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## **2018 Information Technology Review and Assessment Information Report**

Report Number: 2018-IT-01

Department(s): Information Technology

Author(s): Mary-Anne Wigmore

Date: November 22, 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 inform Council, the Strategic Leadership Team (SLT), and the Operational Leadership Team (OLT) of the Information Technology Department organization review and technical/management assessment undertaken in 2018.

### **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, the Library and most recently in the areas of Corporate Services 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 3 - 5 years.

In March 2018, the Town engaged an external consultant, Perry Group Consulting Ltd., to review the organizational structure and effectiveness of the Information Technology Department within the Corporate Services Commission. Perry Group has a team of senior consultants with significant experience and a demonstrated track record in municipal technology and IT organizational design.

### **Discussion**

The project consisted of reviewing IT policies and documentation, town technologies, roles/responsibilities, municipal benchmarks as well as conducting stakeholder interview

and workshops, and technology assessments. The goals of this review included identifying options for an optimal departmental structure, including functional clustering of various services, to achieve the goals and priorities of the corporation, and to align for future demands while taking advantage of technological trends and directions. In addition, consideration is currently being given to efficiencies with the Library's IT team, which will be factored in once finalized.

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

#### Positive Findings

- Department is performing well
- Levels of employee satisfaction continue to improve
- Help desk services reflect high levels of service in response times and resolution
- IT infrastructure is stable, reliable and proactively managed, high uptimes
- Key Business Solutions are in place in almost all areas
- Centralized GIS service is delivering key solutions – Locate My Plow
- IT project management services well regarded – driving savings
- High performance reflected in multiple external awards (MISA, MarCom, URISA)
- Several staff recognition awards, including Elite Tier II and III

#### Opportunities for Improvement

- Formalize new structure with clearly allocated roles and responsibilities
- Enhance succession planning (short and long term)
- Improve IT governance by establishing formal decision making groups
- Improve workload balancing – match capacity with capability
- Develop IT, data, digital and GIS strategies
- Enhance leadership in web/digital portfolio to establish a forward focus digital strategy
- Development of a cloud roadmap
- Improve security focus and management capabilities

The current IT structure along with the recommendations for the target structure was developed on the basis of a multi-year implementation plan resulting in 3 primary business units within I.T. with completion occurring in 2021. The realignment will occur over time, which permits the department to take advantage of opportunities through attrition as well as the realignment of work through existing FTE's. Where there is a need for additional staffing in line with the recommendations, these positions will be submitted through the budget process for approval by Council.

## 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.

The recommendations from the review are based on principles of good organizational design, clustering related functions and collaboratively addressing current challenges and opportunities for improvement.

## **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 departments within the Town of Newmarket were consulted during this review. In addition, Human Resources and the Senior Leadership Team were engaged and consulted.

## **Human Resource Considerations**

As the structure unfolds over time, I.T. leadership will work closely with Human Resources to ensure implementation incorporates a full change management strategy, engaging staff through the process. Any required job description updates will be reviewed throughout the Town's standard job description update process.

## **Budget Impact**

The recommended organizational alignment and supporting recommendations will be achieved working within existing and future budgets allocations.

## **Attachments**

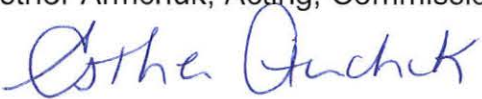
Current Information Technology Department Organizational Chart: Attachment A  
Proposed Target 2021 Organizational Chart: Attachment B

## **Contact**

Please direct any questions to [Mary-Anne Wigmore](#) in Information Technology.

## **Approval**

Esther Armchuk, Acting, Commissioner, Corporate Services

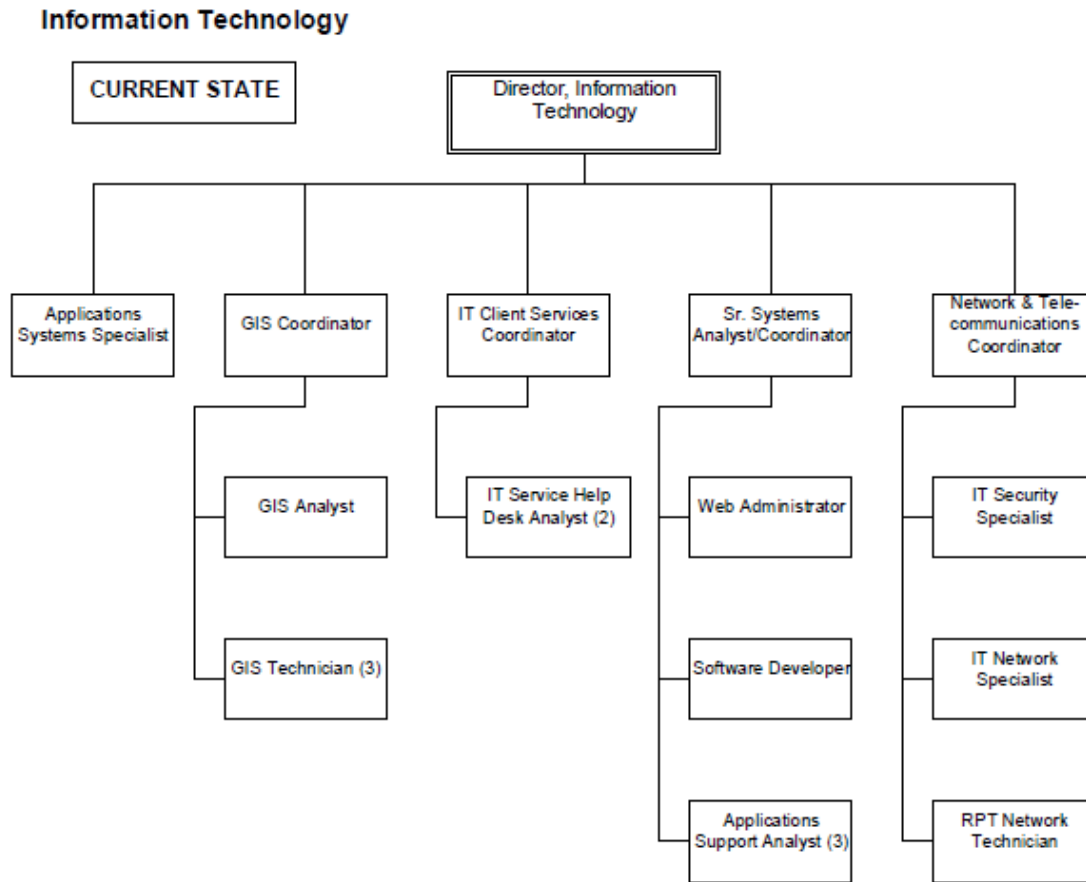


Mary-Anne Wigmore, Director, Information Technology



Attachment A

Current Information Technology Department Organizational Chart



Attachment B

Proposed Target 2021 Organizational Chart

**Information Technology**

