Appendix - Digital Markham Strategy Action Items Progress Summary

Digital Markham Strategy – Key Initiative Completion Summary

Theme		Initiative	Completion
Engaging and Serving the Community	1	Continue to enhance the suite of fully integrated online services and mobile service offerings	**25-50%**
	2	Build on the library as a center for excellence in digital literacy	**50-75%**
	3	Promote collaboration through digital tools	**50-75%**
	4	Continue to develop Markham's role as a leader in Digital Democracy	**50-75%**
The Digital Differentiator for Business	5	Create a favourable regulatory environment that facilitates digital innovation, agility, and economic development	**25-50%**
	6	Create a framework for engaging strategic partners in achieving the #DigitalMarkham vision	**25-50%**
The Digital Workplace	7	Drive digital transformation to enable business integration across business units	**50-75%**
	8	Create the capacity to leverage data as an asset	**10-25%**
	9	Establish the foundation of a digital culture and a Digital Operating Model at the City	**50-75%**
The City as a Platform	10	Create "Living Lab" and innovation hubs	**25-50%**
	11	Implement an open data platform and the ongoing governance model	**50-75%**
	12	Establish Markham's identity as a Digital Destination	**50-75%**

Digital Markham Strategy - Action Item Update

Engaging and Serving the Community

1. Continue to enhance the suite of fully integrated online and mobile service offerings		
1.1	Use personas/journey maps to design user experience	90% complete
1.2	Create prioritized digital services catalogue	15% complete
1.3	Update the Portal / Digital Services Roadmap	65% complete
1.4	Execute the priorities from the Digital Services Roadmap	25% complete
1.5	Integrate CRM system for City-wide user interactions	25% complete
1.6	Explore predictive / AI systems to enhance personalization	20% complete

2. Build on the library as a centre of excellence for digital literacy		
2.1	Create Digital Literacy plan to bridge the 'Digital Divide'	Complete
2.2	Create a digital collaboration hub in Aaniin CC & Library	90% complete
2.3	Develop communication strategy for the collaboration hub	90% complete
2.4	Roll out new Digital courses to increase digital maturity	Complete
2.5	Host a collaborative design session in a hub	30% complete
2.6	Build more collaboration hubs in city spaces	TBD

3. Promote collaboration using digital tools		
3.1	Establish an engagement strategy and governance model	75% complete
3.2	Procure engagement tools (Bang the Table)	Complete
3.3	Develop content strategy for use of specific channels	75% complete
3.4	Pilot community collaboration using digital platforms	80% complete
3.5	Explore sentiment analysis to manage expectations	(2020 +)

4. Continue to develop Markham's role as a leader in Digital Democracy		
4.1	Explore emerging technologies to enhance digital voting	(2020 +)
4.2	Plan Advanced and Election Day online voting for 2018	Complete
4.3	Execute 2018 online voting plan, suggest options for 2022	Complete
4.4	Gather community sentiment analysis re: new technology	(2020 +)
4.5	Hold an on-line voting summit with other municipalities	60% complete

Digital Markham Strategy - Action Item Update

The Digital Differentiator for Business

5. Create a favourable regulatory environment that facilitates digital innovation, agility, and economic development		
5.1	Engage developers to minimize innovation impediments	30% complete
5.2	Engage businesses to find licensing/permitting challenges	75% complete
5.3	Review procurement policy to enable innovation	25% complete
5.4	Identify quick wins for smart infrastructure in City buildings	Complete
5.5	Implement changes to processes, policies and standards	(2020 +)

6. Create a framework for engaging strategic partners in achieving the #DigitalMarkham vision		
6.1	Establish a Digital Alliance Group to identify opportunities	Complete
6.2	Design the framework for ongoing engagement of partners	(2020 +)
6.3	Engage local academia to attract and grow top talent	(2020 +)
6.4	Introduce a Civic Tech Advocate role	Complete
6.5	Leverage strategic partnerships for digital innovation	(2020 +)

Digital Markham Strategy - Action Item Update

The Digital Workplace

7. Drive digital transformation to enable business integration across business units		
7.1	Enhance governance and execution of City-wide programs	60% complete
7.2	Develop digital workplace vision and transform processes	30% complete
7.3	Establish the enterprise architecture	(2020 +)
7.4	Enhance use of cross-functional PM tools for collaboration	75% complete
7.5	Pilot new program governance to implement a new process	Complete

8. Create the capacity to leverage data as an asset		
8.1	Establish a strategy for master data management	30% complete
8.2	Develop business analytics strategy, request mechanism	(2020 +)
8.3	Refine the existing IM Strategy and Implementation Plan	10% complete
8.4	Implement an information governance model	10% complete
8.5	Pilot data analytics solutions to address business questions	(2020 +)

9. Establish the foundation of a digital culture and a Digital Operating Model at the City		
9.1	Apply a digital lens to all new or modified City initiatives	(2020 +)
9.2	Develop policies and framework for a mobile workforce	15% complete
9.3	Identify a 'Digital Champion' to lead the digital change	Complete
9.4	Enhance/procure tools to enable a mobile workplace	65% complete
9.5	Create a strategy to communicate digital progress to staff	80% complete
9.6	Develop an internal digital dashboard to track progress	Complete
9.7	Measure the success of mobile and flexible work	(2020 +)

Digital Markham Strategy - Action Item Update

The City as a Platform

10. Create a "Living Lab" and innovation hub to demonstrate Markham's new digital identity		
10.1	Leverage Digital Alliance Group to identify opportunities for digital innovation and 'living labs'	Ongoing
10.2	Explore using 'ICE' innovation hub in Markham Centre to showcase digital initiatives	Complete (Revised)
10.3	Pilot a quick win in the 'living lab' in Markham Centre	30% complete
10.4	Develop a digital community plan for Future Urban Area	25% complete
10.5	Identify alternate future 'living lab' candidates in Markham	(2020 +)
10.6	Scale successful models to other areas of the City	(2020 +)
10.7	Share innovation successes on social media/marketing	50% complete

11. Implement an open data platform and the ongoing governance model		
11.1	Investigate open data platforms	Complete
11.2	Identify current data sets that can be shared publicly	Complete
11.3	Procure/build a publicly accessible open data platform	Complete
11.4	Establish internal processes to ensure data is up-to-date	Complete
11.5	Engage/collaborate with the public to identify valuable data	(2020 +)
11.6	Establish a process to handle public data requests	Complete
11.7	Host a hackathon using City datasets to solve a problem	(2020 +)
11.8	Grow and augment datasets to showcase City analytics	25% complete
11.9	Release APIs to encourage local mobile app development	(2020 +)

12. Create a compelling #DigitalMarkham identity		
12.1	Enhance communication strategy to attract talent, promote economic development and highlight Markham's identity	60% complete
12.2	Leverage data on ICT and local businesses to identify growth opportunities and generate a 'vibe' to attract talent	50% complete
12.3	Enhance social media/digital tools to engage the public and market Markham as a place to work, live and play	Complete (ongoing)
12.4	Launch Board of Trade local business innovation award	(2020 +)
12.5	Enhance Corporate strategy to focus on digital innovation	Complete