

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

QUARTERLY UPDATE

DATE: January 28, 2024

TO: Committee of the Whole

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

SUBJECT: Corporate Services Quarterly Report – Q4

DEPARTMENT HIGHLIGHTS:

Corporate Services: 2025 budget development and deliberations took priority in Q4. At the same time, staff have begun to prepare for the updates to the Development Charges Background Study, Asset Management Plan, and Long Term Financial Plan. In addition, the Municipality's Water and Wastewater Rate Study will be updated considering the information in that master plan and the implications of same.

All managers in the Corporate Services Department have been proactively considering process improvements and efficiencies through technology with their teams, and staff have had the opportunity to participate in bi-weekly training sessions focused on developing skills in Excel and process mapping.

Finance: The finance team maintained scheduled tasks, such as processing supplementary property tax billings, processing preauthorized tax and water payments each month, submitting scheduled remittances, and processing vendor payments. Submissions for payments in lieu of taxes (PIL) for Federally owned properties were completed. The finance team continued to participate in and provide support to the 2025 budget process and updates. The unavailability of postal delivery has presented both challenges and opportunities in communicating and delivering information to residents, but this has allowed for success in an accelerated conversion to digital delivery methods. This also applies to vendor transactions and expanded use of EFT payments. The 2023 year-end financial statements were completed and subsequently presented to Council by the municipal auditor.

Facilities: Facilities was busy in Q4 with seasonal switchovers, Life Safety Inspections and corrections of deficiencies, and budget deliberations. Further, the contract for phase 1 of the Municipal Space Needs Assessment was awarded to Accent Building Science. This project has been initiated, and the first building condition assessment has

been conducted. As a result of a funding opportunity, the planning process for a new childcare center in Mississippi Mills is underway.

Human Resources: It was an exceptionally busy quarter for the Human Resources and Payroll team as we continued to work with ADP to build the new HRIS/Payroll system. Numerous hours were spent with the ADP Implementation Team, sharing our business, learning the system, and validating the transfer of data. Policy reviews and updates were also a key focus, with four (4) policies being brought to Council for consideration. Human Resources also met with all members of the SMT to discuss interpretation and application of policies to identify inconsistencies, challenges and opportunities for further policy improvements.

2024 PROJECT UPDATES/PENDING ITEMS:

Corporate Services: Projects completed in the last quarter include the Donation and Sponsorship Policy, Digital Plan Implementation (final report attached as Attachment 1), and Disaster Recovery Plan.

Projects currently in progress include the Performance Measurement System, Process Redesign and Operational Efficiency, and Teams Phone implementations. The Request for Proposals (RFP) for a long-term Enterprise Resource Planning (ERP) software solution was advertised and closed on January 10, 2025.

Finance: The finance department continues to incorporate the ongoing digital transformations and efficiencies that are occurring both departmentally and organizationally. There is an ongoing increase in the use of email delivery and preauthorized payment plans. A Tax Collection Policy has been drafted to be presented to Council to provide a reference to staff and residents in the property tax processes.

Facilities: In addition to the work outlined in the department highlights, Facilities has completed roofing and drainage projects at the Almonte Fire Station, has been provided ongoing support to IC360 for network cabling and connectivity in Municipal Buildings, has completed a parking lot lighting improvement at the Municipal Office and has been planning repairs to the exterior of the Almonte Old Town Hall.

Human Resources: The Team made the strategic decision to move the implementation date of the new HRIS/Payroll system to coincide with the first pay of 2025. This was to allow for additional time to validate the transfer of data and to permit cleaner year end reporting. Four (4) policies, Recruitment Selection & Hiring, Exit Interview, Duty to Accommodate and Conflict in Hiring were also presented to and passed by Council. Managers have started utilizing the new Performance Appraisal templates and 360-degree feedback templates.

KPIs:

Corporate Services:

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

A.	Application-Ready Projects	3
B.	Grant Opportunities	38
C.	Applications	23
C. 1	Value of Applications	\$ 10,917,592
D.	Approved Applications	16
D.1	Value of Approvals	\$ 6,072,269

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

Location	Q1	Q2	Q3	Q4	Total
Arnprior – Nick Smith Centre	\$792.14	\$554.00	\$628.17	\$673.93	\$2,648.24
Carleton Place Aquatic Center	\$4,624.52	\$5,333.34	\$4,615.47	\$6,106.89	\$20,680.22
Richcraft Recreation Complex Kanata		\$123.31	\$217.52	\$101.98	\$442.81
Total (6 months)	\$5,416.66	\$6,010.65	\$5,461.16	\$6,882.80	\$23,771.27

Finance: The quarterly transfer payments of County and Education taxes collected on the municipal tax billings continue to occur as scheduled. Property owners with overdue tax balances have received overdue tax notices so that they are aware of their amount owing and that will be subject to penalties. Childcare invoicing is processed and delivered efficiently and on time via email at the beginning of each month. The finance department provides support across departments on an ongoing basis for projects, grant and program reporting, compliance documents and reporting, account management, invoicing and tracking.

Human Resources: Completed a review of Human Resources policies and those procedures directly related to pay. The review was inclusive of meeting with Managers to understand their interpretation and departmental practices in order to align and ensure consistency across the Municipality.

Finalized the build of the new HRIS/Payroll system, completed the Practitioner training, rolled out the system to staff and Management and completed our first successful pay in ADP.

LOOKING AHEAD:

Corporate Services: In Q1 of 2025, staff will continue to work on the Performance Measurement System and Process Redesign and Operational Efficiency projects. The Teams Phone project should be completed in Q1, and staff will kick off a Capital Asset Tracking and Accounting project in preparation for the implementation of new accounting software. The RFP (Request for Proposals) for a new financial system will be evaluated and staff plan to bring a recommendation to Council in Q1 of 2025.

The Timelines and Council checkpoints for the Asset Management Plan, Development Charges Background Study, and the Water and Wastewater Rate Study have been set and shared with Council. Watson and Associates are providing consulting services to the Municipality for all three of these interrelated projects.

In January, work will begin with KPMG on development of the Long Term Financial Plan. It is estimated that this will take 3 to 4 months and staff expect to have a draft plan for Council's consideration in April.

Finance: The finance team starts the new year very busily, updating the financial software, conducting year-end and new-year processes, ongoing audit information collection and preparation, entering 2025 budget information, participating in the ongoing Long-term Financial Plan development, addressing tax arrears and preparing for the interim tax billing to be processed and distributed. Members of the finance department will participate in the ongoing steps for the RFP for a long-term Enterprise Resource Planning (ERP) software solution as it progresses.

Facilities: In Q1, Facilities will be completing the request for qualifications as well as the request for proposals for the new Childcare Centre project. Award of this contract must be completed in early Q2 to maintain the aggressive schedule. The first quarter of 2025 will also see the completion of several more building condition assessments as part of Phase 1 of the Municipal Space Needs Assessment.

Once the 2025 budget is passed, the planning and procurement of multiple Capital Projects will take place.

Human Resources: Will continue to audit and validate the transfer of data to ADP to ensure that it continues to perform and produce expected outcomes. Additional training and features of the new HRIS/Payroll system will continue to be rolled out to all Staff and Managers. Payroll will be busy working on year-end reporting in Great Plains and the preparation of T4's. The Team will also begin preparing for Summer Student Recruitment, Recruitment of RECE's, Assistant Teachers for Childcare Services as well as other pending positions. Making advancements in Phase 2 of the Human Resources Plan Project.

Respectfully submitted by,

Reviewed by:

Kathy Davis,
Director of Corporate Services, Treasurer

Ken Kelly,
Chief Administrative Officer

ATTACHMENTS (if applicable):

1. Digital Strategy Implementation – Closing Report