

# THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

## QUARTERLY UPDATE

**DATE:** April 28, 2026

**TO:** Committee of the Whole

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

**SUBJECT:** Corporate Services Quarterly Report – Q1 2026

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### DEPARTMENT HIGHLIGHTS:

**Corporate Services:** The focus of the team in Q1 entailed compliance items (year-end procedures, audit preparation, by-law and annual report compilation and submission), and planning for upcoming system conversions related to the Municipality's Enterprise Resource Planning (ERP) system and Recreation software. The team's document management policy requiring paperless file management was implemented January 1.

**Finance:** The finance team performed year-end procedures and began preparing for the 2025 audit. The interim tax billing was completed. The paper billing fee was implemented for water bills.

**Human Resources:** A busy start to the year. We successfully completed our first year-end in ADP (new Human Resource Information System) with minimal issues, including all required year-end reporting. We also advanced several recruitment initiatives, resulting in successful hires for the Strategic Coordinator of Protective Services, HR and Payroll Coordinator, Pakenham Recycle Depot, and Tax and Water Clerk (maternity leave coverage). In addition, we launched our Summer Student recruitment campaign and are currently in the process of recruiting a Recreation Administrative Assistant.

**Facilities:** Q1 saw the completion of Phase 1 of the Municipal Space Needs Assessment. Building Condition Assessments were completed for all Municipal Facilities. The design and permitting for the Rod Cameron Public Works garage was completed so that re-construction can begin in early Q2 after the smoke/fire damage.

**Information Technology:** Staff developed, consulted, refined, and implemented an AI (Artificial Intelligence) Policy for staff. The policy discusses appropriate uses of AI, responsibility to confirm and verify any information generated using AI, and the requirement to reference AI generated content in reports and documents.

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

**Corporate Services:** The first draft of the Performance Measurement scorecard is complete and under review by Senior Management; it will be presented for Council's consideration in June. Activities completed under the Process Redesign and Operational Efficiency project are highlighted in the attached report, which closes out this project as identified in Council's Strategic Plan. Note that process redesign is an ongoing initiative and efforts do and will continue. An Enterprise Risk Management Policy and Plan have been drafted and are currently under review, to be implemented in Q2. Staff continue to work through items in the Long Term Financial Plan work plan, the next presentation being a draft Budget Policy for Council's review and consideration.

**Finance:** The finance team continued their participation in the implementation of the new ERP solution. Enrollment in e-billing and pre-authorized payment plans continue to increase.

**Human Resources:** We have updated our Recruitment, Selection, and Hiring Policy and transitioned the Employee Benefits By-law into a policy to reflect changes to the Chief Administrative Officer's (CAO) delegated authority (Strong Mayor Powers). We have also finalized the Code of Conduct for Employees and the Public, which will be posted in our facilities and waste sites.

**Facilities:** Construction of the new childcare center at 111 Menzie St., is ongoing and progressing well. Mechanical and Electrical distribution within the building is nearing completion, tiling is complete, flooring is being installed. With the arrival of spring, the contractor will soon be mobilizing trades to continue the exterior work. The completion of the JLCC Air Handling Unit installation will soon be complete. The RFP for phase 2 of the Municipal Space Needs Assessment is being developed. Tenders and RFQs are being prepared for 2026 capital works.

**Information Technology:** KPMG has been retained to conduct an Information Technology audit as approved in the 2026 budget. A report will be provided to Council when complete. Network upgrades are under way at all sites and will be complete by the end of April.

**KPIs:**

## Corporate Services:

### Aquatic Reimbursement

Location	Total Claims (Q1)	Average Claim	Number of Claims
Carleton Place	\$6,744.69	\$122.63	55
Arnprior	\$401.38	\$66.90	6
Richcraft (Ottawa)	\$51.44	\$51.44	1

### Grants

2026 Grants	Number	Value
Applications Submitted	5	\$240,984.66
<b>Applications Approved</b>	<b>2</b>	<b>\$46,460.00</b>

**Finance:** 2025 reconciliation and Q1 payments to the school boards for their portion of taxes collected occurred as scheduled. 2025 reconciliation payments to the County for their portion of taxes and development charges collected occurred as scheduled. Property owners with overdue tax balances after the February due date received an overdue tax notice to advise them of their penalties and new amount owing. The 2026 Interim Tax Levy, 2026 Water and Sewer Service Rates and the 2026 Temporary Borrowing by-laws were passed. The finance team continued to provide support across departments for projects, grant, program and compliance reporting, account management, as well as invoicing.

### **Human Resources:**

Two policies successfully updated as well as the creation of the Employee and Public Code of Conduct. Seven new staff members have been on-boarded (Event Assistants, Educators). Eleven job postings plus the Summer Student Campaign (approximately 50% of students are returning).

Health and Safety: Risk Assessments were updated/completed for all locations.

### **LOOKING AHEAD:**

**Corporate Services:** Organizational impacts related to the new Enterprise Resource Planning (ERP) system include changes to the Chart of Accounts, updates to purchasing and vendor invoice processing, and improvements to reporting and data extraction. Staff will be working with all departments in the organization to support the changes and ensure training and information is available and the transition is as seamless as possible. Go-live is expected in summer 2026. The Citizen Portal will be rolled out after the internal system has been implemented and stabilized.

**Finance:** The finance team will continue in the preparations for the year end audit, prepare final tax billing, and continue tax arrears management. The team will continue

to participate in the implementation of the new ERP software including training and testing.

**Human Resources:** We will be working closely with the Childcare Service Manager to develop a recruitment campaign that ensures the necessary staff are in place for the new Childcare Service facility. We will also continue reviewing policies, improving processes (transitioning to paperless), and supporting the onboarding of the new HR and Payroll Coordinator, who begins April 13, 2026. In addition, we will focus on addressing opportunities identified in the Employee Engagement Survey and advancing leadership development initiatives.

**Facilities:** Q2 will be largely focused on the completion of the new Childcare Center. Barring any unforeseen issues, the project schedule indicates that construction should be nearing completion by end of June 2026. Following this, the Ministry of Education must conduct their review of the building ahead of licensing. We are still on track to achieve LEED Silver which demonstrates the Municipality's significant commitment to sustainability, environmental stewardship and high-performance building practices.

**Information Technology:** Refinement of the Municipality's Information Technology policies and hardware renewal procedures are scheduled for Q2. Staff continue to explore more effective integrations between systems and a view to process improvement supported by technology.

Respectfully submitted by,

Reviewed by:

Kathy Davis,  
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Ken T. Kelly,  
CAO

Cyndy Woods,  
Human Resources Manager

Samantha Shamblaw,  
Deputy Treasurer

Dan Cousineau,  
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#### ATTACHMENTS:

1. Final Report to Council – Operational Efficiency and Process Redesign