

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

QUARTERLY UPDATE

DATE: August 12, 2025

TO: Committee of the Whole

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

SUBJECT: Corporate Services Quarterly Report – Q2

DEPARTMENT HIGHLIGHTS:

Corporate Services: The team participated in two Public Information Centers to share information about asset management planning and budget development. A number of projects were also wrapped up in Q2 including the Development Charges (DC) background study updates and associated by-law, the Asset Management Plan (AMP), and the Water/Wastewater rate study and AMP. Work continues with KPMG in developing a Long Term Financial Plan (LTFP) and model. A contract was awarded to MNP for the implementation of SylogistGov to replace the Great Plains financial system.

Finance: The Finance Team continued in the preparations of the 2024 year-end audit. Data was entered into and signed off in the provincial Online Property Tax Analysis portal as part of the data entry and confirmation as is mandated; that then allowed the data to be obtained from MPAC for the 2025 final tax billing that took place in June. The finance department hosted a 6-week student placement in Q2.

Human Resources: Human Resources had an exceptionally active quarter, successfully hiring 44 new staff members. This included filling three new permanent full-time CUPE positions, all Summer Student roles, three Housing Accelerator Fund (HAF) positions, and additional staffing within Childcare Services. We hosted a comprehensive Summer Student orientation, featuring presentations from the Mayor and Department Heads, along with introductory training in first aid/CPR and fire safety. We also administered the transition of our employee benefit plan from Desjardins to Sunlife.

Facilities: In Q2 Facilities completed the replacement of the Almonte Old Town Hall (AOTH) curtainwall, awarded contracts for the Condenser replacement at the John Levi Community Centre and Compressor replacement/overhaul at the Stewart Community Centre. There continues to be a heavy focus on the development of the new Childcare Centre to keep the project on schedule, and within the prescribed budget.

Information Technology: IC360, the Municipality's Information Technology Managed Service Provider (MSP) conducts regular meetings with leadership and the full management team to address concerns and plan for the future. Hardware renewal and upgrades to Windows 11 for all workstations is under way. A phishing test / simulation was conducted with staff to support continued education and reinforce the need for ongoing diligence in verifying data and information on the part of staff. Initial site visits in preparation for network upgrades were conducted.

2025 PROJECT UPDATES/PENDING ITEMS:

Corporate Services: With help from the placement student we have gathered comparator data related to fees and charges which will be presented with the 2026 fees and charges proposal to Council. Staff continue to progress with project plans for a performance measurement system (the majority of the work being facilitated by students during this summer) and the process redesign and operational efficiency project. In coordination with the work being done on the LTFP, staff are also working on creating a master project ID listing for all planned capital projects identified in the various plans and studies that have been completed. The kick-off for SylogistGov and renewal of the municipality's financial information system is planned for Q3.

Finance: The finance team continued to provide support for the ongoing studies and plans being prepared and completed during Q2. Data is being gathered for the 2024 Financial Information Return that is completed as part of the 2024 year-end financial statements. The 2025 Waste Management Levy Bylaw 25-033 was prepared and passed.

Human Resources: The Human Resources Strategic Plan and Employee Handbook have been developed and are currently under review by the leadership team for feedback and input. Updates to the Employee Code of Conduct and the Public Conduct Guidelines—governing the use of our facilities and participation in our programs—have also been completed. Additionally, a dedicated committee has been established to develop an Emergency Response Procedural Manual to guide responses to potential incidents within our facilities. New health and safety boards have been ordered and installed, and emergency “mock” training scenarios have been implemented across all departments.

Facilities: Work on Phase 1 of the Municipal Space Needs Assessment is ongoing. Several reports have been received from the consultant. Additional site inspections have been conducted. Inspections are scheduled to be complete by end of July and completed reports will follow. The Mississippi Mills Childcare Centre project is ongoing. The Municipality has received the foundation permit application. We expect ground breaking by mid-August to maintain the construction schedule.

Information Technology: IC360 has also provided a quotation for a strategic Information Technology (IT) architecture analysis and roadmap which will form the basis

for next actions and decision making related to IT. The team is also exploring options for a cyber audit and disaster recovery exercise to be included in 2026 budget requests.

KPIs:

Corporate Services:

Grant applications year to date 2025 (compared to full year 2024):

| | | 2024 | 2025 |
|------|-----------------------|---------------|--------------|
| C. | Applications | 25 | 15 |
| C. 1 | Value of Applications | \$ 19,255,187 | \$ 8,558,570 |
| D. | Approved Applications | 13 | 13 |
| D.1 | Value of Approvals | \$ 6,072,269 | \$ 5,381,267 |

As of the end of June, 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 | \$50.00 | | | \$260.00 |
| Carleton Place Aquatic Center | \$7,203.98 | \$4,423.47 | | | \$11,627.45 |
| Total (6 months) | \$7,241.73 | \$4,473.47 | | | \$11,907.88 |

Finance: Promotion and conversion to the paperless tax billing option continued on an ongoing basis. Water and Sewer billing continues to occur at the scheduled bi-monthly intervals. The AR Clerk processes childcare invoicing monthly. The AP Clerk processes payables invoicing bi-weekly, and preauthorized tax and water payment plans monthly.

Human Resources: We continue to work on creating efficiencies in our process and digitizing all employee data for quick reference. Policies continue to be reviewed to ensure that we are following best, and current practices.

LOOKING AHEAD:

Corporate Services: Q3 will bring about change for the team with the departure of the Deputy Treasurer. Recruitment efforts are under way for a replacement. There will be a focus on continuity of operations, supported by cross training and a review of task assignment within the team. The team plans to kick off the Enterprise Resource Planning (ERP) project for SylogistGov, engage in community consultation and communications for the 2026 budget, facilitate budget development, and complete a draft of the first balanced scorecard under the Performance Measurement project.

Finance: The first instalment for the 2025 Final Tax billing is due July 30th, 2025, and the second instalment is due September 26th, 2025. During Q3 financial interim reporting for childcare is provided to Lanark County.

Human Resources: Finalizing the Workforce Plan will be a priority in the coming months. This will involve analyzing and forecasting the Municipality's human capital requirements to ensure that we have the right resources in place at the appropriate time.

Facilities: Facilities is looking ahead to the 2026 budget and preparing a capital projects list. Following more collaboration with the design-build team and permitting, the third quarter will see the start of construction of the new Childcare Centre. All building condition assessments should be complete in Q3 ahead of a presentation of findings to Council.

Information Technology: Network upgrades will be undertaken in Q3 and Q4 of 2025. Hardware renewal to support reliability and security continues.

Respectfully submitted by,

Reviewed by:

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ATTACHMENTS (if applicable):
n/a