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Financial / Enterprise Software and Systems Review

Finance & Enterprise Systems Review with Business Requirements

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1.0 Introduction

This document provides content for the Town of Minto to use in a Request for Proposal to select a new ERP solution. Interviews were conducted with business users from seven departments across the Town. The objective of these interviews was to understand key processes, review how these departments are currently using the legacy Keystone system and other relevant applications and to identify requirements for a new solution. This document captures the insights gained from those interviews.

Over the years, the Town of Minto's operations have grown in volume and complexity. The current ERP system (Keystone) has been in use since 2002 and while it is suitable for basic needs, the system lacks flexibility and does not have all the capabilities needed across the Town's operations such as adequate reporting options, multi-year budgeting and connectivity with other systems.

These limitations have required departments to onboard new systems that work in silos or depend on manual processes. The current system environment is causing duplication of work, and making it difficult for information to be accessed, inputted, and extracted for reporting and analysis.

The Town of Minto is looking for a modern and integrated ERP solution that allows for ease of use, better connectivity with other systems in use at the Town and improved reporting so the Town departments and Council can make better informed decisions. The solution will also improve internal processes that support the delivery of services to its residents.

This document summarizes the current state of ERP usage, gaps, user (functional) requirements, a future state vision, transaction volumes and anticipated user profile. It also specifies Vendor, Delivery and Technical requirements. Proponents are expected to respond to the Vendor, Delivery, Technical, Functional Requirements and Product Overview sections to enable the Town to select an ERP system that will best fit the Town's needs and constraints.

2.0 Current State Overview

2.1 Application Landscape Summary

A variety of applications are utilized to support the operations of each of the departments at the Town of Minto. Provided below is a breakdown of the applications utilized by each department and the overall role of each one. Note: there are other systems in use but are not relevant for purposes of evaluating and selecting a new ERP.

Application	Application Type	Department
Keystone from Central Square	ERP	All Departments*
Prinsys from Keystone (Central Square)	Taxes - Module from Keystone	Finance
EasyPay from EasyPay Finance	Payroll	Finance, Fire
PSD Citywide from PSD Citywide, Inc.	Asset Management (including work orders, capital projects, capital asset planning)	Public Works, Finance, Community Services
Cemetery 2000 from Municipal Associates	Cemetery plot ownership management	Public Works
FMW from PSD Citywide, Inc.	Budgeting	Finance
T-Drive (Local server drive following TOMRMS guidelines)	Documentation	HR
ERS from ESO Fire	Emergency Response	Fire
ActiveNet from Active Network	Program, Event, Activity and Participant Management System	Community Services
Asana from Asana, Inc.	Project Management	Economic Development
Eventbrite from Eventbrite, Inc.	Event Management	Economic Development
Calendly from Calendly	Booking and Scheduling Space	Economic Development (Small Business Centre)

* Not all departments have direct access to application. Some departments rely heavily on Finance to upload and extract data into/from Keystone.

2.2 Current Gaps and Desired Capabilities

The following table presents the key gaps, and related desired capabilities by department:

	Gaps	Desired Capabilities
Buildings	<ul style="list-style-type: none"> Department records are stored in a variety of locations, such as Keystone as well as paper Property Roll files. These documents do not have an electronic record counterpart. There is no integration between the current Cloud Permit system and the ERP system, which would be beneficial for the department. 	<ul style="list-style-type: none"> There is a desire to be able to use the GIS to query data from Cloud Permit and the ERP system to produce zoning compliance letters. There is a desire to have payment processes integrate across Cloud Permit and the ERP system.
Community Services	<ul style="list-style-type: none"> There are currently gaps in the system's ability to integrate with Keystone for financial reporting and payment options. Citywide is utilized for facility documentation and risk management, record keeping, and preventative maintenance of assets. This maintenance is done in silos with each department responsible for the maintenance of its own assets. ActiveNetwork does not account for payments made outside of the system, creating a need for manual tracking of incoming e-transfers and cheques that are sent straight to the city's account. 	<ul style="list-style-type: none"> The Community Services department has recently rolled out ActiveNetwork to support most of the department's scheduling and booking needs. Link ActiveNetwork with the ERP system to avoid manual extracts and reentry of financial information. Link Citywide to ERP to facilitate easier tracking of maintenance costs
Economic Development	<ul style="list-style-type: none"> The museum currently does not have a timesheet system. Information is being tracked on paper. With data siloed in different systems, collecting information for the Year-End Booklet is a major effort. 	<ul style="list-style-type: none"> Self-serve/query system with Industrial and Commercial Properties assessment values Current Project Management tool is working well. There is a desire to maintain the system. There is a need for CRM capabilities to publish property information to the website.
HR	<ul style="list-style-type: none"> There is not currently any system in place managing Human Resource needs, tools, or data. Data is currently siloed in a variety of locations, including email, Excel spreadsheets, 	<ul style="list-style-type: none"> There is a desire for an attendance and time management system, specifically amongst supervisors. There is a desire for improved employee records and training management, including an onboarding portal that houses all necessary

	<p>and on paper.</p> <ul style="list-style-type: none"> • Employees lack access to employment information, such as vacation allotments, due to siloed information storage and systems • There is a large amount of manual effort dedicated to maintaining physical record copies in addition to documents stored in T-drive. • All information is stored in one large spreadsheet with everyone's information, making it difficult to pull out individual pieces of data when necessary. • The department has never had any formal system for records collection or management, instead relying on ad hoc solutions and various manual processes to manage information. 	<p>forms and training modules for new employees.</p> <ul style="list-style-type: none"> • There is a desire for an HR management system with the ability to centralize records and data management for employees, certifications, performance management, recruiting etc.
<p>Finance</p>	<ul style="list-style-type: none"> • Financial reporting capabilities with the current ERP system are a severe limitation for the operations of the Finance department. There is a lack of flexible, ad-hoc querying capabilities within the current system. • The current ERP system does not house budgeting tools or integrate with the current tools used by the Town. • The department experiences overall difficulties with reporting and information management. • Current ERP system does not allow for the department to track vacation or sick time. • Overtime calculation is complex and not fully supported by the current ERP. • Payroll, currently managed in EasyPay, needs to be manually imported into Keystone. • Non-credit card payments are currently being matched with invoice and tracked manually. • ERP System does not support budgeting, and the FMW solution is still being rolled out. 	<ul style="list-style-type: none"> • The Finance department is responsible for report development, serving as a support for all other departments. It is important to have easy access to information from a centralized and reliable source. • Improved property tax module, which would reduce the amount of manual offline calculation and data entry. (e.g. Supplemented Tax bill) • Be able to access ERP from any computer. Currently, only certain devices have access to the software. • Improve overall search capability. • Replace EasyPay with payroll capability within the ERP. • Support budgeting or link to FMW • Link to Citywide • Link to Cloudpermit

		<ul style="list-style-type: none"> • Link to ArcGIS
Fire	<ul style="list-style-type: none"> • Department uses a variety of software to support their operations (emergency report, dispatch, certification capturing). • There is a large amount of duplication of effort for reporting and data entry. • The current dispatch system is licensed by the City of Guelph, limiting the Town's ability to access records and information. • There is no visibility to overall department's expenses, making it difficult to track expenses against budget. 	<ul style="list-style-type: none"> • There is a desire for new budgeting systems to support the Fire department with usability for those not well-versed in finance, as most of the department is staffed by volunteers. • The department expressed an overall desire to further explore potential to use their current systems to their full potential. • There is a desire to integrate all software used by the Fire Department with one another to improve processes and communication. This also stems from a desire to eliminate the need to extract and upload data from Excel and merge data from different systems.
Public Works	<ul style="list-style-type: none"> • A lack of change management processes and the presence of skill gaps within the team prevent the ability to innovate and develop new processes for workflows within the department. • There are certain processes that are currently tracked manually, and the information is later entered into excel for tracking and finance reconciliation, leading to duplicated efforts and reduced team efficiency. • There is a lack of inventory control and records automation with asset management and retirement with an opportunity to improve this functionality. 	<ul style="list-style-type: none"> • Citywide -related - Field data capturing and data entry into Citywide can be improved with mobile tools, especially for location-fixed assets. • Link between Citywide and ERP • Department has several capital project and budgeting reports that could be supported by a system with easier and more reliable access to data.

2.3 Key Issues

Several key themes have been identified as issues related to the legacy Keystone solution and its interaction (or lack thereof) with other systems. These are described below. The chart indicates the degree to which each theme impacts each functional area.

1. Limited Functionality

Limitations in Keystone have pushed most departments to find their own “point” software solutions that better serve their unique needs or to maintain manual processes highly dependent on individual knowledge.

2. Siloed Processes and Duplication of Work

There is a lack of integration or ability to easily access necessary and useful information across many different departments. Operations of each department are highly siloed, with different operational tools supporting each one. There is little to no communication across systems to reflect best practices, limiting knowledge sharing and potential operational improvements across almost all departments.

3. Information Access and Quality

With data disparate and siloed in the various systems and department processes, the information needed for reporting and analysis can be difficult to access and interpret. Manual processes have been implemented to extract and upload data into Keystone. This creates duplication of work and increases the risk of input error.

Capability Gap: ■ High - ■ Medium - ■ Low

Function/Issues	Limited Functionality	Siloed Processes	Information Access and Quality
Accounting			
Budgeting			
Capital Asset Tracking			
Citizen Self-Service			
Expense Claims			
Fund Accounting			
HR			
Integration			
Management Reporting			
Payroll			
Property Tax			
Purchasing			
Time Tracking			
Utility Billing			

2.4 Transaction Volumes

The following transaction volumes data is intended to provide a general awareness of data volumes to proponents.

Total Employees	40 full time, 70 part time, 80 firefighters
Total Payments Issued per year (2021)	2,168
Number of permits processed per year (2021)	240
Number of licenses processed per year (2021)	1,013
Number of utility bills processed per year (2021)	15,000 approx.
Property tax bills processed per year	7,750 approx.

3.0 Desired Solution Approach

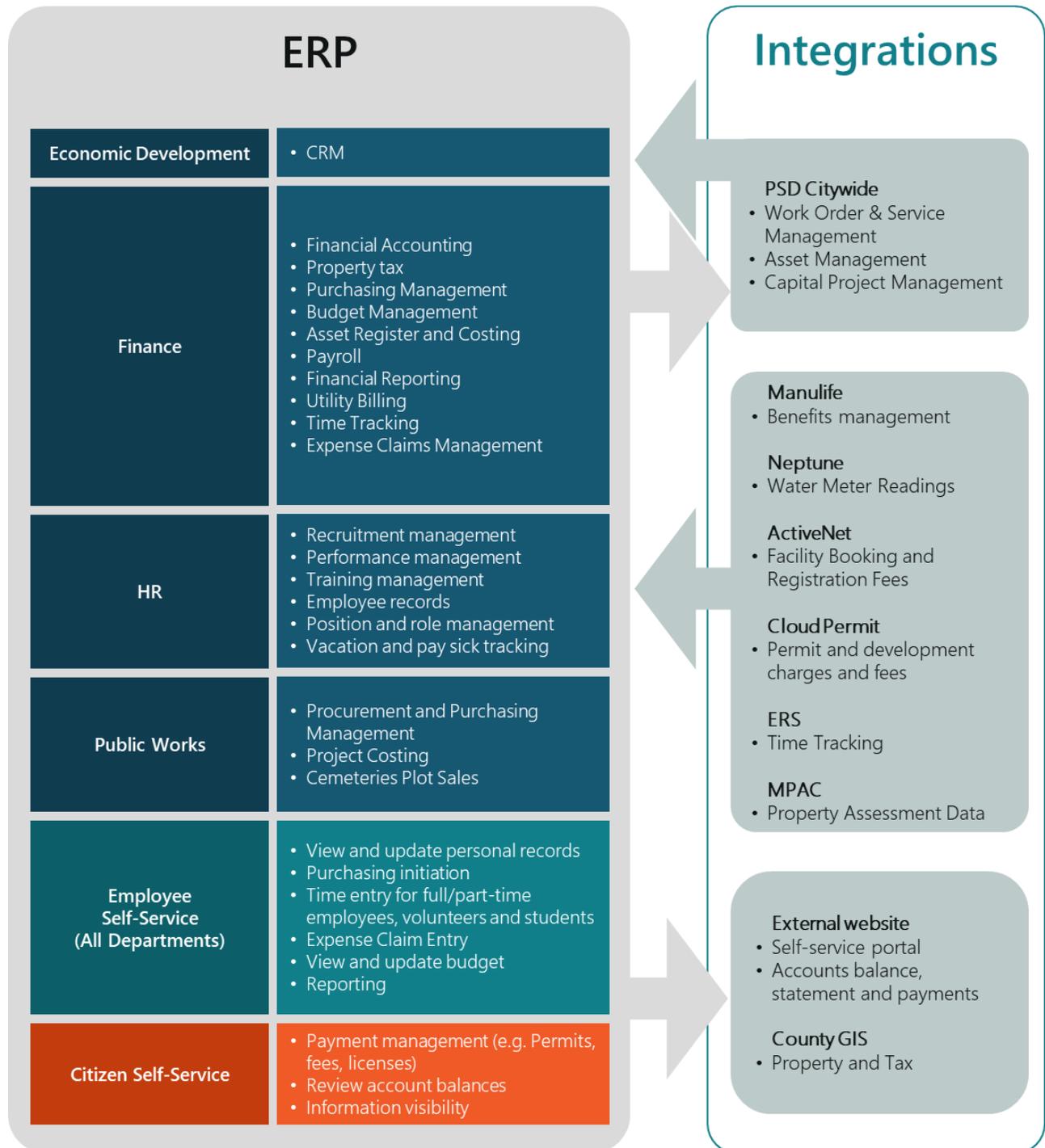
3.1 Processes and Systems In-Scope

The table below identifies the overall scope of the desired ERP implementation. Systems that will be replaced by the new ERP are identified. Systems that the new ERP will integrate with or exchange data with are also identified.

Application	Application Type	Department	Integrate/ Replace with new ERP
Keystone from Central Square	ERP	All Departments*	Replace with new ERP
Prinsys from Keystone (Central Square)	Taxes - Module from Keystone	Finance	Replace with new ERP
EasyPay from EasyPay Finance	Payroll	Finance, Fire	Replace with new ERP
Neptune	Water Meter Reading	Finance, Public Works	Integrate with new ERP
PSD Citywide from PSD Citywide, Inc.	Asset Management (including work orders, capital projects, capital asset planning)	Public Works, Finance, Community Services	Integrate with new ERP
Cemetery 2000 from Municipal Associates	Cemetery plot ownership management	Public Works	Replace with new ERP
FMW from PSD Citywide, Inc.	Budgeting	Finance	Integrate or replace with new ERP
T-Drive (Local server drive following TOMRMS guidelines)	HR Documentation	HR	Replace manual and paper HR processes with new ERP
ERS from ESO Fire	Emergency Response	Fire	Integrate with new ERP
ActiveNet from Active Network	Program, Event, Activity and Participant Management System	Community Services	Integrate with new ERP
ESRI ArcGIS	GIS (managed by the County)	Buildings, Public Works, Fire	Integrate with new ERP
Asana from Asana, Inc.	Project Management	Economic Development	Out-of-scope
Eventbrite from Eventbrite, Inc.	Event Management	Economic Development	Out-of-scope
Calendly from Calendly	Booking and Scheduling Space	Economic Development (Small Business Centre)	Out-of-scope

3.2 Future State Vision

The diagram below illustrates the desired capabilities of the future ERP solution within the overall systems landscape at the Town of Minto.



3.3 User Profile

The new ERP system will fulfill a number of different purposes for different departments and as a result, will require various permissions for different user profiles. The following is a general breakdown of the system’s approximate users per major functional area.

User Type	Permissions
Power Users	Full administrative privileges
Full Access	Read and write privileges
Approval Access	Read privileges and limited write privileges
Read Access	Read only privileges

System	Type of User	Usage	Approximate User Volumes
ERP - Finance	Power Users	Administration, granting permissions, user access	2-3 users
	Full Access Users	Operations, Finance, Permitting, Planning Function	7-8 users
	Approval Access	Related to department area only	10 users
ERP - Time & Expense	All employees	Time entry	46-47 users (up to 150 part-time employees/ volunteers)
ERP - HR*	Power Users (system admin privileges)	Administration, granting permissions	2 users
	Read access		46-47 users
FMW** / or ERP Budgeting functionality	Various permissions	Grassroots budget building	10-12 users

*The Town of Minto does not currently have an HR System in place. Numbers above represent potential users if a system is implemented.

**Previous permissions granted by the Town of Minto.

3.4 Anticipated Operational Benefits

A replacement of the current ERP System at the Town of Minto will have a number of positive impacts on the municipality’s ability to function and serve the greater community. Key benefits and growth areas include:

1. Increased Functionality

Implementing an ERP system with more comprehensive abilities will reduce the need for individual departments to source their own solutions to challenges they are experiencing. This can also potentially reduce costs by rationalizing the application portfolio and reducing the need for licenses for various programs – such as Keystone, EasyPay, Cemetery2000.

2. Integrated Processes and Reduced Workload

Integrating processes that are currently carried out through disconnected workflows across multiple systems will reduce manual and redundant workload for staff freeing up staff for higher value tasks related to enhancing citizen service or improved reporting to Council.

3. Improved Quality of Information and Access

Consolidating data through a new ERP system will allow for improved quality of information and reduced efforts in extracting and consolidating information for mandatory reporting to Council and external stakeholders. It will also increase the potential for improved decision-making and citizen service through data analytics and data driven decisions for the municipality.

The implementation of a new ERP is expected to provide the following specific Operational Benefits:

Benefit Category	Description	Annual Savings in Hours	Potential Value/Year
Eliminating duplicate data entry	50% Reduction in duplicate data entry effort related to: <ul style="list-style-type: none"> • Building permit payments, • Facility Booking and Registration Fees, • Updating the asset register, and. • Time entry – enter digitally once instead of on paper and then re-keyed by Finance. 	160	\$7,400
Easier reporting	75% reduction in effort in creating: <ul style="list-style-type: none"> • Monthly staff reports, • Budget reports to Council, • Reconciliation with County and School Boards 	225	\$16,000

Easier payroll processing and benefits tracking	50% reduction in effort in payroll processing and tracking benefits	25	\$2,000
Improved Employee Experience	<ul style="list-style-type: none"> Self-service access to benefit information and time balances (vacation, overtime, time of in lieu etc.) for employees and reduced workload for HR administrator resulting in a better environment for staff and incrementally improved staff retention. Improved HR processes enabling more effective talent management, performance evaluation and retention 		\$13,000
Time savings in purchasing process	A digital requisition and purchasing process will improve visibility and reduce overall effort across multiple departments in managing the purchasing process.	135	\$8,200
Improved decision making related to purchasing	Improved visibility into commitments and encumbrances through a digital purchasing process will allow better tracking of “available budget” and improved decision making.		\$10,000
Planning function improvements	Ability to easily generate accurately targeted zoning compliance letters.		\$600
Improved Holdback process	Reduced effort to manage holdbacks and drawdowns related to development agreements.	20	\$1,000
Improved Citizen Service	<ul style="list-style-type: none"> Access to account balances through a self-serve portal. Ability to make most payments online. Improved access to property information. 		\$12,000
More effective stakeholder communication for economic development	A CRM capability enabling better tracking of customer/investor communications will incrementally improve the effectiveness of economic development efforts.		\$7,000
	Estimated total \$ value of annual operational benefits		\$77,200
	Estimated total \$ value of operational benefits over 5 years		\$386,000

Vendors are strongly encouraged to provide examples of implementations where their product enabled quantified benefits similar to those listed above.

4.0 Requirements

The remainder of this document lists Vendor, Delivery, Technical and System-wide requirements. The attached Excel Spreadsheet lists the detailed Functional requirements. Each of the detailed Functional requirements is assigned a weight on a scale of 3 to 1, with 3 being a “must or mandatory” requirement, 2 being “should or highly desirable” and 1 being a “desirable but future” requirement.

4.1 Vendor Requirements

The key vendor requirements are listed below.

#	Requirements	Instruction	Vendor Response
V.1	Vendor is a financially viable business	Provide 2 years of financial statements or other information that would demonstrate financial stability.	
V.2	Vendor’s proposed product has been commercially available for at least 4 years	Indicate how long the proposed product has been commercially available and also how long the vendor has been in business.	
V.3	Vendor is committed to the small-medium size municipal space.	Provide the number of municipal clients with populations under 100,000.	
V.4	Vendor can provide a product roadmap for the product being proposed	Provide an overview of product direction or a published product roadmap for the product being proposed.	
V.5	Vendor’s product being reviewed has at least 25 current licensees	Provide the approximate total number of clients.	
V.6	Vendor’s product has a significant client-base in Canada.	Provide the number of clients in Canada.	
V.7	Vendor’s product has a user base related to the in-scope functional	Provide two references for Canadian clients using the	

	areas	product to support Municipal operations including, at a minimum, Finance, Payroll, Utility Billing, Property Taxation, Capital Asset Management, Human Resource Management AND integration with 3 rd party solutions for Land Development/Building Permits and Work Order Management (Roads, Water, Wastewater).	
V.8	Vendor has a sales and implementation channel with technical staff in North America	Indicate the location of sales and implementation team members who would deliver to the Town of Minto in Ontario.	
V.9	Vendor can demonstrate product has enabled quantifiable benefits in other jurisdictions	Provide at least one example of each category of benefit listed in section 3.4.	

4.2 Delivery Requirements

The key requirements related to the delivery of the solution are presented below.

#	Requirements	Vendor Response
D.1	Methodology – please describe your approach, techniques, and/or tools to deliver your solution	
D.2	Training – Please describe what training can be provided to enable the Town of Minto to implement, configure and administer the solution on an ongoing basis. Also, describe any training provided to accompany new releases/upgrades. Describe your approach to provisioning a training environment that would leverage our data post-implementation. Vendor to identify training materials that will be provided. Vendor to indicate if on-site training can be provided.	
D.3	Support and Documentation – please describe any Service desk support that would be available. Please note that we	

#	Requirements	Vendor Response
	require a Service Desk during business hours for North American Eastern time. Also describe what documentation would be available online (e.g., system administration guide, user manual, FAQs, video tutorials, online chat, user support communities).	
D.4	Project Management – please describe your overall approach to project management when implementing your solution in an environment similar to that of the Town. Explain in detail your interaction with the end user organization throughout the project.	
D.5	Work Plan – please provide a preliminary work plan that follows your methodology, and identifies tasks that will be carried out. Identify who (vendor or client) will have lead responsibility for each listed task. We understand that the proposed plan is subject to revision. Describe any key issues and challenges you have encountered in the past implementing your proposed solution and how you will address/mitigate these issues in the implementation with the Town of Minto.	
D.6	Maintenance and Support – please describe maintenance and support options if they are distinct from the software subscription. Indicate “N/A” if not applicable.	
D.7	An online Issue reporting system should be available and should provide visibility to users on the status of support/issue tickets.	

4.3 Technical and System-wide Requirements

The technical and system-wide requirements are listed below.

#	Requirements	Vendor Response
TR.1	All components of the solution must be cloud-based with no local installation required	

TR.2	The solution must support mobility – smartphones/tablets	Vendor to describe support for mobility
TR.3	The solution must support multiple browsers	
TR.4	The solution must support multi-factor authentication	Vendor to describe authentication approach
TR.5	The solution should provide easy-to-use Search capabilities for data across the entire system	
TR.6	The vendor should be able to provide over 99.5% up-time over a year (365 days/24 hours/day) with cumulative downtime to not exceed approximately 45 hours over the year	Vendor should provide up-time statistics for the previous month, quarter and year.
TR.7	The solution must provide an Application Programming Interface (API) for custom extensions and integration with external systems.	
TR.8	Pre-built integration or data exchange with Cloud Permit is preferred to support Land Development and Building Permits.	Vendor should provide a reference where the proposed product has been integrated with Cloud Permit. If not, describe the approach to integration.
TR.9	Pre-built integration or data exchange with PSD Citywide is preferred to support Capital Asset Management and Work Order Management for Roads, Water, Wastewater and Fleet.	Vendor should provide a reference where the proposed product has been integrated with PSD Citywide. If not, describe the approach to integration.
TR.10	Pre-built integration with the ESRI ArcGIS suite is preferred to allow for property data from the ERP to be queried using the GIS interface. For example, the Town needs to be able to have the GIS query data from the ERP and its permitting solution to help produce zoning compliance letters – ie select a property in the GIS, generate a buffer around the property and generate a letter drawing on data from the ERP and its permitting solution for properties intersecting the buffer.	Vendor should provide a reference where the proposed product has been integrated with ESRI ArcGIS. If not, describe the approach to integration or an alternate approach to providing GIS capabilities.
TR.11	Pre-built integration with Microsoft 365 for automated email notifications is preferred	Vendor should provide a reference where the proposed

		product has been integrated with Microsoft 365. If not, describe the approach to integration.
TR.12	The solution must support flexible data import and export or data exchange capability. In particular, must be able to exchange data with Excel. "Smart" single-click export feature to export data to Excel or other standard formats – Word, or PDF is preferred.	
TR.13	The solution should be able to provide an audit trail of user access – log-ins; modules accessed etc.	
TR.14	The solution must be able to provide an audit trail of all changes to records in the system.	
TR.15	Should provide user profile and role-based access to functionality.	
TR.16	The solution should provide system administration tools that can be used to manage user accounts, user profiles and user access.	
TR.17	The system must provide a modern, intuitive user interface to input data and navigate the system. User experience should be in line with industry best practices. This will be evaluated by the Town via a demonstration of short-listed products.	
TR.18	Must include standardized and configurable dashboards that are easy to use and understand to convey large amounts of information visually.	
TR.19	Must support data validation for data entry wherever possible.	
TR.20	Information visibility – Enterprise view with drill-down capability. Data should be viewable from multiple perspectives and levels; with granularity down to a single entry as well as up to a multi-year overview allowing trends to be identified. Users should be able to switch	

	between views quickly and easily.	
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4.4 Functional Requirements

Detailed functional requirements and instructions are listed in the accompanying spreadsheet. Please fill out the spreadsheet.

5.0 Overview of Proposed Product

Proponents must provide a brief description of the proposed solution identifying the product being proposed and its major functional modules. Any 3rd party or open-source components utilized in or recommended for the solution must be identified (e.g., database software). A diagram illustrating the proposed deployment architecture is also preferred. Also identify the technologies used to develop the solution.