PRESENTATION TO GENERAL COMMITTEE   Oct 23, 2017

Agenda

❑ Background and objective

❑ Digital Markham Vision

❑ Priority Initiatives – Stage I (to year-end 2018)

❑ Digital Initiatives Underway

❑ The Digital Alliance Group

❑ Funding Strategy

❑ Benefits to Markham

❑ Recommendations

Background:

1. Digital Markham strategy development – 2014/16

   ▪ Broader community and industry consultation...over 300 ideas

   ▪ A vision with four main themes with 12 initiatives (70 action items) identified for implementation within 3 – 5 yrs

2. Presented to GC and approved by Council – Jan 2017

3. Staff committed to report to Committee with a detailed implementation plan and funding strategy

Objective:

   ▪ Present a detailed implementation plan & funding strategy

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

Engaging and Serving the Community

1. Continue to enhance the suite of fully integrated online & mobile services (70%)

   Deliverables: User scenarios and journey maps (user experience), digital services catalogue and portal enhancement roadmap

2. Build on the library as a centre of excellence for digital literacy (70%)

   Deliverables: Enhanced & new digital literacy courses, a functioning collaboration hub

3. Promote collaboration using digital tools (40%)

   Deliverables: Strategy and governance for digital collaboration/engagement, content strategy digital channels, implementation of a collaboration tool

4. Continue to develop Markham's role as a leader in Digital Democracy (30%)

   Deliverables: Planning and execution of advanced and election day online voting

The Digital Differentiator for Business

5. Create a favourable regulatory environment that facilitates digital innovation, agility, and economic development (60%)

   Deliverables: Identify current challenges with policies and the licensing/permitting process, quick wins on smart infrastructure for city buildings

6. Create a framework for engaging strategic partners in achieving the #DigitalMarkham vision (40%)

   Deliverables: Digital Alliance Group (DAG) established, and a framework for engaging partners

The Digital Workplace

7. Drive digital transformation to enable business integration across business units (60%)

    Deliverables: governing and executing City-wide programs, internal personas and a vision for a more digital workplace, digitally enhanced processes, enterprise architecture

8. Create the capacity to leverage data as an asset (40%)

    Deliverables: a strategy for master data management across the City

9. Establish the foundation of a digital culture and a Digital Operating Model at the City (60%)

    Deliverables: Process to embed digital lenses to initiatives, operational framework for mobile/flexible workforce, digital champion, dashboard and communication on Digital Markham

The City as a Platform

10. Create a "Living Lab" and innovation hub to demonstrate Markham's new digital identity (60%)

   Deliverables: Opportunities for digital innovation hub and 'living labs' with a pilot/showcase in Markham Centre (including 'ICE'), planning for Future Urban Area and other selected sites

11. Implement an open data platform and the ongoing governance model (70%)

   Deliverables: Internal process and governance on Open Data, platform selection & published set of data

12. Establish Markham's identity as a Digital Destination (60%)

   Deliverables: Communication strategy to attract talent, enhance economic development, highlight current service offerings and the Markham identity

Markham
celebrates Canada 150
1867-2017

Engaging and Serving the Community

- **Customer Relationship Management** – manage all customer related information across the city (100%)

- **Portal Redesign** – newly designed & user friendly website with succinct content, robust search capability, single-sign-on (100%)

- **Electronic Agenda Management System** – an electronic agenda management & report review system (100%)

- **Customer Engagement Technology** – content management system for all electronic display boards (100%)

- **Municipal Election 2018** – municipal election of 2018 with advanced and consideration of election day online voting (100%)

- **Program Registration & Payment System** – program registration & facility booking including a corporate payment system (70%)

The Digital Differentiator for Business

- **Electronic Plan review –** end-to-end review of electronic plan and building permit submissions (100%)

The Digital Workplace

- **New Employee Portal with collaboration** – newly redesigned employee site (intranet) with collaboration capability (100%)

- **Human Resources Information System** – system implementation to manage employee information (100%)

- **Technology Infrastructure Enhancement** – Cloud and mobile strategy, Computer replacement (100%)

- **Learning Management system** – a corporate learning management system (100%)

- **Work Order & Asset Management System** – to corporately manage physical asset lifecycle & Work order (70%)

- **Records Management System** – a system to manage and track city records (100%)

Objectives: Selected from the community and industry in order to provide thought leadership and advice in the Digital Markham strategy implementation (3-5 years)

- Passionate group that is willing and interested to contribute

- So far three meetings, with a number of ideas discussed

- **Innovative ideas being considered for Markham Centre**:

  - ✓ Digital collaboration hub with Library

  - ✓ 5G network, smart building, smart parking

  - ✓ Others: future potential for self-driving car, last-mile

- **Next step**: selection of projects, developing teams/partners, project plan & governance; Smart City Challenge application

Members:

Sanjeev Gill
National Industry Executive for Research, IBM Canada

Jeremy Laurin
President and CEO, VentureLAB

Brian Tossan
Director, Canadian Technical Centre, GM

Rick Huijbregts
Digital Transformation & Innovation, George Brown College (from CISCO)

Norman Sue Fisher-Stitt
Associate Dean, School of the Arts, Media, Performance & Design, York University

Lucy Casacia
VP Cities and Infrastructure Projects, Siemens Canada

Ted Maulucci
President, SmartONE Solutions Inc. (from Tridel)

Representatives from Bell & Rogers

Others: eg. Remington, Huawei

❑ Funding in the amount of $9.7M is included in the Life Cycle Reserve Study over the next 25 years as well as a 2016 capital project.

❑ $3.6M is available over the next 6 years (2018-2023)

❑ Other opportunities:

- Smart Cities Challenge application (Federal fund)

- Partnerships

Economic differentiator

Customer/citizen experience

Service delivery

Elevate Markham's profile

1. THAT the report entitled "Digital Markham Strategy – Detailed Implementation Plan and Funding Strategy" be received;

2. AND THAT Staff proceed with the implementation and deliverables planned to December 31, 2018 as outlined in the report;

3. AND THAT Staff provide an annual update to General Committee on the outcomes of the implementation of the roadmap and future plans, including funding requirements;

4. AND THAT Staff be authorized and directed to do all things necessary to give effect to this resolution.