



Town of Newmarket
395 Mulock Drive P.O. Box 328,
Newmarket, Ontario, L3Y 4X7

Email: info@newmarket.ca | Website: newmarket.ca | Phone: 905-895-5193

Corporate Services Targeted Review Information Report

Report Number: 2018-10

Department(s): Corporate Services

Author(s): Esther Armchuk, Commissioner, Corporate Services

Date: April 9, 2018

In accordance with the Procedure By-law, any member of Council may make a request to the Town Clerk that this Report be placed on an upcoming Committee of the Whole agenda for discussion.

Purpose

The purpose of this Report is to: provide background and an overview of the Targeted Review in Corporate Services including the steps to implement the associated recommendations.

Background

Over the past several years and under the direction of the CAO and Commissioners, the Town has undertaken a number of reviews in different areas of the organization. Recent reviews in Community Services, Human Resources and the Library are examples of opportunities to review the efficiency and effectiveness of services delivered by the Town. The goal is to ensure that the organization is properly structured and equipped to deliver efficient and effective services over the next 5 - 10 years.

In May 2017, the Town engaged an external consultant, Imagine, to review the organizational structure and effectiveness of targeted areas within the Corporate Services Commissions. Imagine has significant experience in reviewing the organizational structures of municipal government in Ontario and Canada. The process involved reviewing roles, responsibilities and functional clustering of various services. The goals of this review included identifying the strengths and weaknesses of 4 main areas in Corporate Services and to recommend change that will contribute to

more effective, efficient and accountable service delivery. The IT area was not included in this review. A separate dedicated IT review is underway in 2018.

Discussion

The project consisted of a review of Town Strategic Planning documents, previous organizational reviews, current departmental structures, operational policies and procedures as well as a review of current job descriptions and workplans in Corporate Services. In addition, information and outcomes from a facilitated Corporate Services staff “visioning session” were considered.

There were 16 one on one interviews and 7 departmental group sessions with Legal Services, Legislative Services, Procurement, Human Resources, Finance, Corporate Services department heads and SLT. There were also several follow up interviews and group sessions to review and verify the information.

The general themes and highlights from the current assessment are as follows:

Legislative Services

1. Staff have a good understanding of current roles and responsibilities. Staff work collaboratively and provide back up support to one another across different functional areas.
2. There are opportunities to work/align more closely with Customer Service so that by-law complaints and actions can be incorporated into the CRM (Customer Relationship Management) system to better track calls, actions and statistics.
3. New technology tools should be leveraged to enable enforcement officers to document and complete their work onsite rather than having to return to the office to complete work.
4. A review and updating of the licensing by-law will provide direction and clarity for new areas of licensing, and will eliminate some former licensing areas that are no longer applicable/ relevant. Licensing priorities can be identified and reviewed with Council.
5. Additional resources in the licensing area should be considered in order to meet current and future demand on this area.
6. There are opportunities to expand the By-laws area to effectively implement by-law enforcement priorities, oversee the implementation of new technology,

increase community engagement and education and ensure greater accountability for results.

7. There are opportunities to expand the Claims and Risk functions as well as Records Management to effectively handle growing volumes and complex claims as well as establishing a corporate wide Records Management strategy and effective back up for existing staff.

Legal Services

1. In order to meet current and future service levels, additional law clerk resources are needed. These additional resources will permit the re-alignment of work amongst the team, and will ensure that staff is focusing efforts on the work that is most effectively and efficiently done by their level of experience and education.
2. There are opportunities to refine the scope of work that should remain with the subject matter experts in each department and the work that should be managed by Legal Services.
3. It is recommended that the Legal Services Department include two Senior Solicitor positions to enable more specialization and to focus accountability for two distinct functions. This will be important as the Director, Legal Services, becomes additionally responsible for Procurement Services as a business unit (as described below).
4. There is a need to fill the vacant Realty Services Officer position, once the job description needs is updated to reflect the level of experience and responsibility of the role.

Procurement Services

1. There is a need to focus on filling vacant positions to increase the capacity to provide effective procurement support and advice.
2. There are opportunities to realign and clarify the roles and responsibilities of Procurement staff vs the roles and responsibilities of the client user departments.
3. Some of the functions currently managed by Procurement may be better aligned with other departments (e.g. the Purchasing Card program (P-Card) might be a better fit within the Accounts Payable section of Finance).
4. There is currently a good level of dependency and synergy with Legal Services (e.g. contracts/agreements, conflict resolution, procurement by-law interpretation)

and compliance). Efficiencies may be realized if Procurement is shifted as a business unit under Legal Services.

Financial Services

1. There is an opportunity within the Property Tax and Assessment area to expand the area to include responsibility for all forms of revenue, including, taxation, water and waste water, stormwater management, development charges and other fees (e.g. fines and service charges).

Structural Recommendations

These recommendations are based on principles of good organizational design, clustering similar functions together and collaboratively assessing current challenges and opportunities for improvement in the targeted review areas. The current Corporate Services organizational structure along with the recommendations for the targeted future state organizational alignment are outlined in Schedules “A” and “B”.

Implementation and Next Steps:

1. Merging the Legal and Procurement areas under the management of the Director of Legal Services;
2. Fill vacant positions in Procurement;
3. Updating various job descriptions in the targeted areas to ensure that they reflect current job content, responsibilities and reporting relationships;
4. Filling vacant Real Estate Services Officer position in Legal;
5. Realigning current staff resources in the targeted areas to combine similar functions and provide more effective service;
6. Collaborating with Customer Service to incorporate calls for information, by-law inquiries, tickets, licensing etc. into the Town’s Customer Relationship Management (CRM System) for tracking, actions and statistics;
7. Updating the Licensing By-law and developing licensing and enforcement priorities for Council’s consideration;
8. Redesign some areas of office workspace to contribute to increased productivity and to provide appropriate space for sensitive/private conversations;
9. Implementing technology tools to enable enforcement officers to document and complete their work onsite and to help track and compile statistics;
10. Referring the recommendations for updated or new staff resources to current and future budget allocations.

Conclusion

The above-noted report and recommendations support the *Well Managed* and *Equipped* aspects of the Town's Strategic Plan, through the efficient management of Town resources to meet existing and future operational demands, striving for service excellence and fiscal responsibility.

Business Plan and Strategic Plan Linkages

Well Balanced, Equipped and Managed – improved workflow, more synergistic partnerships, efficient resource allocation and better aligned customer service experiences as well as financial capacity building.

Consultation

All areas of the Corporate Services Commission were consulted during this review. In addition, Human Resources and the Senior Leadership Team were engaged and consulted.

Human Resource Considerations

Any required job descriptions will be updated and revised through the Town's standard job description update process.

Budget Impact

The recommended organizational alignment outlined in this report will be achieved working within existing and future budget allocations.

Attachments

Current Corporate Services Organizational Chart: Attachment A

Proposed CS Future State Organizational Chart: Attachment B

Contact

For more information on this report, please contact: Esther Armchuk, Commissioner, Corporate Services at 905-953-5300, Ext. 2432.

Approval



Esther Armchuk, Commissioner,
Corporate Services



Bob Shelton, CAO

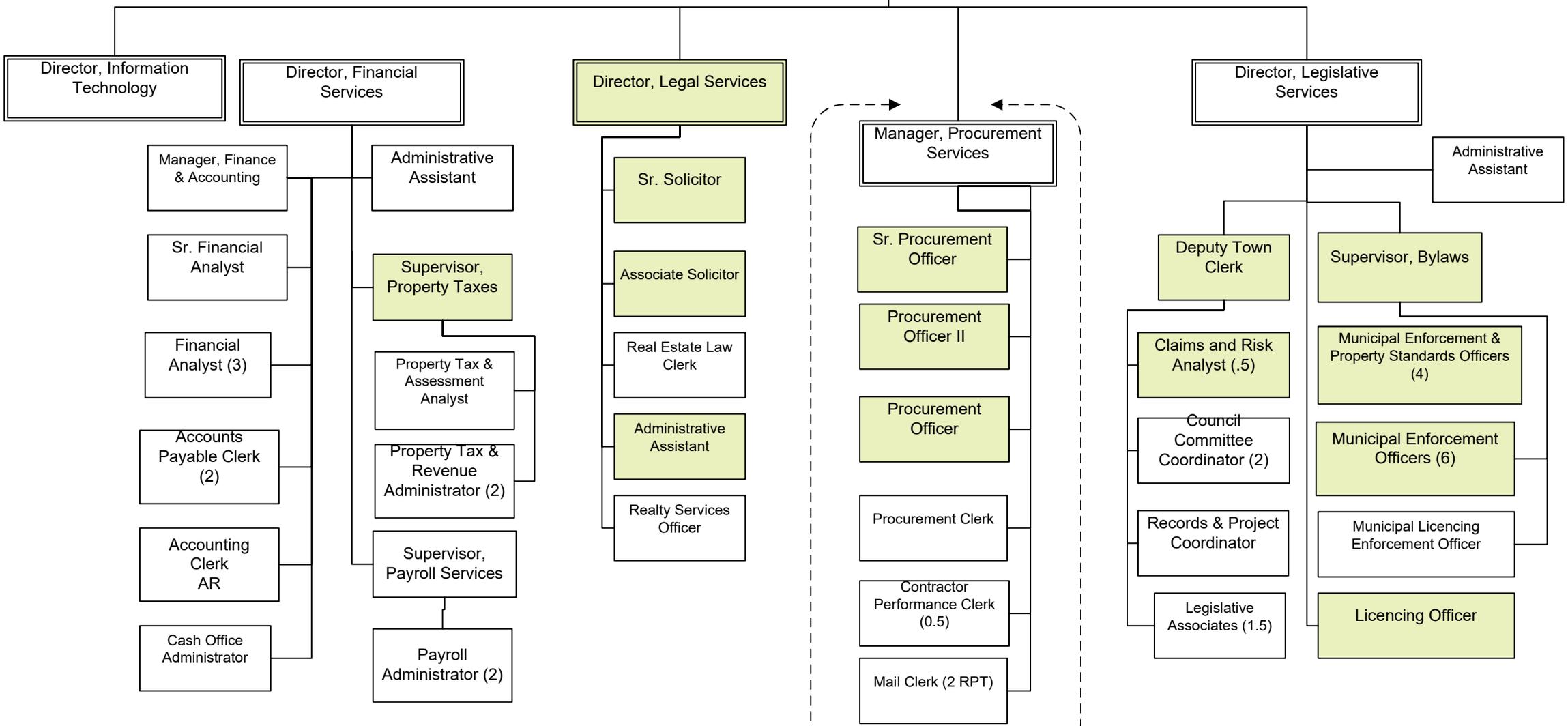
Schedule A



Corporate Services Commission

CURRENT STATE

Commissioner, Corporate Services



Procurement Services Department

Existing FTE Change
Existing (no change)

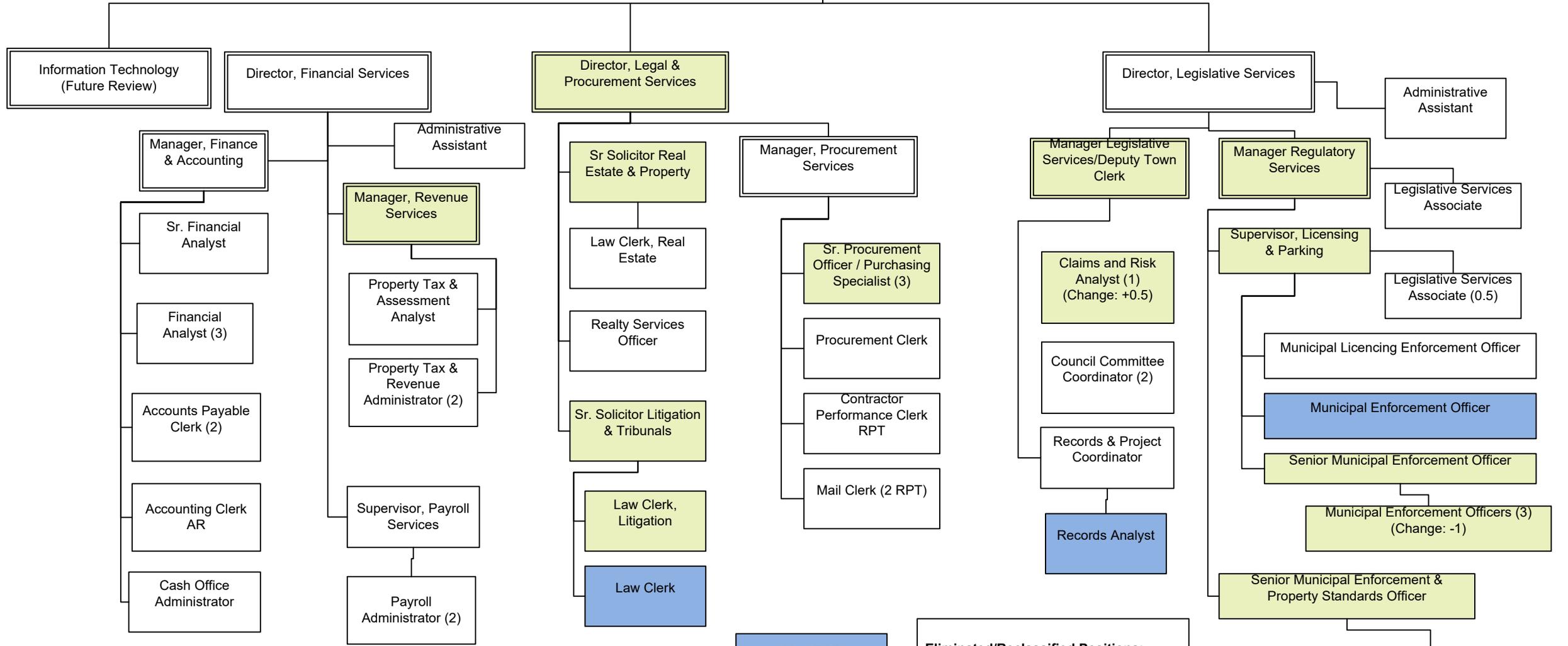
Schedule B



Corporate Services Commission

PROPOSED FUTURE STATE

Commissioner, Corporate Services



New FTE
Existing FTE Change / Titles under Review
Existing

Eliminated/Reclassified Positions:
 Supervisor Bylaws
 Licencing Officer
 Procurement Officer II
 Procurement Officer
 Associate Solicitor
 Administrative Assistant, Legal
 Supervisor, Property Taxes & Assessment