adopted by Council, to allow for the collaboration between all departments, committees and community partners to create a consistent and coherent approach to projects and service delivery.

The new business model requires that processes, both existing and new, are defined to deliver the service over the internet. It is not simply adding an “online” component but that the process is developed in order to be fully enabled digitally, including integration with other systems and technologies. The over-arching principle is to develop a holistic view of services that best meets the needs of the customer, not of the department delivering the service. It is intended to position the Town for its future, in particular the shift towards the more urban community as the Town continues to grow and develop.

An Innovation Strategy is a key component of becoming an “Intelligent Community” and a “Smart City.” The digital ecosystem is an important part of Newmarket as a community. Projects such as the CreateIT Now Incubator, the Makerspace and the ultra-high speed broadband project all position this community well to further develop this ecosystem. Working closely with community partners such as Southlake, the Chamber of Commerce and local businesses has proven to be a successful model for collaboration in Newmarket. As this Town becomes a more urban environment, growth will happen in the knowledge-based economy. Building on the success of the existing digital partners will be paramount to achieving Intelligent City status. This is an important recognition for the further economic development of the Town, ideally improving opportunities for business development but also for the socio-economic wellness of Newmarket.

### Guiding Principles

The Innovation Strategy recognizes the Corporate Strategic Plan as its Guiding Principles. Each of the strategic directions embrace collaboration, continuous improvement and the promotion of a healthy, vibrant community all leading to the vision of creating a community that will make Newmarket even better. The Innovation Strategy builds on each of these strategic directions to take advantage of the opportunities presented through technology and the digital economy.

It also supports Council’s Strategic Priorities particularly in the themes of Economic Development/Jobs, Community Engagement and Efficiency/Financial Management.

The Innovation Strategy also embraces the Strategic Leadership Team’s vision to create an environment for extraordinary public service. The Strategy will be informed by each of the Administrative Action Teams and could also foster many of the initiatives identified by these teams.

It is recommended a Town of Newmarket Innovation Team be established to lead others in developing an innovative approach to projects, strategies and plans. The team will identify opportunities for review with a focus on individual plans/processes and then through research and analysis, create action plans for updates and enhancements. This team will identify an overall timeline as well as individual project timelines, ensuring project completion and actionable outcomes. No idea or project will get lost through effective project management.

## Strategic Themes

The strategy establishes a framework to drive all other plans and strategies. It is intended to provide definitions and over-arching principles to inform policy development, procedure definition and evolving business processes. There are four themes developed that have a different focus and multiple action items that will help to create this collaborative and connected community. Three of the themes are focused on different aspects of service delivery, for residents, businesses, customers – local and international. The fourth theme is focused on organizational change to enable the other themes to be implemented successfully.

The Innovation Strategy sets out four strategic themes to set out the roadmap for the transformation of service delivery, corporate culture and innovative thinking:



Each Strategic Theme has actions and principles upon which to build.

- Open Data
- Open Dialogue
- Open Information

## Strategic Theme – Open Government

The focus of the Open Government theme is to improve access to information and enhance engagement opportunities that will encourage greater participation in local government through the use of technology. The Town has been somewhat proactive in providing online access to information, most successfully about budgets and programs, as well as in streaming of Council meetings. These all provide important access to information while supporting transparency and accountability to the public. There is much more to be done and the Town needs to identify improving this access as a priority with every project, program and process.

### *Open Data*

Develop a robust open data program that makes more data available both internally and externally allowing for new analysis and to inform decision making and service improvement. All data should be developed with the intent to provide open accessibility. Only through detailed review, will data be deemed private, in accordance with all legislated regulations, and not included in a public space.

The publishing of open data on the Town's website provides opportunities to increase engagement and knowledge through the use of the vast data repository. Following established best practices, the Town should begin to publish readily available data and continue to build on this with the development of an Open Data Policy and program. Opportunities such as hosting a 'hackathon' or app coding competitions will promote our open data catalogue and create an awareness of the program. The open data site should include a shared app development space that will encourage the creation of apps by the community that can then be used and improved by others.

### *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. Whereas public meetings will still be held in the usual way, there will also be digital opportunities either through streaming, blogs or web meetings to increase participation opportunities. In addition to social media tools, there are many other digital products available that should be utilized to seek input and to interact with the community to encourage inclusivity. This allows for the diverse voices of many people to be heard as opposed to the few who attend the more formal meetings and workshops. A goal is to use this engagement to access the social capital in Town to not only increase information access, but also participation and ownership of issues, projects and ideas.

### ***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. An example of this is the recent publication of FOI requests, making sure this information is available to everyone, not just the requestor.

### ***Policy development (“smart regulation”)***

Policies need to be updated and modernized to embrace the digital economy. Policies should facilitate new technology if it means improving the service delivery, even if it disrupts the existing operations. For example, a policy should state that the Town of Newmarket will work with new companies to encourage their success, especially if they are innovative and/or new to the community. The Town’s policies and standards will be established to support digital growth and will help to make Newmarket ‘technology friendly.’ Policy development requires a more holistic view of future requirements, recognizing technology is in a time of exponential change, as opposed to resolving immediate needs.

Create a regulatory framework where policies can be updated for the future needs, not for what is happening now. The digital economy is undergoing constant change and evolution that the risk is a traditional policy will be out of date before it is approved.

### **Summary of Open Government Action items:**

- Develop an Open Data Policy and Project Plan
- Develop a Digital Engagement toolset to increase citizen participation
- Develop a digital records program ensuring all records are created and stored in a manner that is publishable, accessible and searchable.
- Develop a mobile application program as a priority for all business application systems. A mobile app development team comprised of both IT and business experts should be established to develop this program and required processes.
- Establish a forum for the review of all policies and procedures that will focus on the revitalization and modernization of all Town policies.
- Create the regulatory framework for the policy development to meet future requirements.

# DIGITAL Newmarket

## Digital Newmarket

- Digital Services
- Transformation of service delivery
- Apps
- Training
- Data Analytics

### Strategic Theme – Digital Newmarket

The focus of this theme is to make it easier to do business with the Town, meaning both residents and businesses can interact with the Town through digital channels. This theme also focuses on Town employees because a more creative and collaborative workspace encourages innovation and improved service delivery, while ensuring access and knowledge about technology is available so everyone can take advantage of the services.

#### *Digital Services*

Digital Services means more than just making parts of existing services online. 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. It requires planning new applications, systems and services with digital delivery as a pre-requisite.

#### *A Connected and Engaged Workplace*

People work differently – less needs for traditional office space, more need for creative and open space. Also, expectations, work-life balance and the use of one's own technology and devices are changing how people work together and how work is accomplished.

New generations to the workforce (millennials, digital natives, etc.) have very different needs and expect to be always connected in both their personal and work lives. The use of evolving tools, technologies (video, mobile, cloud) all are required to provide the creative and innovative work environment that encourages collaboration and innovation. These tools and policies will assist with attracting the right talent and keeping the very best 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.

The attached video is an example of a new workspace that takes full advantage of technologies and enabling the workforce.

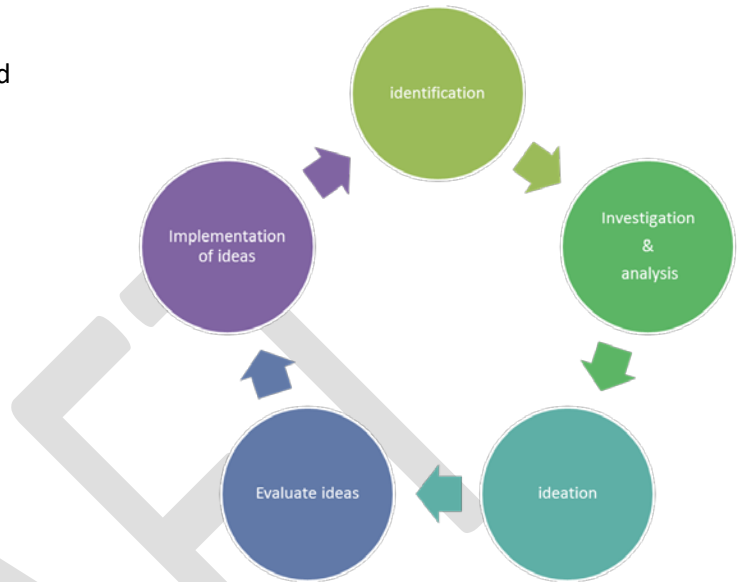
Cisco new office ... <https://youtu.be/vgtTVaLj3zM>

#### *Service Delivery*

The transformation of service delivery that is more customer centric and digitally enabled for the customer, not the administration. 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. It's about changing the way we do business to encourage a process that is inclusive and meets the needs of a diverse and growing community.

The development of a checklist to review internal systems and processes for opportunities and begin making the changes necessary to develop new, innovated ways to deliver services. An Innovation team will be empowered to analyze processes, ideas and programs to:

- Identify problems and opportunities
- Investigate, analyze, and research solutions
- Identify when other resources are needed
- Ask questions, do not accept the status quo
- Share ideas, think and talk to each other
- Develop new ways to look at processes that are customer focused and take advantage of technology and/or the digital economy.



### ***Training and Opportunities***

Provide access to technology and learning opportunities to increase digital literacy across the community. This opportunity for social inclusion is a key component of an intelligent community or a smart city. It's not enough to offer digital services but it is our responsibility to ensure people understand how to access the services and have an understanding of what to expect and what to request. A guiding principle should be that everyone in the community should have access to the Internet through high-speed service as well as everyone should have the skills to take advantage of the opportunities presented by technology. Training and opportunities to practice this learning provides for a continuous improvement in skills assisting in personal career growth and the growth of the knowledge based economy. Consider partnership opportunities such as:

- Newmarket Public Library – people learning
- Newmarket Chamber of Commerce – business learning

### ***Data Analytics – Big Data***

The Town collects and retains a vast amount of data that is growing at an exponential rate every day. 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.

## Summary of Innovation Newmarket Action Items

- Establish a roadmap for the analysis and transformation of services with a clear focus on improving the customer focus. For example:
  - Online voting
  - Land Development process – online applications and tracking
  - Employee Self Service Project
  - Smart Water Meters
  - Asset Management Plan
- Continuous refresh of the Town’s websites and social media opportunities.
  - Mayor’s blog
  - CAO’s blog
  - Customer Service Department blog
- Review internal policies regarding workspaces – providing opportunities for the development of creative and collaborate space, with access to technology.
- Develop a new innovation framework for business process review to create purposeful change and to add value to the customer experience while creating internal efficiencies.
- Provide access to technology and learning opportunities to increase the digital literacy across the community.
- Develop a Big Data program and inventory to include data analytics and Business Intelligence opportunities.

- Ultra high speed broadband
- Innovation Team
- Digital Hubs
- Internet of Things

## Strategic Theme – Smart City / Intelligent Community

The definition of a ‘Smart City’ can be different things for different communities. The term itself, ‘Smart City,’ is one of the more common names although others have identified more with alternate terms such as ‘Digital City’, ‘Intelligent Community’, ‘Cyber City’, and several others. Wikipedia uses the definition,

*“A smart city is an urban development vision to integrate multiple information and communication technology (ICT) solutions in a secure fashion to manage a city’s assets – the city’s assets include, but not limited to, local departments information systems, schools, libraries, transportation systems, hospitals, power plants, water supply networks, waste management, law enforcement, and other community services.”*

One of the first steps will be to define what will make Newmarket a Smart City. It is about using technology to provide a better place to live. It is about using technology to transform operations to provide a more meaningful, yet cost-effective delivery of service. It is also about making Newmarket a destination for businesses, in particular in the knowledge and creative based industries.

The focus of this theme is to encourage the growth and development of the digital economy as part of a smart city. 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, new partnerships and alliances can be established that will improve the chances of success.

### ***Infrastructure***

Ensure a digital infrastructure plan is established that anticipates future connectivity requirements and enables ubiquitous connectivity through fibre, wireless and other technologies that supports the Innovation Strategy. Enhance the opportunities for infrastructure development through partnerships enabling the Town to embrace the “Internet of Things” (the smart inter- connectivity of many devices, people, processes and places). This connectivity will allow the Town to fully realize the benefits of the digital economy.

### ***CCE – Innovation Team***

The Town should continue to support this 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.

### ***Digital Hubs for Innovation***

Building on the success of Create IT Now, enable and support further emerging partnerships, incubators and digital hubs beyond health care to support and promote the development and success of the digital economy.



### ***Internet of Things***

Key to this is the establishment of standards to ensure all processes, data and things are able to work together, share information and produce outputs. The connection of the different things, processes, data, things and people, provides added value when viewed together rather than individually.

### **Summary of Intelligent/Smart City Action Items**

- Establish a digital infrastructure plan that includes the ultra high-speed broadband project for the community and wifi in public places.
- Support the CCE Innovation team along with other partnerships that develop through this collaborative ecosystem.
- Enable and support emerging partnerships, incubators, digital hubs to help support and promote the development and success of the digital economy. Current projects include:
  - 'Newmakeit' Makerspace
  - Proposed business incubator
- Establish standards to ensure all processes, data and things are able to work together, share information internally and externally and produce outputs. Ready the Town's systems for the Internet of Things. Current examples include:
  - Smart Water Meter Project
  - Municipal Energy Plan

- Accountability & Measurements
- Innovation & Continuous Improvement
- Collaboration

## & Performance

The focus of this theme is to establish a governance and 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 to encourage staff to innovate and develop a fully engaged workforce. This theme establishes the foundation for creativity and innovative thought and execution.

### *Accountability and 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 the needs. Measures should be in place to ensure investments providing satisfactory returns. Many of these programs will require an upfront investment in new technologies and resources so measurements will help to ensure funds are prioritized across traditional service delivery channels but also re-directed to these new channels that will transform the way the Town delivers services, manages its workforce and encourages the economic development of this community.

The Innovation Team would identify the most appropriate measures for the Newmarket, ones that are of significance to this community, that are in keeping with the corporate core values and that this team is able to influence. The following is a list of measurements that have been used by others:

- % of funding directed towards Innovation/IT Projects
- % of cost savings due to innovative solutions
- Number of open data sets published
- Number of sensors in Town infrastructure and assets
- % increase of customer satisfaction
- Decreased number of FOI requests, questions or issues
- Increase in interactions over social media tools
- Number of mobile apps published and used
- Improved speed of internet services in Town
- Number of residents using public education/computer access sites

### *Innovation and Continuous Improvement*

Provide staff with the opportunities to work in a connected and collaborative workspace that encourages creativity and innovation. Recognizing how the workforce is changing, 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 with the principles of openness, accessibility and improving service efficiencies. Technology is transforming the traditional workspace and the Town needs to be ready to compromise and allow employees to work as best suits them in order to be the most productive, collaborative and successful. The Innovation Strategy should create the capacity for creative thought outside traditional service delivery methods, which may include technology but often will not. The Innovation team will be the first opportunity to engage many different people at all levels of the organization to enable a different way of bringing forward ideas. It provides a safe place for ideation and risk taking without fulling impacting core service delivery while change is taking place. It gives the opportunity for many t be engaged in change.

### ***Collaboration***

The Town has benefitted from partnerships and collaborative projects already. For example, the CCE Innovation Team has been building on the opportunities that can happen if partners work together to allow for transformation. Also, the N6 partnerships have proven that municipalities can work together to improve service delivery and realize efficiencies and savings. Partnerships are challenging so further support is needed to encourage new opportunities.

The Town should be open to new partnerships, beyond the traditional ones, that will allow for increased opportunities. For example, new methods for procuring services, through a true partnership, are being explored. Many potential partners find the government buying process to be onerous and expensive. There are ways to work with these partners that is still fully open and transparent but provides greater benefits to all involved. Collaboration is key to the new environment and technology is a key component of this change.

### **Summary of Enabling Innovation & Performance Action Items**

- Create a safe, open workplace that encourages new ideas, risk taking within measurable reason, and provides the opportunity for anyone to engage.
- Encourages the commitment of resources to innovative projects even if it means an impact to core service delivery. As long as thoughtful and deliberate process is undertaken to mitigate the impact to service delivery.
- Establish measures to ensure investment is providing a return. For example, expand the Results based Accountability program.
- Re-define new project methodologies to ensure access to information through self-service channels, both internal and external. Systems should be developed and/or implemented with the principles of openness, accessibility and improving service efficiencies.
- Embrace partnerships that will allow for increased opportunities. This includes new procurement methods and embracing collaboration while still maintaining principles of fairness and transparency. For example, the Ecosphere process for new systems development.

## Next steps

1. Establish the Innovation Team – including governance structure and team
  - a. Identify the cross-department innovation team
  - b. Define guiding principles
2. Establish a defined roadmap that builds on the current ad hoc approach to a more strategic, prioritized plan of tasks and action items. Also includes:
  - a. Resource requirements definition
  - b. Develop a timeline for outcomes
  - c. Proposed budgets
3. Identify opportunities for data analysis and performance measurement
4. Consultation with stakeholders – internal and external
5. Meet with the general public
6. Engage with others - N6, NEDAC, Chamber of Commerce, Province
7. Refine this strategy to align fully with citizen requirements and with Town/Council priorities.
8. Develop and execute a comprehensive communications plan – internal and external (local and global)

## Potential obstacles

Obstacle	Mitigation Plan
Employee fear of change, fear of failure	communication plan, employee engagement plan
Taxpayer angst	communication plan & robust engagement
Change in established processes	understood change management process
Cost of technology (capital and operating)	Business cases will be developed to support outcomes of new technologies based on efficiency, effectiveness, quality, reputation, etc.

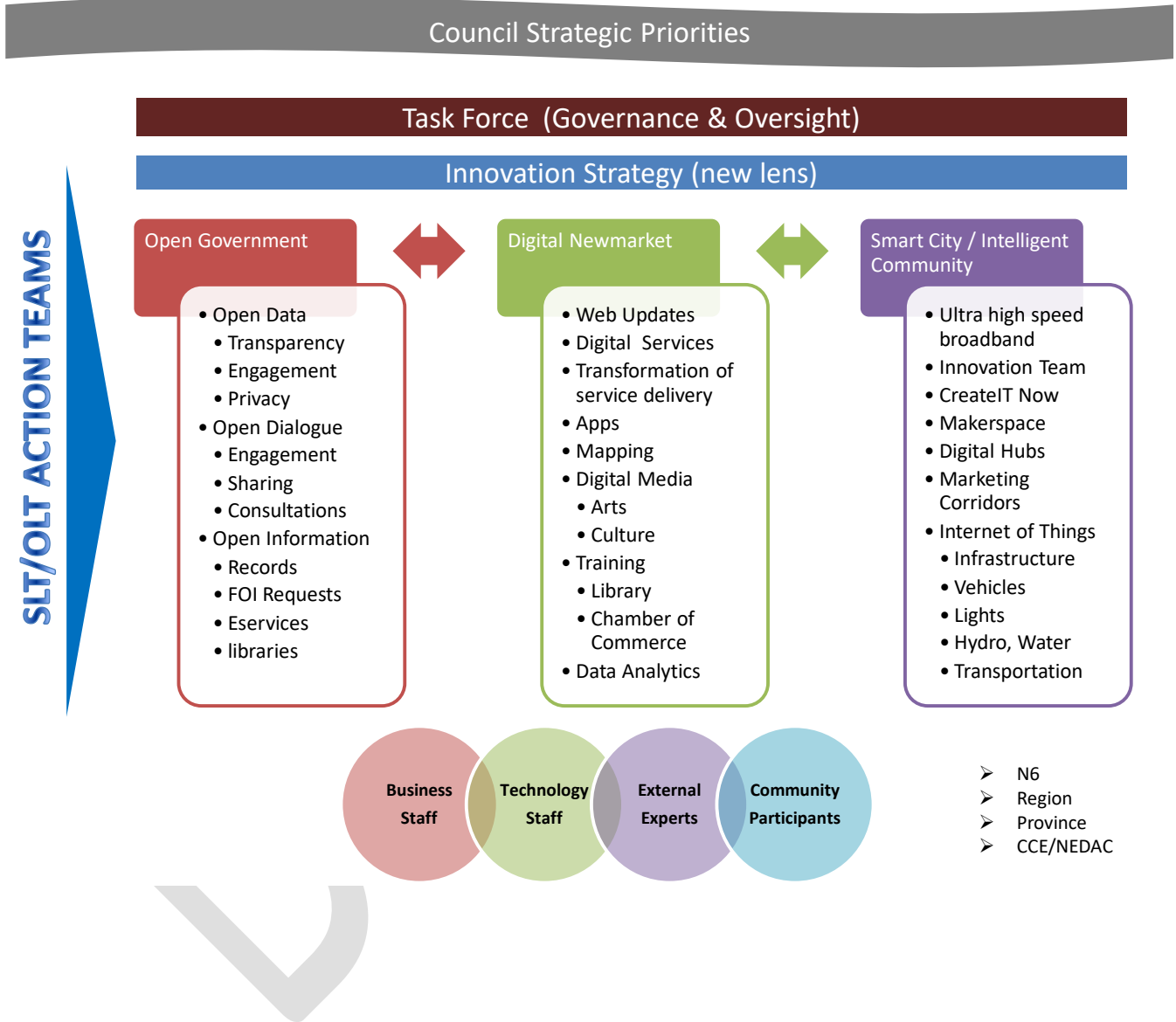
## Conclusion

This Innovation Strategy will help to prepare the Town for growth by ensuring our readiness for the digital economy. The collaborative nature of the Innovation Strategy coexists well with Council's Strategic Priorities and the Corporate Strategic Plan. It focuses not only on internal efficiencies but in enhancing service delivery and promoting the digital ecosystem that is evolving.

How will we know we've succeeded?

- ✓ We have affordable, available and ubiquitous connectivity and infrastructure providing ease of access to technology for everyone.
- ✓ We have delivered and continue to develop new mechanisms for innovative service delivery that meets the requirements of residents, businesses and our employees.
- ✓ We foster economic growth through the digital economy in the Town of Newmarket and the larger York Region.

# Innovation Strategy Overview:



## Projects already underway:

Open data – pilot project

Online FOI requests

Updated website

Online mapping expansion

Ultra high speed broadband project

CCE Innovation team

CreateIT Now

'Newmakeit' Makerspace

Collaborative budget discussions/workshops

Smart Water Meter project

Employee self- service project

Soofa bench

Recreation software ecosphere call

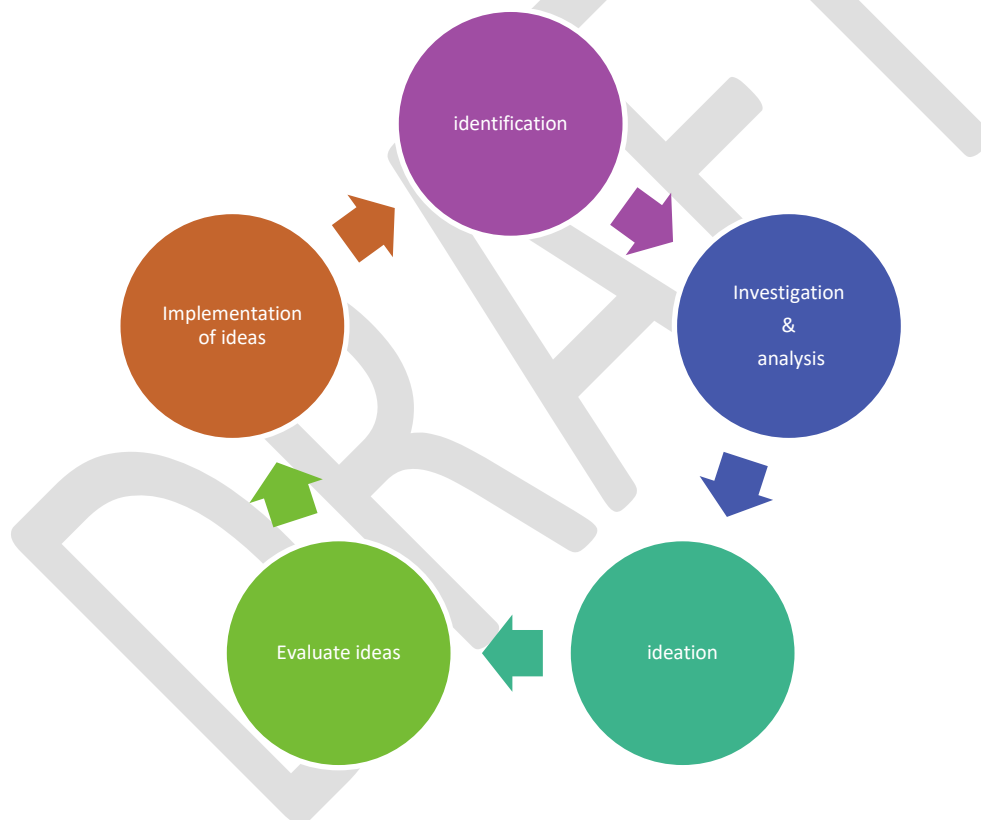
And many more.

## Appendix A

### The Innovation Team

Establish an Innovation Team to focus on internal processes and change.

- Identification and ideation
- Develop a checklist or process to review internal systems and processes for new opportunities for efficiency, customer service or effectiveness.
- Encourage innovative thinking – train others in innovation processing
- Create a list of what's been done – benchmarking and measures



The objectives of the Innovation Team are as follows:

Serving as the in-house innovation consultants, the teams work alongside other staff members with a focus on developing new approaches to service delivery in existing processes while taking on the risk associated with change

Identify opportunities for new solutions and new service offerings, if in the customer's best interest and that bring the best value to the process.

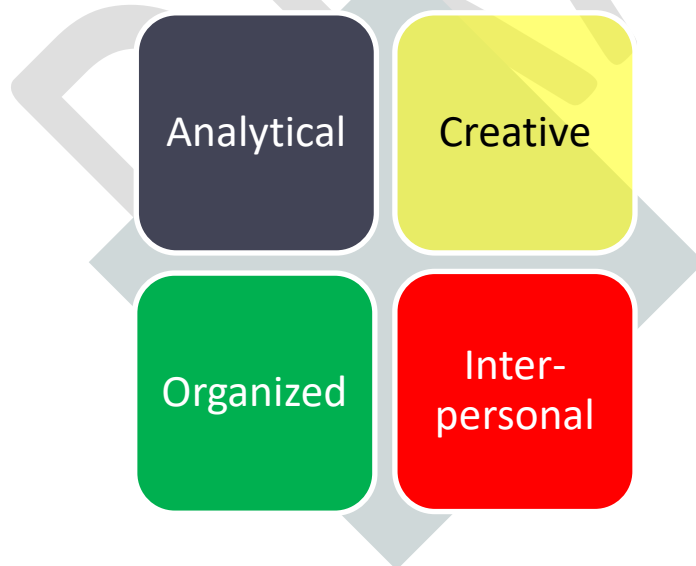
## Scope

The Innovation team is responsible for:

- Identifying problems and opportunities
- investigate, analyze and research possible solutions
- identify resource requirements
- develop impact and/or feasibility studies (including risk and costs)
- develop project charters and business cases
- talk, think, share

The Innovation Team is not necessarily responsible for the final implementation of ideas. This responsibility lies with the business department who owns the process. The Innovation Team could be asked to lead the implementation project if the business department has constraints. This team is empowered to take on the risks associated with change and the implementation of new ideas without fear of repercussion.

The Innovation Team should be comprised of different people from across the organization who present different strengths, experiences and demographics. They need to be carefully selected from a group of willing participants with these different thought processes. The team should evolve over time, providing the opportunity for many to learn a new way of thinking and bringing forward ideas:





**Deliverables:**

1. Define priorities and finalize the Innovation Strategy
2. Build support for the Innovation Strategy and the Innovation Team
3. Identify preliminary list of action items
4. Develop process for Ideation
5. Work with others to identify opportunities and challenges
6. Prepare framework for process to implement ideas
7. Train others in innovative thinking and ideation
8. Identify risks, challenges and mitigation solutions
9. Document and share successes
10. Conduct regular status meetings and reports

DRAFT

# Appendix B

## Summary of Action Items

Action Item	Timeline	Budget
<b>Strategic Theme – Open Government</b>		
Develop an Open Data Policy and Project Plan		
Develop a Digital Engagement toolset to increase citizen participation		
Develop a digital records program ensuring all records are created and stored in a manner that is publishable, accessible and searchable.		
Develop a mobile application program as a priority for all business application systems. A mobile app development team comprised of both IT and business experts should be established to develop this program and required processes.		
Establish a forum for the review of all policies and procedures that will focus on the revitalization and modernization of all Town policies.		
Create the regulatory framework for the policy development to meet future requirements.		
<b>Strategic Theme – Open Government</b>		
Establish a roadmap for the development of digital services with a clear focus on improving the customer focus.		
Continuous refresh of the Town’s websites and social media opportunities.		
Review internal policies regarding workspaces – providing opportunities for the development of creative and collaborate space, with access to technology.		
Develop a new innovation framework for business process review to create purposeful change and to add value to the customer experience while creating internal efficiencies.		
Provide access to technology and learning opportunities to increase the digital literacy across the community.		
Develop a Big Data program and inventory to include data analytics and Business Intelligence opportunities.		

<b>Strategic Theme – Intelligent/Smart City</b>		
Establish a digital infrastructure plan that includes the ultra high-speed broadband project for the community and wifi in public places.		
Support the CCE Innovation team along with other partnerships that develop through this collaborative ecosystem.		
Enable and support emerging partnerships, incubators, digital hubs to help support and promote the development and success of the digital economy.		
Establish standards to ensure all processes, data and things are able to work together, share information internally and externally and produce outputs. Ready the Town's systems for the Internet of Things.		
<b>Strategic Theme – Enable Innovation &amp; Performance</b>		
Establish measures to ensure investment is providing a return. For example, expand the Results based Accountability program.		
Re-define new project methodologies to ensure access to information through self-service channels, both internal and external. Systems should be developed and/or implemented with the principles of openness, accessibility and improving service efficiencies.		
Embrace partnerships that will allow for increased opportunities. This includes new procurement methods and embracing collaboration while still maintaining principles of fairness and transparency. For example, the Ecosphere process for new systems development.		