

# THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

## QUARTERLY UPDATE

**DATE:** April 29, 2025

**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 – Q1 2025

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### DEPARTMENT HIGHLIGHTS:

Corporate Services: The team met on February 12 to plan for the coming year and identify initiatives related to improving efficiencies, reducing paper, and modernizing operations. Staff spent time this quarter evaluating proposals received for replacement of the municipality's Enterprise Resource Planning (ERP) system, and a recommendation is pending. Training and implementation of the new Teams Phone system was rolled out. Two documents were received from MMAH and are attached to this report: 2023 Financial Information Return (FIR) data and indicators, and 2025 Annual Repayment Limit (ARL) calculations.

Finance: Annual software updates were performed for the financial software programs. This maintenance maintains product functionality and allows the finance department to then perform the required year-end procedures to begin the new year in the system. The finance team maintained scheduled tasks, such as invoicing and the receipting of incoming payments for all departments, processing preauthorized tax and water payments each month, submitting scheduled remittances, and processing vendor payments. The Interim tax billing was completed and distributed. The finance team continued to participate in and provide support to the 2025 budget process and updates. Upon completion of the 2025 budget the new accounts were added into the system and the budget data was uploaded into the financial system.

Facilities: A large portion of the first quarter in 2025 has been committed to the potential expansion of the Mississippi Mills Childcare Centre program. A request for qualifications (RFQ) was issued to solicit interest and to pre-qualify proponents for the request for proposals (RFP). The three successful pre-qualified proponents submitted their proposals on March 28<sup>th</sup>, 2025. The proposal evaluations are ongoing and, should Council choose to proceed with the project, the contract will be awarded in April 2025.

Human Resources: It was an exceptionally busy quarter for the Human Resources and Payroll team with the launch of the new HRIS/Payroll system. The team continues to audit the system to ensure data and calculations are functioning as expected. Year-end reporting and T4's were completed on schedule, closing out the final payroll information in Great Plains. The team also explored different options for groups benefits to ensure continued affordability.

## **2025 PROJECT UPDATES/PENDING ITEMS:**

Corporate Services: The team continues to work on process redesign and operational efficiency initiatives. Some projects will be undertaken after the ERP is implemented to leverage the technology available. Meetings with all managers have taken place to review key performance indicators (KPIs) that will be proposed for the municipality's performance measurement system. Work continues with Watson and Associates to update the development charges background study, water & wastewater rate study, and asset management plan. Additionally, KPMG is working according to schedule to present a proposed long term financial plan and planning model.

Finance: The finance team continued to participate in the process of determining a replacement ERP solution. Audit preparations and data compilation are being completed for the year-end audit. The Finance team is assisting in the financial and payments portion of the PSD Citywide e-permitting software implementation. The Finance team is working together with other departments in the Childcare expansion project. The Finance team assisted in the implementation and set-up of the general ledger posting process for the new HRIS/Payroll system. Continuing support is given as needed for the verification, forms, calculations, and reporting as needed for both annual and one-time grants.

Facilities: The building condition assessments of Municipal facilities are ongoing. All facilities in Pakenham are complete. In Almonte, we have completed the Childcare Centre, Library, Fire Station, Water Storage Building, Well #5, the Almonte PW Garage and a portion of the Ramsay Garage (and associated out-buildings). The contract for the AOTH entrance curtainwall replacement was awarded to Burchell Glass and is scheduled for mid-May. We have completed the recruitment of a new facilities maintenance/cleaner staff who will start early in Q2.

Human Resources: With the transition to the new HRIS/Payroll platform we continue to look for ways to improve efficiencies in our HR and Payroll processes. The team recently introduced a Personnel Action Form (PAF) to streamline processes related to the employee lifecycle and enhance communication between Managers and HR. Recruitment efforts are underway for the newly approved positions and the Summer Student Recruitment Campaign was also kicked off. Workforce Planning discussions and current state analysis are in development.

## KPIs:

### Corporate Services:

As of the end of March, 2025, the following data was collected related to Grant applications for 2025:

A.	Application-Ready Projects	1
B.	Grant Opportunities	5
C.	Applications	1
C. 1	Value of Applications	\$2,500,000
D.	Approved Applications*	2
D.1	Value of Approvals*	\$706,297.71

\*note that these approvals were received in 2025 but relate to applications submitted in 2024.

As of the end of March, the following data was collected related to the Aquatic Reimbursement Fund for 2025:

Location	Q1	Q2	Q3	Q4	Total
Arnprior – Nick Smith Centre	\$210.00				<b>\$210.00</b>
Carleton Place Aquatic Center	\$7,031.73				<b>\$7,031.73</b>
<b>Total (3 months)</b>	<b>\$7,241.73</b>				<b>\$7,241.73</b>

Finance: During Q1 the 2025 Temporary Borrowing Bylaw, 2025 Water and Sewer Rates By law, 2025 Interim Tax Bylaw, and 2025 Tax Rates By law were written and passed. The first 2025 quarterly instalments to the schoolboards and upper tier are calculated and transferred to the schoolboards in March and to the County in April respectively.

Human Resources: Implemented the new HRIS/Payroll Platform and completed training for staff and Managers on the utilization of the system. Completed 2 grant applications for Summer Student hires. Conducted meetings with all Managers to gather data on their current workforce to understand challenges, skills gaps, turnover and upcoming demands that may add pressure to current resources.

## LOOKING AHEAD:

Corporate Services: Planning for Q2 includes completion of the various financial plans related to MM2048 and the asset management plan. Initial planning for implementation of the new ERP will follow council's direction for the new system. Work on enterprise risk management as identified in the strategic plan will ramp up in Q2 and Q3.

Revisions to the proposed donation policy will be brought to Council in Q2, and staff will update Information Technology (IT) policies and procedures as well. A cost recovery / fee study will be conducted by staff for Council's review.

Finance: The Finance Team will continue in the preparations for the year end audit. Data will be entered into the provincial Online Property Tax Analysis portal as part of the data entry and confirmation as is mandated and that then allows the data to be obtained from MPAC for the final tax billing that will take place in June. The finance team will continue to provide support for the ongoing studies and plans being prepared and completed during Q2.

Facilities: As Council has chosen to proceed with the Childcare Centre project, a significant amount of time will be required to finalize the contract and engage in early design meetings to finalize the project scope of work. In addition, Tenders for time sensitive projects will be issued in Q2. The remaining site inspections for the Building Condition Assessment will be completed in Q2, to be able provide reports and a summary to council in late Q3.

Human Resources: Working towards finalizing a workforce plan along with HR strategic initiatives. Finalizing the recruitment of the three positions approved in the 2025 budget, additional positions approved and supported through the Housing Accelerator Fund and Summer Student hires. Corporate Orientation for the summer hires has been scheduled for May 20, 2025.

Respectfully submitted by,

Reviewed by:

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Kathy Davis,  
Director of Corporate Services, Treasurer

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Ken Kelly,  
Chief Administrative Officer

ATTACHMENTS (if applicable):

1. 2023 Financial Information Return data and ratios
2. 2025 Annual Repayment Limit