

To: Warden and Members of County Council

From: Director of Corporate Services

Municipal Modernization Projects Update – 2023

RECOMMENDATION

1. That Report No. CS 2023-10 entitled “Municipal Modernization Projects Update – 2023” be received for information.

REPORT HIGHLIGHTS

- 25 modernization projects supported by provincial funding
 - 20 projects completed
 - 5 projects in progress for completion in 2023
- Total investment in modernization initiatives \$2,081,190
 - \$1,776,456 funded by the Province
 - \$304,734 funded by the County
- Potential annual savings \$1.7 million (cost and/or efficiencies)

Implementation Points

The Senior Management Team will continue to monitor the two remaining Municipal Modernization Fund (MMF) projects with deadlines extended to December 1, 2023 to ensure they are effectively executed in compliance with the respective Provincial Funding requirements.

Financial Impact

This report is based on information Finance staff have compiled from the financial systems and reports received from each of the respective departments facilitating the MMF projects. The financial activity, project progress and reporting requirements by project are presented in more detail under the Comments section of this report.

The financial estimates contained in this report are based on information available as of February 28, 2023.

The MMF program provides funding of up to 100% of the costs to engage a third party independent review expert for Review Stream projects, while Implementation Stream projects are funded by the Province at 65% of eligible costs.

Communications







This report is intended to update Council on the status of MMF projects as of February 28, 2023. The Final Review Stream reports prepared by third party reviewers were presented to Council on January 25, 2023 as they are now complete. The third party review reports have been posted on the [County's website](#) as required by the funding agreements.

There were no reporting requirements associated with the original MMF program allocations to all municipalities. The reporting requirements and dates of subsequent intakes of the program that the County has benefitted from are set out in Table 1 below.

Table 1 – MMF Reporting Requirements by Intake

Implementation Stream	Intake 2	Intake 3
Interim progress report	January 31, 2022	May 30, 2022
Second interim progress report	April 29, 2022	N/A
Project completion - final report that forecasts annual savings and other efficiency and effectiveness outcomes for at least three years as a result of project completion	September 30, 2022	February 28, 2023 – extension to December 1, 2023 was granted in January 2023 for incomplete projects
Reporting back one-year post project completion with actual savings over the course of the year	September 30, 2023	February 28, 2024
Review Stream		
Interim progress report	October 31, 2021	September 19, 2022
Third-party reviewer's final report is to be posted publicly on the municipal website	January 31, 2022	January 31, 2023

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
		3.iii.		5.ii.	

DISCUSSION

Background

In March 2019, the Ministry of Municipal Affairs and Housing (MMAH) funded a one-time unconditional grant for small and rural municipalities intended to help modernize service delivery and reduce future costs by investing in projects such as: service delivery reviews, development of shared services agreements, and capital. The investment was to support small and rural municipalities’ efforts to be more efficient and reduce expenditure growth in the long term.

The allocations were formula based, taking into consideration the number of households in the municipality, including urban and rural. As such, the County and all of the area municipalities received allocations. The County’s allocation was \$725,000. Through [Report No. CS 2020-46](#) titled “Modernization Funding Project Proposals” all, with the exception of \$14,000 of the original \$725,000 in unconditional modernization funding from the Province was committed to projects. Under the same report, the CAO was granted authority to use remaining funds for similar projects that fall within the funding parameters.

In early 2020, MMAH announced another investment in the MMF, however this “Intake 1” was revised by offering two funding categories – a Review Stream and an Implementation Stream that were subject to a competitive application based process. Review Stream projects were eligible to receive 100% funding while the Implementation Stream projects were funded 65% by the MMF for eligible expenses. Due to the challenges imposed by the pandemic at that time, staff were not able to initiate proposals or carryout additional projects, therefore did not submit any proposals for funding.

In 2021, Intake 2 of the MMF was announced with a deadline for submission set for March 15, 2021. The County responded with seven applications approved by Council under [Report No. CS 2021-14](#) titled “Municipal Modernization Program Funding Proposals – Intake 2” of which six projects were approved for MMF funding.

Subsequently, in August 2021, an Intake 3 was offered with a deadline of October 19, 2021. The County submitted eight proposals approved by Council under [Report No. CS 2021-38](#) titled “Municipal Modernization Program Funding Proposals – Intake 3” and all eight submissions were approved for MMF funding.

Comments

The following tables identify the projects approved under each of the three MMF funding intakes, including brief status updates; financial expenditures incurred to date; and, approved project costs.

Table 2 - MMF Initial Allocation of \$725,000

Modernization Project	Status	Project Approval ¹	Life to Date Actuals	Divisional Project Update
Tourism – In Market Visitor Information Signage [CS 2020-46]	On-going <i>Est. Comp-2023</i>	\$70,000	\$17,329	County Courthouse signage delayed until after sidewalk construction.
Roads – GPS/AVL and Road Patrol Compliance Software Evaluation [CS 2020-46]	Complete	1,384	1,384	Project complete
Waste Management - Weigh Scale Software Optimization [CS 2020-46]	On-going <i>Est. Comp-Q4 2023</i>	173,314	162,612	Software procurement is complete; customer web based reporting and payment module to be fully implemented by end of 2023.
Information Services – Mobile Solution for AMANDA (Building Inspections) [CS 2020-46]	Complete	72,448	72,448	Project complete – changed scope to CloudPermit mobile solution implementation
Information Services – Requirements for AMANDA – Community Planning [CS 2020-46]	On-going <i>Est. Comp-2023</i>	100,000	74,014	Implementation is underway.
Woodingford Lodge – Visual Enhancement for Resident Dining & Meal Choices [CS 2020-46]	Complete	37,147	37,147	Project complete
Paramedic Services – Real-Time Data CAD Integration [CS 2020-46]	Complete	33,886	33,886	Project complete

¹ Includes provincial modernization funding, and budget transfers

Modernization Project	Status	Project Approval ¹	Life to Date Actuals	Divisional Project Update
Human Resources – HRIS Configuration and Implementation <i>[CS 2020-46]</i>	Complete	47,768	47,768	Project complete
Information Services – Drone <i>[2021 Budget]</i>	Complete	39,201	39,201	Project complete
General – Joint Service Delivery Review <i>[CS 2019-04]</i>	Complete	20,000	20,000	Project complete
Human Resources – Scheduling Software Configuration and Implementation <i>[CS 2021-14]</i>	Complete	27,998	27,998	Project complete
Uncommitted – Project Savings Realized	N/A	70,183	-	To be allocated to MMF project overruns
		693,329	533,788	
Transferred to MMF Intake 2 Projects	N/A	28,405	-	
Transferred to MMF Intake 3 Projects	N/A	3,266	-	
		\$725,000	\$533,788	

Table 3 – MMF Intake 2 Projects

Modernization Project Proposals	Status	Project Approval ²	Life to Date Actuals	Divisional Project Update
Finance - Review Feasibility of Digital Accounts Payable Process <i>[CS 2021-14]</i>	Complete	\$35,565	\$35,565	Project is complete, and final report is posted. https://www.oxfordcounty.ca/en/your-government/municipal-modernization-reviews.aspx
Information Services – Public Websites Modernization <i>[CS 2021-14]</i>	Complete	180,240	157,834	Project complete
Information Services – Road and Address GIS Data Transformation	Complete	167,800	126,620	Project complete – continue to work on updating data to meet NG911 standards

² Includes provincial modernization funding, budget transfers, and required County cost shared portion where applicable

Modernization Project Proposals	Status	Project Approval ²	Life to Date Actuals	Divisional Project Update
[CS 2021-14]				
Water and Wastewater – Operations and Maintenance Service Delivery Review [CS 2021-14]	Complete	101,719	101,719	Third party consultant's work is complete, and final report is posted. https://www.oxfordcounty.ca/en/your-government/municipal-modernization-reviews.aspx
Roads - Operations and Maintenance Service Delivery Review [CS 2021-14]	Complete	141,121	141,121	Third party consultant's work is complete, and final report is posted. https://www.oxfordcounty.ca/en/your-government/municipal-modernization-reviews.aspx
Paramedic Services – Deployment Review [CS 2021-14]	Complete	150,000	131,270	Third party consultant's report presented to each of the participating County Councils. Creation of a Paramedic Services Sharing Working Group support by all of the participating County Councils. https://www.oxfordcounty.ca/en/your-government/municipal-modernization-reviews.aspx
		\$776,445	\$694,129	

Table 4 – MMF Intake 3 Projects

Modernization Project Proposals	Status	Project Approval	Life to Date Actuals	Divisional Project Update
Human Resources - Digitizing Disability Management [CS 2021-38]	Complete	\$44,266	\$44,266	Project complete – implemented employee disability management software including integration with Kronos employee management and scheduling software
Finance - Accounts Payable Digitization Implementation [CS 2021-38]	On-going <i>Est. Comp- Dec 2023</i>	285,000	2,644	Project completion delayed pending selected automated process identification (API) software solution integration with Great Plains financial system; integration planning is now underway.
Woodingford Lodge - Automated Scheduling Solution for Long Term Care	Complete	61,588	61,588	Project complete – implemented employee scheduling software designed for long term care,

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Modernization Project Proposals	Status	Project Approval	Life to Date Actuals	Divisional Project Update
[CS 2021-38]				training was not considered as part of the initial project cost. Cost overrun funded from budget savings from delayed software implementation.
Clerks - Modernizing Access to Archival Records [CS 2021-38]	Complete	22,700	22,611	Project complete - purchased a microfilm/scanner; scanned all the Area Municipality By-laws, early township poll books, County composite photographs and made them accessible on our website; and, digitized oversized photographs and architectural drawings.
Paramedic Services - Emergency Notification and Communication Software [CS 2021-38]	On-going <i>Est. Comp- Dec 2023</i>	19,500	8,868	Project start up was delayed until Q2 2022 – implement an Emergency Management software tool to improve notification processes, response levels, communication, and collaboration among County Emergency Control Group (ECG) and ECG members of our area municipalities; final configuration for area municipalities is now underway for project completion.
Woodingford Lodge - Nutritional Services Review [CS 2021-38]	Complete	95,000	50,880	Third party consultant's work is complete, and final report is posted. https://www.oxfordcounty.ca/en/your-government/municipal-modernization-reviews.aspx
Housing - Subsidized Housing Operations Optimization Review [CS 2021-38]	Complete	35,362	35,362	Third party consultant's work is complete, and final report is posted. https://www.oxfordcounty.ca/en/your-government/municipal-modernization-reviews.aspx
Clerks - Digital Risk Management and Information System [CS 2021-38]	Complete	48,000	45,257	Project complete - ClearRisk has implemented includes risk, claims and insurance certificate management modules.
		\$611,416	\$271,474	

In summary, there are 25 modernization projects supported by provincial funding: 20 projects are completed; 5 projects are in progress with anticipated completion in 2023.

Conclusions

Staff will continue to monitor the progress of the ongoing MMF program projects and will report to Council in early 2024 at the time of the final Annual Report back, or sooner if required.

Overall, a total investment of \$2,081,190, leveraged by \$1,776,456 in MMF funding is poised to achieve annual cost savings of \$1.7 million and gain efficiencies in a broad spectrum of municipal services for the County and the municipal partners who participated in these projects.

SIGNATURES

Report Author:

Original signed by

Carolyn King, CPA, CA
Manager of Finance

Departmental Approval:

Original signed by

Lynn S. Buchner, CPA, CGA
Director of Corporate Services

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer