

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

QUARTERLY UPDATE

DATE: August 13, 2024

TO: Committee of the Whole

FROM: Kathy Davis, Director of Corporate Services, Treasurer
Cyndy Woods, Human Resources Business Partner
Dan Cousineau, Facilities and Project Manager
Andrew Hodge, Deputy Treasurer

SUBJECT: Corporate Services Quarterly Report – Q#2

DEPARTMENT HIGHLIGHTS:

Corporate Services

The team remains fully staffed and has made great progress over the past quarter toward attaining project outcomes and improving the efficiency and timeliness of day to day tasks. The leadership team is working toward and communicating the importance of continuous improvement in all aspects of operations. The team has begun weekly 15-minute check-in sessions to encourage staff to share information and ideas, to enhance communication, and to help each other address outstanding items in a timely fashion.

Human Resources

The second quarter was busy for Human Resources with several projects being completed, including Collective Bargaining, the Pay Equity and Market Salary/Compensation review and the development of an RFP and sourcing of an HRIS/Payroll Solution. Human Resources also participated in a “Municipal Careers” presentation along with Councillor Torrance at the Almonte District High School. Recruitment efforts were focused on the hiring of Summer Students and staff for Childcare Services to backfill a number of maternity leaves.

Facilities

Q2 saw the completion of seasonal maintenance for all Municipal Facilities. Roof repairs were completed at the Almonte Library, John Levi Community Centre. Emergency Lighting repairs were completed at the Almonte Library and the Almonte Old Town Hall. Multiple Tenders were issued and awarded (i.e. AOTH Auditorium Floors, Almonte Arena Chiller Replacement, Childcare Centre Cabinets). The procurement and approvals for the Almonte Curling Club Refrigeration Plant were completed. In addition

to these projects, the legislated Broader Public Sector energy reporting for 2022 and 2023 was successfully completed.

Finance

Tax rate and waste fee bylaws were provided to and passed by Council. Rates were inputted to the OPTA system. The final tax billing for 2024 has been processed and distributed. The Q2 payment transfers to the schoolboards have been processed. The 2023 year-end financial audit is in progress. The finance team has been participating in the municipality's development and implementation of the Administrative Monetary Penalties (AMP)s.

Information Technology

Now that cloud migration has been completed, staff along with IC360, the Municipality's Information Technology Managed Service Provider (MSP), are considering next steps in the implementation of the Digital Strategy.

2024 PROJECT UPDATES/PENDING ITEMS:

Corporate Services

The Project Charter for the Operational Efficiency and Process Redesign project is attached as Attachment 1. This is a 2 year project that will include all staff and functions within Corporate Services, and is built from the planning work conducted by the team in Q1.

KPMG was the successful proponent in response to the Municipality's Request for Proposals for a Long-Term Financial Plan and a renewable model that can be used to incorporate changes and test scenarios related to the Long-Term Financial Plan. They will begin their work after the approval of the various MM2048 Master Plans.

Updates to the Development Charges background study will also take place following Council's decision making related to Master Plans.

Human Resources

A Project Charter was completed for the Human Resources Plan. The team is currently working on streamlining and updating the Performance Appraisals tool for all positions (CAO, Management and Non-Management) and have also developed a simplified Probationary Review Tool to move employees to permanent employment status. The Recruitment Policy is also being reviewed.

Focus will now be on the implementation of the HRIS/Payroll solution, with a tentative go live date of October 31st, 2024.

Facilities

The RFP for phase 1 of the Municipal Space Needs Assessment has been issued and will close on August 29, 2024.

The delivery of the Curling Club Refrigeration Plant is scheduled for August 6th and the project is on schedule for the 2024 ice season.

The replacement of the Almonte Arena Chiller is nearing completion.

The floors in the Auditorium at the Almonte Old Town Hall are scheduled to be refinished in mid-august.

Finance

The promotion and adoption of paperless billing for tax and water is progressing. This is being done by having property owners complete the paperless billing form. The ability to deliver billings via email to property owners is economical and efficient. The more property owners who sign up for this the more streamlined the process becomes and allows the finance team to offset the transactional volume increases that occur as the municipality grows. The finance team will continue to do ongoing promotions of this to property owners with the assistance of the Communications Coordinator.

The finance team has been assimilating and becoming fluent in the digital upgrades occurring to date, such as SharePoint, enhanced digital security measures, remote access functionality, and the synergies created by using Microsoft Teams. Despite some technological challenges the finance team has maintained vigilance against adversity, working with Information Technology supports to solve and rectify any challenges.

Information Technology

IC360 is working on completion of a Disaster Recovery Plan for the Municipality. They are also supporting the development of a Request for Proposals (RFP) for the replacement of the Municipality's finance software, Great Plains. Monthly operational update meetings with IC360 help staff stay informed and identify opportunities for improvement.

KPIs:

Corporate Services

As of the end of June, the following data was collected related to Grant applications for 2024:

A.	Application-Ready Projects	3
B.	Grant Opportunities	25
C.	Applications	15
C. 1	Value of Applications	\$ 10,827,202
D.	Approved Applications	10
D.1	Value of Approvals	\$ 2,712,563

As of the end of June, the following data was collected related to the Aquatic Reimbursement Fund for 2024:

Location	Q1	Q2	Total
Arnprior – Nick Smith Centre	\$792.14	\$554.00	\$1,346.14
Carleton Place Aquatic Center	\$4,624.52	\$5,333.34	\$9,957.86
Richcraft Recreation Complex Kanata		\$123.31	\$123.31
Total (6 months)	\$5,416.66	\$6,010.65	\$11,427.31

Human Resources

We were successful in reaching an agreement with CUPE during collective bargaining and finalized the Job Evaluation and Market Salary/Compensation review. The new wage rates were implemented and retro activity for the COLA was successfully paid to all staff on June 25, 2024.

An RFP was created for the procurement of an HRIS/Payroll solution, with approval being received to move forward in partnership with ADP.

We successfully onboarded approximately twenty (20) summer students; and hosted our 2nd Summer Student Orientation session where students were provided with training to keep them safe at work. We also successfully on-boarded a Policy Planner and Customer Service Representative. Recruitment for the Public Works Water Operator position is currently in progress.

Finance

The AR Clerk processes childcare invoicing monthly. The AP Clerk processes payables bi-monthly, and preauthorized tax and water payments monthly.

Information Technology

IC360 provides data points at our monthly meetings:

- Number of helpdesk tickets has declined since initial onboarding
- Ticket classes are most often related to access to Sharepoint, onboarding of new staff, performance of hardware and software
- Security compliance has improved

LOOKING AHEAD:

Corporate Services

In coordination with the kick-off of the Process Redesign project, the team will undergo training, within budget, to better understand and incorporate Lean principles, Continuous Improvement, process mapping, and automation opportunities.

2025 budget preparation has begun.

Human Resources

The Human Resources and Payroll team will be focusing on preparing employee and payroll data, reviewing policies and improving efficiencies in current processes in preparation for the HRIS/Payroll solution implementation.

Facilities

Facilities will be focusing on the completion of multiple Capital projects in Q3. Additional capital projects will be defined and costed in preparation for 2025 budget deliberations.

Finance

The finance team will be maintaining scheduled tasks, such as processing property tax payments being received for the July 30th and September 27th deadlines, processing preauthorized payments each month, submitting scheduled remittances and processing payments. The finance team will be participating in and providing support to the 2025 budget process leading up to the tabling of the first draft of the 2025 budget. Future planning will be occurring to determine a viable and versatile long-term financial software choice that allows the municipality to best utilize technology to provide municipal service interfaces while functioning efficiently. An update to the tax registration policy is being drafted. Proposed updates will be presented at a future meeting of the Committee of the Whole.

Information Technology

IC360 has submitted a proposal for the implementation of Teams phone for the Municipality's consideration. Staff are reviewing and will provide more information to Council.

A network refresh at the Almonte Old Town Hall and at the Childcare center are planned for Q3, which should greatly improve internet connectivity at these sites.

Respectfully submitted by,

Reviewed by:

Kathy Davis,
Director of Corporate Services, Treasurer

Cyndy Woods,
Human Resources Business Partner

Dan Cousineau,
Facilities and Project Manager

Andrew Hodge,
Deputy Treasurer

ATTACHMENTS (if applicable):

1. Project Charter – Operational Efficiency and Process Redesign