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# HALDIMAND COUNTY

Report ITS-03-2024 Money Assets & People Project Status Q4 2024  
For Consideration by Council in Committee on November 19, 2024

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## OBJECTIVE:

To update Council on the project achievements and on-going status of the M.A.P. (Money, Assets & People) project.

## RECOMMENDATIONS:

That Report ITS-03-2024 Money Assets & People Project Status Q4 2024 be received.

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**Respectfully submitted:** M.A.P. Steering Committee; Mark Merritt, CPA, CA, General Manager, Financial & Data Services, Tyson Haedrich, M. Eng., P. Eng., General Manager of Engineering & Capital Works, Megan Jamieson, CHRL, General Manager, Corporate & Social Services

**Approved:** Cathy Case, Chief Administrative Officer

## EXECUTIVE SUMMARY:

As an outcome of the 2023 Perry Group report recommendations, the Innovation & Technology Services division has reformed the Business Application Software (B.A.S.) project as the Money, Assets, and People (M.A.P.) project under the direction of a corporate steering committee. The three streams of this project are scheduled over a four year time frame as follows: Money (2023/2024), People (2024/2025), and Assets (2024/2026).

This report provides a high-level summary of progress thus far on the three streams of the project, highlighting key deliverables, upcoming key deliverables, and the total project spending compared to the Council approved budget.

At this time, the Money stream of the project has been completed on-time and under budget with all items in its initial scope delivered, with the exception of the on-going P-Card re-implementation lead by Legal & Support Services. The People stream of the project has been proceeding since Q1 2024 and is currently on time and on budget. The Assets stream of the project was initiated Q4 2024 and project scoping is currently underway.

For the overall project, no additional budget or personnel needs are currently forecasted outside of those approved through Report ECW-02-2023 Business Application Software Project – Go Forward Plan.

## BACKGROUND:

As a final output of the Business Application Software (B.A.S.) project (2017 to 2023), and in an effort to mitigate stalled processes as part of the original B.A.S. project scope, the G.M. of Engineering & Capital Works initiated the Money, Assets, and People (M.A.P.) project in 2023, through Report ECW-

02-2023, as a go-forward plan to continue business system and process improvements separated into three separate thematized streams.

Through this go-forward plan, the original B.A.S. scope was divided into three more manageable pieces (streams) with each of the streams separately managed, funded and time boxed to deliver rapid improvements to core functionality. To ensure overall coordination of the M.A.P. project the three streams all report upwards to the M.A.P. corporate steering committee. Additionally, to address data and integration deficiencies across the streams existing software solutions the committee approved use of budgeted funds to retain an integrations developer within I.T.S. until the completion of the project.

In order to keep the project streams focused, manage expectations and maximize resources each of the streams were allocated a specific timeline by the M.A.P. corporate steering committee. This was done prior to initiating the projects and, as shown in the following chart, the three project streams are further broken down into three phases with overlapping timelines spread over 36 months. Final completion of the project is scheduled for mid-2026.

## Money, Assets, and People (M.A.P.) Overall Timeline

	2023				2024				2025				2026	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<b>Money - Work Stream</b>														
Hire ERP Project Manager for 1 year contract														
Establish a dedicated project team (Solutions Analyst + BA + SME Specialist) - fund. 1 backfilled position														
Project delivery /execution														
Training Service from the Vendor														
<b>People - Work Stream</b>														
Hire HRIS Project Manager for 1.5 year contract														
Establish a dedicated project team (Solutions Analyst + BA + SME Specialist) - fund. 1 backfilled position														
Project delivery /execution														
<b>Assets Work Stream</b>														
Hire experiences Asset/WM Project Manager for 1.5 year contract														
Establish a dedicated project team (Solutions Analyst + BA + SME Specialist) - fund. 2 backfilled position for 1.5 years														
Project delivery /execution														

## Governance

The M.A.P. Steering Committee was formed as a subcommittee of our Corporate Innovation & Technology Governance Committee to direct the overall M.A.P. project scope, allocate people and financial resources, and report project status to relevant internal and external parties.

### M.A.P Steering Committee (Voting Members)

- General Manager of Financial & Data Services
  - Directly Responsible Individual (D.R.I). - Money Stream of M.A.P.
- General Manager of Corporate & Social Services
  - D.R.I. - People Stream of M.A.P
- General Manager of Engineering & Capital Works
  - D.R.I. - Assets Stream of M.A.P
- Chief Information Officer

### M.A.P. Steering Committee (Committee Resources)

- Manager of Financial Services
- Manager of Legal & Support Services
- Manager of Human Resources
- Supervisor of Business Solutions, GIS & Data
- Project Manager, Continuous Improvement, CAO's Office
- Project Manager, Business Solutions, GIS & Data

## Money Stream Deliverable Status:

<b>COMPLETED</b>	Upgrading financial systems to the latest software version to reduce technical debt (security, enhancements, bug fixes etc.)
<b>COMPLETED</b>	Development and implementation of new Chart of Accounts structure across corporate systems
<b>COMPLETED</b>	Fix performance issues with GP
<b>COMPLETED</b>	'Basic' financial reporting that fits the needs of user divisions and finance (actuals, budgets, forecasting, variance)
<b>COMPLETED</b>	Process mapping and recommendations for future enhancements; execution of enhancements will be balanced with timelines and resource requirements
<b>COMPLETED</b>	Cloud transition and re-implementation of budgeting software (Questica) to address technical debt and improve reporting and visibility to the public(Openbook)
<b>OUTSTANDING</b>	P-Card program planning and execution to bring increased value to the 'pay process' of procure to pay. Legal & Support Services is following up on delivery on this component outside the formal M.A.P. project.

Further details of the project, including approach and resources, detailed business goals, and strengths and weaknesses are outlined in further detail in *Attachment 1: M.A.P. Project Money Stream Final Report*

## People Stream Deliverable Status:

<b>COMPLETED</b>	Mapping of old GL structure, old position codes to future GL structure, current position codes
<b>COMPLETED</b>	Building and data migration to a hosted environment including single sign-on and upgrade to employee self-serve kiosk
<b>IN-PROGRESS</b>	Transition to online scheduling, timesheets and leave requests for all applicable staff
<b>IN-PROGRESS</b>	Updating integration between Stargarden and other corporate systems
<b>IN-PROGRESS</b>	Building and training for use of Yellowfin reports
<b>IN-PROGRESS</b>	Fix Performance Issues with Payroll (eliminate manual processes associated with retro and statutory holiday calculations)
<b>IN-PROGRESS</b>	Training of end users across corporation in augmented HR processes
<b>IN-PROGRESS</b>	Testing of systems to verify configuration
<b>FEASIBILITY</b>	Digitizing processes for recruitment
<b>FEASIBILITY</b>	Digitizing processes for disabilities management, claims management, and WSIB tracking

## Assets Stream Deliverable Status:

As of the beginning of Q4 2024, project scoping for the Assets Stream of the M.A.P. is underway with deliverables to include:

- Workorder Management Processes and Systems
- Tangible Capital Assets Processes and Systems
- Asset Management Processes and Systems

## FINANCIAL/LEGAL IMPLICATIONS:

M.A.P. Project Budget & Spend Status		Commitments/Projection				
	Approved Budget	2023	2024	2025	3 Year Total	Actuals to Date
<b>Money Stream Costs</b>	<b>\$ 410,000.00</b>	<b>\$100,000</b>	<b>\$234,500</b>	<b>\$0</b>	<b>\$334,500</b>	<b>\$ 254,882</b>
External Consulting		100,000	60,000	-	160,000	174,320
Context Expert (Money)			110,000		110,000	31,350
Questica Cloud Migratio			37,000		37,000	24,969
Questica Budget Book Studio			27,500		27,500	18,505
Other Capital Costs						5,738
<b>People Stream Costs</b>	<b>\$ 500,000.00</b>	<b>\$0</b>	<b>\$260,000</b>	<b>\$100,000</b>	<b>\$360,000</b>	<b>\$ 158,932</b>
External Consultant			100,000	100,000	200,000	101,048
Context Expert (People)			110,000		110,000	56,528
Stargarden Cloud			50,000		50,000	
Other Capital Costs						1,356
<b>Assets Stream Costs</b>	<b>\$ 590,000.00</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$410,000</b>	<b>\$460,000</b>	<b>\$ 1,356</b>
External Consultant			50,000	150,000	200,000	
Context Expert (Assets)				110,000	110,000	
Work Order Solution				150,000	150,000	
Other Capital Costs						1,356
<b>Shared Costs</b>	<b>\$ -</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$200,000</b>	<b>\$ -</b>
Integrations Developer		-	100,000	100,000	200,000	53,170
<b>Total</b>	<b>\$ 1,500,000.00</b>	<b>\$100,000</b>	<b>\$644,500</b>	<b>\$610,000</b>	<b>\$1,354,500</b>	<b>415,170</b>

Actuals reported above are accurate as of Sept 1, 2024

As noted, there is no additional financial or staffing resources anticipated with this project at this time. The project team expects that all budgeted funds will be spent by addressing project backlog action items during continual improvement processes spread over the total project timeline.

## REPORT IMPACTS:

Agreement: No

By-law: No

Budget Amendment: No

Policy: No

## **REFERENCES:**

1. Report [ECW-05-2021 Budget Amendment - Business Application Software Project](#)
2. Report [ECW-06-2022 Staff Secondment Extension - Business Application Software Project](#)
3. Report [ECW-02-2023 Business Application Software Project – Go Forward Plan](#)

## **ATTACHMENTS:**

1. M.A.P. – Money – Final Report