

**To: Warden and Members of County Council**

**From: Director of Corporate Services**

## **Municipal Modernization Projects Update – Q1 2022**

### **RECOMMENDATION**

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1. That Report CS 2022-15 entitled “Municipal Modernization Projects Update – Q1 2022” be received for information.

### **REPORT HIGHLIGHTS**

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- 25 modernization projects supported by provincial funding
  - 9 projects completed
  - 15 projects in progress for completion in 2022
  - 1 project in progress for completion in 2023
- Total investment in modernization initiatives \$2,057,240
  - \$1,776,456 funded by the Province
  - \$280,784 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 ongoing Municipal Modernization Fund (MMF) projects 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 input 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 March 31, 2022.

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 progress of the MMF projects as of end of the first quarter of 2022. Further updates will be provided on a quarterly basis until the MMF projects are finally complete.







Final Review Stream reports prepared by third party reviewers will be presented to Council as they are completed.

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**

<b>Implementation Stream</b>	<b>Intake 2</b>	<b>Intake 3</b>
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
Reporting back one-year post project completion with actual savings over the course of the year, and a forecast for the following two years of annual savings and other efficiency and effectiveness outcomes	September 30, 2023	February 28, 2024
<b>Review Stream</b>		
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)

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
		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

This section of the report provides listings of projects approved for MMF funding by intake including brief status updates, financial expenditures incurred to March 31, 2022, and approved project costs.

The following table describes the projects approved under the Modernization – initial stream:

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

Modernization Project	Status	Project Approval <sup>1</sup>	Life to Date Actuals	Divisional Project Update
<b>Tourism</b> – In Market Visitor Information Signage [CS 2020-46]	On-going <i>Est. Comp-2023</i>	\$70,000	\$10,255	County Courthouse signage installation scheduled for Q2. Outreach to businesses via survey planned for June.
<b>Roads</b> – GPS/AVL and Road Patrol Compliance Software Evaluation [CS 2020-46]	Complete	1,384	1,384	GPS/AVL and Road Patrol Compliance software evaluation is complete
<b>Waste Management</b> - Weigh Scale Software Optimization [CS 2020-46]	On-going <i>Est. Comp-June 2022</i>	173,314	156,214	Software procurement is complete; customer web based reporting and payment module will be fully implemented by June 2022
<b>Information Services</b> – Mobile Solution for AMANDA (Building Inspections) [CS 2020-46]	On-going <i>Est. Comp-Sept 2022</i>	139,000	56,167	Cloud Permit implemented for mobile inspections in six municipalities. Implementation in two municipalities remaining.
<b>Information Services</b> – Requirements for AMANDA – Community Planning [CS 2020-46]	On-going <i>Est. Comp- July 2022</i>	100,000	74,014	Software procurement is complete; implementation to begin soon.
<b>Woodingford Lodge</b> – Visual Enhancement for Resident Dining & Meal Choices [CS 2020-46]	On-going <i>Est. Comp-June 2022</i>	39,343	28,841	New visual displays up and running showing menus. In room channel implementation is in progress. iPads purchase is on back order.
<b>Paramedic Services</b> – Real-Time Data CAD Integration [CS 2020-46]	Complete	33,886	33,886	Full implementation completed.

<sup>1</sup> Includes provincial modernization funding, and budget transfers

Modernization Project	Status	Project Approval <sup>1</sup>	Life to Date Actuals	Divisional Project Update
<b>Human Resources</b> – HRIS Configuration and Implementation [CS 2020-46]	Complete	47,768	47,768	Project complete
<b>Information Services</b> – Drone [2021 Budget]	On-going <i>Est. Comp- Dec 2022</i>	6,000	-	Planning on purchasing/implementing end of 2022
<b>General</b> – Joint Service Delivery Review [CS 2019-04]	Complete	20,000	20,000	Project complete
<b>Human Resources</b> – Scheduling Software Configuration and Implementation [CS 2021-14]	Complete	27,998	27,998	Project complete
Uncommitted – Project Savings Realized	N/A	37,902	-	To be allocated to MMF project overruns
		<b>696,595</b>	<b>456,527</b>	
Transferred to MMF Intake 2 Projects	N/A	28,405	28,405	
		<b>\$725,000</b>	<b>\$484,932</b>	

The following table describes the projects approved under the Modernization – Intake 2 stream:

Table 3 – MMF Intake 2 Projects

Modernization Project Proposals	Status	Project Approval <sup>2</sup>	Life to Date Actuals	Divisional Project Update
<b>Finance</b> - Review Feasibility of Digital Accounts Payable Process [CS 2021-14]	Complete	\$35,565	\$35,565	Project is complete, and final report is posted. <a href="https://oxfordcounty.ca/Your-Government/Corporate-performance/Municipal-Modernization-Reviews">https://oxfordcounty.ca/Your-Government/Corporate-performance/Municipal-Modernization-Reviews</a>
<b>Information Services</b> – Public Websites Modernization [CS 2021-14]	On-going <i>Est. Comp- Sept 2022</i>	180,240	73,688	All websites designs approved; development underway. Launching websites starting in June and finishing in September 2022

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

Modernization Project Proposals	Status	Project Approval <sup>2</sup>	Life to Date Actuals	Divisional Project Update
<b>Information Services</b> – Road and Address GIS Data Transformation [CS 2021-14]	On-going <i>Est. Comp- Sept 2022</i>	167,800	33,377	NG911 final report being presented – Apr. 12, 22 Roads management solution underway with completion planned for September 2022
<b>Water and Wastewater</b> – 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. <a href="https://oxfordcounty.ca/Your-Government/Corporate-performance/Municipal-Modernization-Reviews">https://oxfordcounty.ca/Your-Government/Corporate-performance/Municipal-Modernization-Reviews</a>
<b>Roads</b> - 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. <a href="https://oxfordcounty.ca/Your-Government/Corporate-performance/Municipal-Modernization-Reviews">https://oxfordcounty.ca/Your-Government/Corporate-performance/Municipal-Modernization-Reviews</a>
<b>Paramedic Services</b> – 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. <a href="https://oxfordcounty.ca/Your-Government/Corporate-performance/Municipal-Modernization-Reviews">https://oxfordcounty.ca/Your-Government/Corporate-performance/Municipal-Modernization-Reviews</a>
		<b>\$776,445</b>	<b>\$516,740</b>	

The following table describes the projects approved under the Modernization – Intake 3 stream:

**Table 4 – MMF Intake 3 Projects**

Modernization Project Proposals	Status	Project Approval	Life to Date Actuals	Divisional Project Update
<b>Human Resources</b> - Digitizing Disability Management [CS 2021-38]	On-going <i>Est. Comp- Dec 2022</i>	\$41,000	\$0	Commencing project imminently.
<b>Finance</b> - Accounts Payable Digitization Implementation [CS 2021-38]	On-going <i>Est. Comp- Dec 2022</i>	285,000	0	Project meetings and demos on-going to source out an automation application.

Modernization Project Proposals	Status	Project Approval	Life to Date Actuals	Divisional Project Update
<b>Woodingford Lodge</b> - Automated Scheduling Solution for Long Term Care [CS 2021-38]	On-going <i>Est. Comp- Dec 2022</i>	38,000	19,763	Project start date revised to September 12, 2022 due to COVID
<b>Clerks</b> - Modernizing Access to Archival Records [CS 2021-38]	On-going <i>Est. Comp- Dec 2022</i>	22,700	0	Equipment has been ordered, ETA late April, 2022. Service Agreement signed regarding digitization of historical records. Expected completion Fall, 2022
<b>Paramedic Services</b> - Emergency Notification and Communication Software [CS 2021-38]	On-going <i>Est. Comp- Sept 2022</i>	19,500	0	Project start up delayed until Q2 2022
<b>Woodingford Lodge</b> - Nutritional Services Review [CS 2021-38]	On-going <i>Est. Comp- Dec 2022</i>	95,000	0	RFP for consultant issued April 11, 2022. Closes April 27, 2022
<b>Housing</b> - Subsidized Housing Operations Optimization Review [CS 2021-38]	On-going <i>Est. Comp- Dec 2022</i>	35,000	0	Currently drafting a RFP for a third party reviewer.
<b>Clerks</b> - Digital Risk Management and Information System [CS 2021-38]	On-going <i>Est. Comp- Sept 2022</i>	48,000	45,257	Procurement of ClearRisk complete, implementation is underway.
		<b>\$584,200</b>	<b>\$65,020</b>	

In summary, there are 25 modernization projects supported by provincial funding: 9 projects are completed; 15 projects are in progress with anticipated completion in 2022; and, 1 project is expected to be completed in 2023. All projects currently in progress are planned to meet the Ministry completion deadlines.

## Conclusions

Staff will continue to monitor and report on the progress of the various MMF program projects on a quarterly basis, or more frequent if deemed necessary, until the projects are complete.

Overall, a total investment of \$2,057,240, 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

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### Report Author:

Original signed by

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