

# 2016

## MUNICIPAL ACCOMPLISHMENTS REPORT

## **Introduction**

The Municipal Accomplishments Report is an annual report that aims to communicate and celebrate the achievements of City of Windsor employees. City staff are dedicated to the betterment of the community and work hard to implement the vision of the Mayor and City Council. Though some of accomplishments listed have been recognized through other channels, this report provides an opportunity to enhance awareness of administration's efforts each year as a whole and to highlight some of the City's most notable achievements.

## **City of Windsor Employee Awards**

On Wednesday, November 9, 2016, City of Windsor employees celebrated the achievements and contributions of their colleagues at a dinner and awards ceremony. Representatives of City Council and the Corporate Leadership Team, along with the CAO, took the opportunity to appreciate the great work being done by City staff and recognized the following 2016 award winners:

### **Frances Horvath Memorial Equal Opportunity Award**

*Frances Horvath, a former employee of the City of Windsor, was dedicated to improving the status of women in the workforce. City Council has endorsed this award to be presented annually to the employee who best demonstrates commitment to and promotion of equal opportunity, diversity and social justice.*

#### **Barbara Matis**

As a Housing Support Caseworker, Barb always goes the extra mile and ensures that each person she serves is treated with dignity and respect. She goes out of her way to provide the best customer service and seeks out all available resources within the community to ensure that each person in her caseload has the best chance at success. She always has a very positive attitude even when dealing with very challenging cases and does not hesitate to work through her breaks and lunches to ensure that her client's needs are met.

Barb's extensive volunteer repertoire with numerous community organizations allows her to give back to the community and create opportunities for children and families to experience things that might otherwise be out of reach for them due to economic barriers. She truly cares about people and making connections and always puts everyone else's needs above her own. Barb is always willing to lend a hand to help, an ear to listen, a heart to spread love and dedication that is immeasurable.

### **Mentor of the Year Award**

*Awarded to an individual who has fully embraced his/her role as a mentor and, through demonstrated efforts, impacted the protégé in a positive, life-altering way.*

#### **Diane Quinn**

Diane is the City of Windsor's Manager of Employment & Training Initiatives. She was nominated for the *Mentor of the Year Award* by her protégé, John Trpeski. In John's words, "Diane as a mentor has opened my eyes to a wide variety of new experiences and strategies that will help me to grow. Diane has a positive disposition and is always advocating for betterment of all those around her."

**Protégé of the Year Award**

*Awarded to an individual who, through his/her values and attitudes, exceeded the mentor's expectations in efforts of personal or professional growth and/or attainment of goals.*

Tam Nguyen

Tam is the City of Windsor's Coordinator of Recreation Systems. He was nominated for the *Protégé of the Year Award* by his mentor, Peter Evans. In Peter's words, "Tam is always the first to make suggestions for improvements and offer solutions for efficiencies. He has transitioned from protégé to a peer and a corporate leader for technology and service solution."

**Exceptional Customer Service Award (Individual)**

*Acknowledges individuals who have demonstrated outstanding customer service excellence over the past year.*

Denise Ethier

Sitting at the receptionist window at 350 City Hall Square, Denise always has a smile on her face and is prepared to greet everyone who crosses her path in a delightful manner. She has an amazing grasp of departmental/corporate knowledge and always knows exactly who to direct a client to if she does not know a specific answer. Denise goes the extra mile every day, not thinking twice to go around her desk and out into the Lobby to point someone in the right direction if they are unsure of where to go. Denise's professionalism is truly exceptional and valued by colleagues as well as visitors and callers to the City of Windsor.

Julie Bradbury

Julie is an Ontario Works Float Caseworker at the Leamington satellite office, where she is required to understand and apply legislation to general, youth, Ontario Disability and newcomer caseloads. This is a huge and extremely varied volume of work but you will never hear Julie complain! As a caseworker, Julie shows compassion and resourcefulness to her clients and applies policies in a fair and consistent manner. Julie's strong work ethic, positive approach to case management and collaborative support directly contributes to the many successes of the Leamington satellite office.

Lori Martin

Lori was one of the original Operators who helped launch the 311 service back in 2005 and took on the added responsibilities of answering 211 calls in 2007. She goes the extra mile with her callers, especially those most vulnerable, and treats them with dignity and respect. Lori provides exceptional customer service every single day and has received several calls or letters of thanks from her callers. As a 311/211 Operator, Lori is often the first and only person a resident interacts with when they need City services and she represents the Corporation incredibly well.

**Exceptional Customer Service Award (Team)**

*Acknowledges teams which have demonstrated outstanding customer service excellence over the past year.*

Risk Management Division

The Risk Management Division delivers exceptional customer service on an ongoing basis to both internal and external customers. They offer their expertise and support to all departments in an ongoing commitment to corporate teamwork. This team also receives complaints and claims from residents on a daily basis. They are professional and fair in every claim they handle and treat each one that comes their way with the same level of fairness and respect. This group is committed to professionalism and integrity and this is evident in every customer interaction.

**Exceptional Customer Service (Rookie of the Year)**

*Recognizes and distinguishes a new employee who has shown outstanding customer service performance in his/her current position (has been with the corporation for less than 2 years).*

Enrique Silveyra

Enrique started in the Building Department in April of 2016 and was quick to make a great impression. He continuously goes the extra mile to ensure customers leave with all of their questions answered. This does not come from obligation, but from his genuinely good and gracious character. He is friendly, conscientious and proactively reaches out to learn and understand his customers' needs and concerns. Enrique is a hardworking, top performing customer service professional, who is valued by the Building Department and is very deserving of this award and recognition.

**Pride in the Workplace Award**

*Acknowledges individuals who have demonstrated long term pride in and commitment to the quality of their work.*

Alena Sleziak

Alena is the Manager of the 311/211 Call Centre and has demonstrated a long term and consistent dedication to being a kind and courteous professional who offers not only exemplary customer service but is also a positive role model. Alena is the type of Manager that everyone hopes to have one day – she cares about her staff, treats them with respect and is a kind, optimistic leader who empowers all around to excel. She gives credit where credit is due and fosters positive relationships through her position and in her mentoring roles.

Domenic Marsella

Domenic began his career with the City in 1994 as an RPN with Huron Lodge and in 2004 moved to the Human Resources department, first in the position of Employee Wellness Assistant, then as a Workplace Injury Advisor and is now in the role of a Disability Management Specialist. Domenic is compassionate and caring to the employees he works with and is committed to finding assistance for employees. He is famous for his positivity and genuine interest in employees as people. As he has demonstrated over his 22 year career with the City, Domenic is truly one of those rare individuals that combine a passion for his work and loyalty and commitment to the Corporation with a true sense of compassion and caring for the people he works with.

## **CAO's Awards of Excellence**

Onorio Colucci, Chief Administrative Officer, selected award recipients in three categories for 2016.

### **Community Spirit Award**

#### Windsor Fire & Rescue Services

The Community Spirit Award recognizes the outstanding efforts of the team at Windsor Fire & Rescue in making positive contributions in our city. Their efforts include, but are not limited to: the Wake Up Windsor program involving door-to-door visits promoting smoke alarm use, the CO Alarm program offering carbon monoxide alarms at discounted prices, the Hot Summer Nights community outreach initiative, Sparky's Toy Drive benefiting so many local young people, the WPFPA Benefit Fund supporting community members in need, Holiday Lights Decorating at Huron Lodge to brighten up the facility for both residents and visitors, and participation in the student Co-op Program promoting careers in the Fire Service. These initiatives demonstrate the commitment of our team in Fire & Rescue to promote fire safety within our city with great pride. These group efforts also demonstrate undeniable community spirit.

### **Going Above and Beyond the Call Award**

#### Environmental Services Division

In late September, our area was hit by a severe weather event with rainfall that caused flooding in the homes of many residents. The Province recognized the severity of the event and activated the Disaster Recovery Assistance for Ontarians program. This extraordinary rainfall and resulting destruction required extraordinary efforts by our City's crew in Environmental Services. 1,900 calls about flooding were received by 311 operators by day 2 of the event, with nearly 1,000 more calls coming in after that. City Administration had all hands on deck with staff assisting from Operations, Forestry, 311, and Communications. Many of our employees pitched in extra effort during this time. In particular, the team in Environmental Services led the collection of flood damaged materials through regular curbside and special pick-ups in the weeks that followed, going well above and beyond the call of duty.

### **Care and Compassion Award**

#### Sean Muir

On a cold night last January, Bus Driver, Sean Muir, noticed a young child running around Ouellette Avenue. The child was only about four years old – and alone. Despite it being winter, the child was not wearing a coat or shoes. Sean managed to catch up with the child and secure a safe, warm place on the bus until Windsor Police arrived. What amazed Sean most was the number of vehicles that passed by during this situation. None of them stopped. Sean's keen observation skills and his quick actions clearly demonstrate his sincere care and compassion for others.

Marilyn Raffoul

Marilyn Raffoul didn't expect to put her First Aid and CPR training to use during a routine drive into work last January. However, that's exactly what happened. Marilyn came upon a stopped car in the live lanes of the highway. Inside was an unresponsive male driver. Marilyn quickly took control of the situation and provided CPR to the gentleman in need. We don't know how many other vehicles passed by without getting involved. But Marilyn courageously leaped into service, applying the skills she'd learned through the City's corporate training program. For her efforts, Marilyn received an Ontario Provincial Police Commissioner's Citation for Lifesaving and was further nominated by the O.P.P. for an award from St. John Ambulance. Clearly, care and compassion translated into lifesaving efforts that day.

Nikki LeBlanc, Justin Arnold and Jasmine Vido

The City's recreation facilities are enjoyed by many residents and visitors every day. Many of these visitors are children. On September 12<sup>th</sup>, staff noticed a child attending an after-school program at Oakwood Community Centre having an allergic reaction. Jasmine Vido contacted the child's mother by phone. With careful monitoring, it was determined the reaction was getting worse. A second call to the parent prompted an instruction to staff to administer the child's epi-pen. When the ambulance arrived, Nikki LeBlanc and Justin Arnold, in a display of sincere care and compassion, followed the ambulance and waited at the hospital until they knew the child would be okay. In follow-up to the incident, the child's mother took the time to write to the City of Windsor to commend the actions of these three individuals and to express her gratitude for their genuine concern, noting that their actions may have saved her son's life.

## **Awards and Recognition**

The City of Windsor and its staff were recognized for a number of awards and honours in 2016.

### **Individual**

Alena Sleziak	Certified Contact Centre Manager Designation, RCCSP 2016 Chairperson, Motorola Users Group
Bruce Montone	Fire Chief of the Year Award, Ontario Association of Fire Chiefs Fire Prevention Leadership Award, First Alert Elected to Community Living Windsor's Board of Directors for 3-year term
Christine Dalpe	Information & Referral Specialist Certification, AIRS
Debbie Cercone	Certificate of Appreciation for work to assist refugees with appropriate housing, Multicultural Council
Jake Renaud	2017 Leadership Windsor/Essex Candidate
Jelena Payne	Certificate of Appreciation for leadership efforts in rallying the community to assist Syrian refugees, Multicultural Council
Larisa Johnstone	GIS Ambassador, ESRI
Marianna Mosceo	Certified Contact Centre Manager Designation, RCCSP
Mary Ellen Bernard	Certificate of Appreciation for work to welcome Syrian refugees, Multicultural Council
Pat Delmore	2016 Individual Leadership Excellence Award, CUTA

### **Years of Service Pins**

*Service Pins are given out each year to recognize staff reaching milestones in 5-year increments between 5 years and 45 years of service to the City.*

In 2016, a total of 373 employees reached service milestones.

<b>Years of Service</b>	<b># of Staff</b>
5	41
10	105
15	87
20	22
25	59
30	35
35	21
40	1
45	2

### Management Windsor Certificate Program

All non-union managers and supervisors are required to complete this program. The courses in this program (five “mandatory” and three “electives”) represent a series of essential skills intended to ensure consistency and compliance amongst all non-union management staff.

32 employees were awarded the Management Windsor Certificate in 2016.

### Computer Technology Level III Certification

The Computer Technology Certificate is designed to provide employees with the knowledge and tools required to effectively perform their job duties using Corporate Technology (software and hardware). The Certificate is set up in 3 progressive skill levels. In order to move to the next level, the courses at the previous level must be completed with at least a 70% grade.

15 employees successfully completed Level III of the Computer Technology Certification in 2016.

### Corporate

Adventure Bay Family Water Park	TripAdvisor “Certificate of Excellence Award” Best Water Activity or Water Sport Place, TWEPI Best of Windsor Essex
CANUE	United Way’s “I Believe in My Community” 2016 Community Workplace Champions Award
Capitol Theatre	Best Theatre, TWEPI Best of Windsor Essex
CUPE Local 82	Community Living Windsor Partnership Award
Ganatchio Trail	Best Cycling or Hiking Trail, TWEPI Best of Windsor Essex
Human Resources Department	Community Living Windsor Employer of the Year Award
Ojibway Park	Best Birding or Look-out Point, TWEPI Best of Windsor Essex
Parks Department	Community Living Windsor Employer of the Year Award
Peace Fountain	Best City Photo Op, TWEPI Best of Windsor Essex
Tempo	Best Community Art Piece, TWEPI Best of Windsor Essex
Willistead Manor	Best Architecture Hot Spot, TWEPI Best of Windsor Essex
Windsor Riverfront	Best Public Park or Garden, TWEPI Best of Windsor Essex
City of Windsor	2016 ‘AA’ Standard & Poor’s Credit Rating 2016 Gord Smith Health Workplace Diamond Award (4 <sup>th</sup> year) 2016 Bike Friendly Workplace Gold Award (5 <sup>th</sup> year) 8 <sup>th</sup> Place in Public Sector Digest’s Open Cities Index Top Ten MISA, Excellence in Municipal Systems Award for the “Energy Management System Initiative”



## **Programs & Committees**

City staff administer several programs that are worthy of recognition for their success. From the Simply Brilliant Employee Suggestion program to the Snow Angels Program, staff members work to improve City service and the lives of our residents.

City staff also voluntarily participate in a number of committees that assist employees with their personal growth, professional development, personal and family health and wellness and that show appreciation to fellow employees. Staff volunteering extends to community initiatives as well, such as United Way, Goodfellows, Breast Cancer Awareness and Sparky's Toy Drive to name a few, which fall outside of the scope of this report, but contribute to the betterment of the community.

### **Staff Appreciation and Recognition Committee**

*The purpose of the STAR Committee is to promote informal employee recognition efforts corporately and to work collaboratively with departments to plan and facilitate numerous recognition events, activities and celebrations to support the goals and objectives of corporate employee appreciation and recognition.*



In 2016, The 4<sup>th</sup> annual Employee Recognition Banquet, held in November, celebrated a wide range of educational and professional achievements by employees and acknowledged numerous individuals and teams with awards in the categories of *Pride in the Workplace*, *Exceptional Customer Service* and *Rookie of the Year*. Other awards presented included the *CAO's Awards of Excellence* and the *Frances Horvath Memorial Equal Opportunity Award*.

During Employee Appreciation Month (November 2016), 373 *Years of Service Pins* were presented to employees who achieved service anniversary milestones this year. Events held that month also included group attendance at a Windsor Spitfires game and post-game skate with the players, a discounted rate to attend a private showing of a family movie (a similar event was held in the spring), an Employee Arts and Crafts show featuring the talents of our staff, a new online employee-led recipe resource, discounted rates for fitness and entertainment activities, and a number of prize draws including STAR-sponsored prizes for employees nominated by their peers as "stars" or for performing "random acts of kindness" in various departments.

Other events coordinated by STAR Committee members throughout the year included group attendance at a Windsor Express game, discounted rates at a virtual gaming centre, three family swims at Adventure Bay Water Park, a weekend scavenger hunt, five separate team lunches with the CAO, a lunchtime learning event, a Halloween bowling night, and the annual Holiday Party in December.

The STAR Committee was comprised of 13 members in 2016 and allocated an annual budget of \$7,500. The annual awards banquet has an additional budget of \$4,700 with expenses offset by ticket sales revenue. The volunteer efforts and leadership of these Committee members, which routinely extend outside of the normal work day, are recognized with appreciation for making the events listed above possible.

### Health and Wellness Committee

*The City of Windsor Wellness Program is designed to improve the overall health and well-being of all City of Windsor employees, retirees and family members. The program is provided in conjunction with the Windsor-Essex County Health Unit and the Employee & Family Assistance Program provider.*



In 2016 an Ergonomist and Wellness Specialist was hired in order to have Ergonomic and Wellness issues completed in-house. Key wellness initiatives included Walking Wednesdays (in partnership with Caesars Windsor), a Mental Health Forum, the Ultimate Challenge and a Health Screening Event / Flu Clinics.

Annual Flu vaccinations and wellness clinics, previously organized by an External Provider, were organized in-house for City staff at multiple locations, free of cost to employees. 139 flu shots were administered and 178

staff took advantage of wellness screening for blood pressure, glucose and cholesterol readings, Body Mass Index (BMI) and waist circumference checks. In addition, employees had the opportunity to interact with various vendors to receive important health information by participating in Personalized Cancer Screening Assessments, consulting with a Chiropractor or asking questions to a Green Shield Canada Representative.

### Simply Brilliant Employee Suggestion Program

*The City of Windsor encourages employees to think creatively about their job and bring forward ideas to improve the City's operations. All creative ideas receive an acknowledgement letter signed by the CAO and a copy is kept in the employee's file. All implemented creative ideas receive a monetary award (\$50) presented at a departmental meeting and all financial savings/revenue generation ideas are monitored for up to a one-year period in order to determine actual financial savings/revenue generated. Where savings materialize or revenues are generated, an award is presented to the suggestor, in the amount of ten percent of the first year's savings/revenues, to a maximum of \$5,000.*

In 2016, 19 ideas were received and 4 were recognized as simply brilliant and implemented to the benefit of the City's operations or customer service delivery. Additionally, the two simply brilliant ideas from 2015 that were implemented have been tracked for a year. The idea regarding the elimination of storm sewer connections resulted in a savings of approximately \$110,000 and the idea regarding water usage has resulted in an estimated \$15,000 in annual savings.

### Employee Mentoring Program Committee

*The Employee Mentoring Program was launched in 2006 as part of the Corporation's overall succession planning strategy. The success of the program is a credit to all participants and especially the mentors who have volunteered their time to help other employees further their professional development goals.*

In 2016, the program welcomed 31 new mentor-protégé partnerships (62 participants). The 7<sup>th</sup> annual mentoring awards were presented at the Employee Recognition Banquet. The committee also held a Staff Development Information Session which attracted 30 new attendees.

### Take Our Kids to Work Day

*Take Our Kids to Work™ is the signature program of The Learning Partnership, a national charitable organization dedicated to championing a strong public education system in Canada. Now in its 22<sup>nd</sup> year, the program provides Grade 9 students with the opportunity to experience and learn about the world of work as they begin to explore possible career paths. More than 250,000 Grade 9 students and at least 75,000 employers across Canada participate each year.*

The 2016 Take Our Kids to Work Day was the 17<sup>th</sup> year the City of Windsor has successfully run this event, with City staff hosting 62 Grade 9 students on Wednesday, November 2<sup>nd</sup>. The day began with a kick off where participants were provided with information packages to prepare them for their day. The students and employees were greeted by Mayor Dilkens and Deputy Fire Chief Steve Laforet, who provided a warm welcome and encouraging words for the students. Students and their sponsors had the option of attending site tours at various City departments. Many of the students provided very positive feedback, noting that they found the tours very interesting and informative.



THE LEARNING PARTNERSHIP  
Champions of Public Education Across Canada

# TAKE OUR KIDS TO WORK

### Snow Angels Program

*The Snow Angels Program has been operating for 17 years and is a program which attempts to match volunteers with the City's aging population and disabled residents in Windsor to help shovel snow throughout the winter season. The City of Windsor strives to promote responsive municipal services in order to promote the development of community programs to assist emerging community needs. The City is also committed to developing new and creative partnerships to focus on providing assistance to seniors and citizens with disabilities. This program helps sustain Windsor's image as a diverse, inclusive and accessible community for all members. In addition, the program also compliments the City's efforts to encourage and facilitate volunteerism in our community.*

The 2015-2016 season saw 30 volunteers help 54 residents, with 12 volunteers returning from the previous year. The extremely mild winter resulted in a limited number of snow events for which assistance was requested. The need for volunteers for the 2016-2017 season is great, as a cooler winter with more precipitation is expected. The community is encouraged to come together this season to assist those in the City who are in need. The success of the program in the past has created an outpouring of generosity, where many citizens are helping their neighbours with snow removal needs as a result of learning about the program, whether they are registered volunteers or not.

## **Highlighted Projects**

City of Windsor staff have completed many noteworthy projects over the course of 2016, most of which are highlighted in the Departmental Accomplishments section. A few projects have been featured below for their role in advancing the three themes of the 20-Year Strategic Vision (Jobs, Reputation and Quality of Life).

### **Jobs – Investment Support Program**

The City of Windsor designed and created a new Investment Support Program (ISP) for eligible investors in 2016. Launching in early 2017, the program includes stakeholders from a number of departments and external organizations and guides strategic investment projects through all aspects of the City approval process.

The objective of the ISP is to work proactively with economically significant projects to provide investors with a single point of contact, create a feedback-loop from the investor, and enhance Windsor's ability to expand and retain business.



An investment is categorized as strategic based on its economic significance for Windsor. Examples of projects that may be eligible for the ISP may include developments that generate knowledge-based jobs, office-oriented/industrial business parks, and major redevelopments of existing vacant properties.

The intent of the program is to navigate potential investors through municipal requirements on a first come, first serve approach. The ISP is intended to be initiated to facilitate the investment of strategic projects that comply with provincial and municipal standards.

The City's Economic Development Officer is assigned to each strategic investment and works proactively with other departments and external agencies to guide projects through the municipal process. This includes, but is not limited to, planning approvals, construction permits, licensing requirements, utilities, technology requirements, tax and fee estimations, etc.

The Investment Support Program is just one part of administration's work to support a new economy, creating and maintaining jobs for residents.

### Reputation – 13<sup>th</sup> FINA World Swimming Championships (25m)

In December of 2016, the City of Windsor hosted the 13<sup>th</sup> FINA World Swimming Championships (WSC) (25m). This is the largest swimming event on the FINA calendar and the first time that it has ever been hosted in Canada. With over 900 swimmers from 164 countries using over 14,000 room nights of accommodation, this was the largest sporting event that the City has ever hosted. In addition, the City also hosted the 4<sup>th</sup> FINA World Aquatics Convention, FINA World Sports Medicine Congress and FINA Gala Awards at Caesars Windsor. It is estimated that these events brought in excess of \$20 million in economic benefits to the City of Windsor.

Through a project Charter approved by City Council, a Local Organizing Committee and an Executive Committee comprised of staff from a number of City Departments began the process of planning the FINA WSC event in 2014. Given the scope and magnitude of the event, a FINA Team was assembled that included Operations, Transportation, Accommodations and Protocol & Communications. This also included the recruitment and coordination of approximately 800 volunteers that provided over 25,000 volunteer hours of service.

The theme of the event was “Feel the Power”, a reflection of our powerful community and the power of the athletes from all over the world. A Legacy program was a main focus of the event, which included empowering local young people – the future of our community – through the Mayor’s Youth Leadership Team, engaging local swim clubs & schools to participate in the event, and senior volunteer positions with decision making responsibilities led by St Clair College and the University of Windsor students.

A temporary 10 lane competition pool was constructed on the ice arena floor of the WFCU Bowl. This 25m pool, consisting of 1,400 cubic meters of water, took 12 days to build, provided 3 days of training and 6 days of competition, and was removed in 9 days to restore the boards and ice surface for hockey – almost a month in total! The East Windsor Community Pool, consisting of a 25m by 21m pool, tot pool and relax pool, was also constructed at the WFCU to be used as a warm-up and cool-down pool for the competition. This pool will remain as a legacy to the citizens of Windsor.

The WFCU Facility was transformed into a competition swimming venue “like you’ve never seen before” and the event was executed like a theater show that included an LED screen the width of the pool and enhanced sound and lighting. The event received excellent reviews from athletes, the international swimming federations, international media, and through social media. The event was broadcast to over 100 countries, showcasing the City of Windsor around the world, placing it on the Global Stage. The successful hosting of the FINA WSC event strongly supported the strategic theme of enhancing the City of Windsor’s reputation.





### Quality of Life – Open Streets Windsor

In 2016, the City of Windsor held two successful Open Streets events on the mornings of July 17<sup>th</sup> and September 18<sup>th</sup>. The estimated number of participants for each event range from 8,000 to 10,000, making Open Streets Windsor the largest free recreation program in the City's history.

Open Streets events have grown in popularity throughout North and South America as a way of providing communities with a new way to experience city streets while they are temporarily closed to vehicular traffic. During the closure, residents are provided with an opportunity to enjoy a wide range of programmed activities involving music, exercise, art and culture.

With Council direction, a Steering Committee comprised of staff from a number of City Departments began the process of planning the first ever Open Streets Windsor event in 2014. As might be expected, the logistics, marketing and volunteers needed to coordinate a safe and memorable event of this scale were very significant. Staff throughout the Corporation including Emergency Services, Recreation and Culture, Public Works, Transit, 311, Planning, Communications, Social Services and the Office of the CAO all came together to contribute to the success of the pilot events.



To minimize the impact of the closures on the motoring public and allow for more people to attend away from work and school commitments, the events ran on Sunday mornings. The route ran east/west over an 8 kilometre stretch between the communities of Sandwich and Ford City, primarily along Sandwich St., University Ave. and Wyandotte St. E., and passed through five of the City's nine business improvement areas: Olde Sandwich Towne, Downtown Windsor, Wyandotte Town Centre, Walkerville and Ford City.

The work of the Steering Committee included community consultation involving local businesses, agencies, residents' associations and the general public. Many of the businesses along the route that are normally closed on Sunday mornings opened their doors to promote their establishments by offering fun, programmed activities. Residents' associations along the route also embraced the

opportunity to participate with activities that included everything from the placement of a piano in the middle of University Avenue, which was available for anyone to play, to hosting a BBQ rib cook-off.

The City's implementation of Open Streets offered numerous benefits that improve residents' quality of life and support a vibrant, caring community, including physical activity, healthy life choices, support of local businesses, and instilling cultural and civic pride. Based on surveys conducted and comments received through a number of social media outlets, the events can, without doubt, be recorded as a great success.

## Departmental Accomplishments

### Office of the Chief Administrative Officer

#### CAO's Office

- Approved 422 reports under the Delegation of Authority (DOA) By-law 208-2008 in 2016, the highest annual total since the DOA process was first approved in 2004, representing a 20% increase over 2015.
- Supported the development, consultation process and finalization of the City's 20-Year Strategic Vision.
- Conducted a comprehensive enterprise risk assessment and determined the seven priority enterprise risks for 2016.
- Coordinated a team of 52 volunteers who provided exceptional customer service to delegates attending the 2016 AMO Conference.
- Implemented and trained staff on the Corporate Project Management Site.
- Conducted consultation sessions with project managers to discuss the current state of corporate project management and obtain feedback on future priorities.
- Developed a Risk Monitoring and Reporting Procedure to guide communication and reporting of risk information across the Corporation.
- Authored the first annual update report on the Enterprise Risk Management Program which included updates to the Enterprise Risk Management Framework and Policy.

### Office of the City Clerk/Licence Commissioner and Corporate Leader – Public Engagement & Human Services

#### Council Services

- Acquired a Braille printer, which allows the Department to meet requests from the public for accessible documents.
- Continued implementation of LiveLink file management across City departments.
- Completed full implementation of and training on Agenda.net for all Council Meetings and Standing Committee Meetings.
- Coordinated ward meetings for all ten wards and facilitated several student/group tours.

## Communication

- Raised over \$287,000 in sponsorship and advertising revenue (cash and in-kind).
- Published thousands of updates to the City's website, resulting in 4,319,616 page views and 3,352,123 unique page views.
- Posted approximately 1,200 updates to the City's Facebook Page, which engaged 83,909 people and reached 2,297,851 people in 2016 and now has over 5,500 followers (lifetime), an increase of more than 2,000 from 2015 and sent 1,041 tweets from the City's Twitter Account in 2016, which now has 9,819 followers (lifetime), an increase of more than 2,200 from 2015.
- Uploaded 88 videos to the City's YouTube Channel this year (23 more than last year), including an Open Streets series, messages from the Mayor's Office, Baby Teeth Matter, a mannequin challenge video which went viral (over 60,000 views), and construction updates for New City Hall, Fire Hall #6 & EOC, and East Windsor Community Pool, raising the City's viewing total to over 200,000.
- Purchased a second online survey account to measure corporate customer service and created 39 new surveys, 25 of which were issued (both internally and externally) in 2016 and 14 of which will be issued in 2017.
- Provided internal graphic design for numerous projects including 3 Activity Guides and a 30 page Emergency Manual.
- Increased awareness about numerous City projects through monthly 4-page snapd inserts.
- Helped market the Kids Club at Adventure Bay and Open Streets.
- Used Programmatic Advertising to increase interest in Adventure Bay, at a minimal cost.

## Customer Service

- Responded to 127,475 calls, 400 texts and 2,412 emails, entered 48,986 Requests for Service and answered 99,737 public inquiries on municipal information through the 311 service, as of November.
- Responded to 18,198 calls and 302 emails through the 211 service, as of November.
- Updated 335 records in the 311 knowledge base and added 120 new records to the 211 database.
- Instituted a new Quality Assurance program to advance call centre service excellence and continuous improvement.
- Distributed over 2,100 Holiday Sharing Guides in the community which outlines how people can give help and get help in Windsor-Essex.
- Created 29 customized reports and 10 customized maps using 311 data and 14 customized reports using 211 data.
- Conducted over 800 Customer Satisfaction Surveys with 92% of respondents satisfied with the 311 service and 93% satisfied with the 211 service City staff provide.



## Human Resources

- Promoted corporate learning and development through the training of 2,179 staff (as of December 8) as part of various courses, workshops and programs and the establishment of a new cohort for the Masters Certificate in Municipal Leadership Program.
- Generated revenue by providing corporate training to 41 external partners through 26 sessions and by providing 3 health and safety courses to 46 employees of neighbouring municipalities.
- Promoted health and safety in the workplace through the in-class training of 3,011 individuals in 67 different courses, providing information for 12 monthly safety talks, adding 4 new online learning courses, conducting 210 workplace violence risk assessments and conducting 205 practical assessments on corporate equipment.
- Added online recruitment for Arena Skate Patrol to provide efficiency for students and the public through technology.
- Placed 175 paid and over 100 unpaid students through various programs, community-based training organizations, community partnerships and the Student Lottery.
- Furthered succession planning efforts through the commencement of the Pilot Talent Management Program which received 27 applications and selected 13 individuals for 5 positions identified as high risk.
- Completed or updated the Working Environment Policy and the following procedures: Salary Compression Procedure, Leave of Absence Procedure, Driver's License & Driver's Abstract Procedure, Cell Phone Procedure, Noise Procedure, Workplace Harassment Procedure and Workplace Violence Procedure.
- Promoted employee wellness through the provision of Walking Wednesdays (in partnership with Caesars Windsor), a Mental Health Forum, the Ultimate Challenge, a health screening event and a flu clinic which administered 139 shots.
- Completed the evaluation of 46 non-union jobs as part of continuing pay equity efforts and completed job evaluation questionnaires for the new HR/Payroll structure as part of the process review.

## Policy, Gaming, Licensing & By-law Enforcement

- Completed the business licensing fee review and updated the licensing by-law with the new fees approved in the 2016 Budget.
- Participated in and completed a departmental risk assessment.
- Developed and implemented rules/regulations for a new gaming initiative introduced by the AGCO.
- Achieved a budget surplus for a sixth consecutive year since organizational restructuring.
- Conducted work on various major projects i.e., UBER review, Animal Control Contract, assistance with ALS legal matter.
- Partnered with the Parks Department to expand food truck operations at City facilities.
- Revised and simplified the dog license application and developed a monthly audit process and control measures for dog licenses sold by the Humane Society.
- Maintained a timely response standard to over 12,000 enforcement requests for service.
- Completed the 2016 Spay/Neuter Voucher Program for Cats.

## Windsor Public Library

- Opened the Automotive Archives, the first of its kind in Canada, which celebrates the automobile, the industry and its importance to the development of Windsor and Essex County.
- Awarded \$200,000 from the Ontario Libraries Capacity Fund, together with partners Chatham-Kent and Guelph, to develop a community hub of social services for those experiencing homelessness or living in poverty.
- Opened the new Local History Centre on the second floor at the Central Library Branch, which offers an enclosed space where visitors can access resources from the Windsor Public Library Local History Collection, as well as items from the Municipal Archive.
- Purchased a customized GMC truck known as Fred (Freedom to Read, Educate and Discover) to provide mobile library services, including access to Wi-Fi, computers, a printer, Library Tech Hub technology, books, movies, video games, tools and do-it-yourself resources.
- Began work on the expansion of the Optimist Community Centre to include a 6,500 square foot library and on the functional plan to turn the historic Fire Hall on Mill Street in Sandwich into the new John Muir Public Library.

## Office of the City Engineer and Corporate Leader – Environmental Protection & Infrastructure Services

### Development, Projects & Right of Way

- Completed the East Windsor Community Pool ahead of schedule and under budget.
- Completed the South Windsor Recreation Complex Expansion – Oakwood Community Centre on time and on budget.
- Carried out a Municipal Class Environmental Assessment of the Riverside Drive Pedestrian Crossings.
- Assisted in the successful completion of the Rt. Hon. Herb Gray Parkway.

## Facilities

- Installed new seats at the Capitol Theatre.
- Completed new customer service building and other capital improvements at Lakeview Park Marina.
- Repaired expansion joints at the Windsor Justice Facility and the building envelope at Huron Lodge.
- Restored heritage windows at Richardson Library.
- Updated washrooms/showers in rink change rooms at the WFCU Centre.
- Conducted building condition assessments on 42 facilities.
- Installed CCTV and card access at various City facilities.
- Made asset management improvements for Huron Lodge in the 360Facility database.
- Implemented 360Facility database business process improvements.

**Geomatics**

- Organized a GIS Day 2016 – Facebook Takeover Event which reached nearly 9,000 people and involved live demos of apps, tutorials, GIS facts and trivia, Story Maps and a survey/quiz.
- Created and publicly launched the MyNewCity app which provides anyone new to the City with locations for assistance with settlement, language training, housing, employment, health, worship, clothing, furniture and food.
- Collaborated with Bike Windsor Essex to launch the Windsor Urban Art Tour app.
- Launched the MyWindsorAerial app which allows users to slide back and forth between digital aerial photography of Windsor from 2000 to present.
- Completed a variety of capital construction drawings sets including the MRO Airport Facility – Parking and Utilities Contract drawings.
- Completed a wide variety of specialty mapping products and graphic presentations for Engineering, as well as other City departments and outside agencies including the Herb Gray Parkway roadway and trail mapping for various City maps.
- Created City and County maps, Visitor Guide maps, and Wine Trail map for TWEPI, marking the beginning of a new relationship.

**Infrastructure**

- Completed conversion of the street light system to LED (approximately 21,460 fixtures).
- Completed various sewer and road construction projects for the Capital Budget, including Norman (S. National to Alice), Queen (Prince to South), S. National (Tourangeau to Francois), Lens/Vimy/Marentette, St. John (Menard to Clairview), Meldrum (Tecumseh to Ypres), and Ojibway Sanitary, as well as various municipal drain works.
- Initiated several larger projects including Cabana (Provincial to Howard) and Ouellette (Wyandotte to Elliott).
- Received government funding for and completed Jefferson/S. National rail crossing upgrades.

## Operations

- Completed/closed over 14,000 service requests as of September 30, 2016.
- Completed and processed, as of November 2016, the inspection of 1,230 street segments (532 lane km), 49 alley segments (4 lane km), 1811 right-of-way sidewalk segments (263 km), and 41 structures, including Parks Department bridges.
- Implemented a new GPS/AVL system for winter control and corporate fleet management uses.
- Tested new technologies for sewer and manhole inspections (e.g., Sewer Line Rapid Assessment Tool, Zoom Camera).
- Transitioned the Fleet Stockroom to an outdoor service delivery model for the supply of clothing and safety equipment.
- Developed a fuel site replacement schedule for ongoing fuel site improvements.
- Finalized a new Road & Alley Inspection Program Guide.
- Completed field surveys and legislated information sharing for 62 level grade crossings to comply with new regulations.

## Parks

- Installed 6 AODA compliant play structures at various parks, as well as the City's first natural based playground in Mitchell Park.
- Installed the sculpture "Anne" in Coventry Gardens, the City's first set of adult fitness equipment in Walker Homesite Park, four accessible picnic tables and pads in various park locations, and a ping pong table in Kiwanis Park, donated by Jim and Diane Moore.
- Completed and received City Council approval for the 2016 Master Plan "Rediscover Our Parks".
- Completed the Wyandotte Street median and Drouillard Road underpass beautification projects.
- Partnered with various organizations to plant trees and improve natural conditions along Little River.
- Improved conditions of the Urban Forest through tree planting, the initiation of a new tree watering program and the trimming of more than 3,500 trees City-wide.
- Worked to protect species at risk by hiring a Biodiversity Coordinator, partnering with DWBA to relocate and monitor species at risk from the future bridge plaza site to City owned and protected lands, and documenting Butler's Garter snakes as part of the new Fire Hall 5 construction project.
- Initiated addressing of all municipal parks and started a pilot project for electronic records for playground inspections.

## Pollution Control

- Held a public open house at the Little River Pollution Control Plant to engage and educate the public about the treatment facility and wastewater related issues.
- Completed the first phase of the Lou Romano Water Reclamation Plant Grit Facility Upgrade Project.
- Completed the design for the Little River Diesel and MCC Upgrade Project.
- Completed the design, tender and award of the Lou Romano Water Reclamation Plant Inlet Upgrade Project.
- Completed the installation and validation phase of the Lou Romano Water Reclamation Plant Turbo Blower Upgrade Project resulting in significant energy savings.
- Selected to participate in the Great Lakes Climate Change Adaptation Project led by ICLEI Canada with financial support from the Ministry of Environment and Climate Change under the Canada-Ontario Agreement (COA) respecting the Great Lakes.
- Achieved the First Year Commitment of the Compact of Mayors, which establishes a common platform to capture the impact of cities' collective actions through standardized measurements of emissions and climate risk, and consistent, public reporting of efforts.
- Completed baseline community energy studies required to inform the Community Energy Plan which will be presented to Council in early 2017.
- Recognized for the work on improving thermal comfort in Windsor's Parks and Playgrounds in the Clean Air Partnership's Environmental Progress through Collaboration report.

## Traffic Operations, Parking and Transportation Planning

- Completed Municipal Class Environmental Assessment Studies for 6th Concession Road/North Talbot Road corridors, for the Central Box Study Area and for Banwell Road.
- Completed a Downtown Transportation Strategy.
- Developed a School Neighbourhood Policy.
- Conducted various transportation studies, processed 262 traffic control plans and 238 Parking By-law and Traffic By-law amendments, and collected speed data at 144 locations City-wide.
- Installed a Transportation Hub at the July Open Streets event, with assistance from the Parks and Operations Departments, which demonstrated alternative cross sections for the public to experience as a precursor to the planned University Ave Environmental Assessment.

**Office of the City Solicitor and Corporate Leader – Economic Development & Public Safety**
**Building**

- Streamlined and created a central filing system for “Ready to Issue” permit applications to increase efficiency.
- Reduced average permit issuance timeline from three months in 2015 to two weeks in 2016, consistent with the requirements of the Ontario Building Code and benefiting the local residential construction industry during the busiest construction year in over a decade.
- Initiated a process for scanning all permit applications at the time of permit issuance and issued letters to all clients, informing them that faxed permit applications will no longer be accepted and that applications should be submitted electronically where possible, in order to move towards a paperless environment.
- Initiated a review of all outstanding permit applications since the implementation of the AMANDA system and sent out (abandonment) rejection letters.
- Initiated and implemented an internal communication process across various departments for Building Permits that require Site Plan Control.
- Implemented a tracking system for all permit applications submitted that require ERCA approval.
- Implemented use of voice-to-text software for Inspectors to assist with ergonomic issues, efficiency and consistency for inspection reports.
- Creation of the Building Bylaw Officer position to assist with service requests workload, as well as providing another avenue for the development of Building Inspectors.
- Developed in-house staff training for new, complex Code regulations in 2017 aimed towards net-zero housing.

**Fire & Rescue**

- Reached 5500 people through coordinated events with the Windsor Essex Community Housing Corporation as part of the 2016 Fire Prevention Week, “Don’t Wait, Check the Date! – Replace Smoke Alarms Every 10 Years.”
- Hosted 10 ward barbeques as part of a HOT Summer Nights tour, which provided approximately 3500 people the chance to meet Sparky and firefighters and to learn about fire safety.
- Reviewed and expanded elementary school programs delivered at the Safety Village and expanded elementary school programs delivered in schools to include pre-teens who stay at home alone or babysit.
- Developed new high school programs for arson awareness and going away to school and re-organized university and college school programs for safe and independent living.
- Increased number of inspections by 27% and number of violations noted at each inspection by 33%.
- Reduced non-compliance of smoke alarms in single family homes to 24% in 2016, as part of the Wake Up, Get a Working Smoke and CO Alarm program which began in 2013 with a 49% non-compliance rate, by visiting 27,682 homes and distributing 4,457 smoke alarms and batteries over the past 3 years
- Certified all District Chiefs as Incident Commanders.
- Completed the purchase and implementation of the Self Contained Breathing Apparatus upgrade project to provide staff with the most up-to-date safety technology available.
- Completed the Community Emergency Preparedness Guide which will provide residents with helpful information to plan and prepare for emergency situations.

## Legal Services & Real Estate

- Defended, successfully, a number of cases before the Human Rights Tribunal, the Ontario Municipal Board and other tribunals.
- Defended, successfully, a \$5.5M claim before the Ontario Municipal Board.
- Won a decision before the Supreme Court of Canada.
- Expropriated properties for the Riverside Drive Vista project and for airport expansion purposes.
- Sold 13 serviced residential lots on Edward Ave and 2 serviced industrial lots.
- Drafted approximately 300 agreements on various subjects.
- Participated as panellists at the Windsor Law School, conferences and in-house courses.

## Planning

- Processed four applications under the Economic Revitalization CIP, which represents the retention of 574 jobs, addition of 43 jobs, approval of \$2,359,583 in grant payments, increase of \$1,936,000 in property value assessment, and leverage of \$42,646,000 in private sector investment.
- Processed three applications under the Brownfield Redevelopment CIP, which represents redevelopment of 4.77 hectares/11.7 acres of land, rehabilitation of 11,440 sq metres/123,139 sq feet of building space, approval of \$1,709,563 in grant payments, increase of \$13,800,000 in property value assessment, and leverage of \$16,391,011 in private sector investment.
- Collaborated with the University of Windsor to launch a pilot program to provide students with an opportunity to research heritage properties.
- Conducted research and report writing on the effects of Urban Heat Island in the Downtown and several high profile heritage properties including Abar's and Wiser's Reception Centre.
- Designed and developed an updated Sandwich Heritage Walking Tour that is available in digital form and accessible on mobile devices.
- Led the successful implementation of the Open Streets Windsor pilot program events held in July and September under budget.
- Coordinated and organized the Windsor based sessions and tours held as part of the Congress of New Urbanism conference held in Detroit and hosted the Development Directors of Ontario quarterly meeting in December, 2016.
- Completed the Neighbourhood Market Value Analysis and subsequent changes to the Development Charges Exemption Policy.
- Reviewed and approved a number of complex high profile development proposals, including the Greek Orthodox Church and Devonshire Mall Renovations.



### Provincial Offences

- Developed and launched a new website.
- Renegotiated the Windsor/Essex Area Intermunicipal Court Service Agreement for another 5 year term.
- Renegotiated terms and extension of the lease at the Westcourt Building.
- Upgraded the POA office to meet accessibility door standards.

### Purchasing

- Implemented an online SharePoint system to eliminate paper sole source forms and trained each department on the new system.
- Implemented a new Purchasing Card Management SharePoint system and trained each department on the new system.
- Conducted approximately 185 formal procurement processes (RFTs, RFPs and pre-qualifications) including several high profile procurements: Fire Halls # 5 and #6, New City Hall General Contractor, New Accessible Playgrounds (including a Natural Playground), Insurance Services, Capitol Theatre Enhancements, Recreation Software, Optimist Community Centre Library Addition, Huron Lodge Long-Term Care Caretaking Services and WFCU Concessions Provider.
- Completed road rehabilitation project procurements at a value of \$78,422,626.00 (total awarded to date).
- Carried out all purchasing processes for FINA.
- Conducted 2 corporate by-law training sessions as well as various departmental training sessions.
- Revised and updated the Purchasing Card Policy and Procedure.

### Risk Management

- Issued an RFP for a new Insurance provider for the Corporation effective January, 2017.
- Collected more than \$237,000 in recoveries for the Corporation.
- Opened and investigated over 760 files of which 306 relate to the flood.



**Office of the City Financial Officer/City Treasurer and Corporate Leader – Finance & Technology****Asset Planning**

- Met expected projections of \$270,000 in revenue from the first full year of solar generation at the Windsor International Aquatic and Training Centre (WIATC).
- Commissioned two 500kW photovoltaic systems at the WFCU Centre and Transit Windsor, each generating \$250,000 annually.
- Converted lights in the WFCU Centre Main Bowl to LED.
- Installed digital ice plant controls at the WFCU Centre.
- Began construction of two combined heat and power systems and the development of a third.
- Retro-commissioned 30 buildings.
- Completed the Transit Windsor Life Cycle Costing project.
- Conducted facility condition assessments for 42 buildings.

**Financial Accounting**

- Completed an initial Contaminated Sites Financial Statement Audit successfully.
- Implemented Windsor Public Library on-line donations on website.
- Streamlined and implemented new travel authorization and replenishment forms.
- Assisted in the development and implementation of new reports to help streamline year end processes such as OMERS and Vacation reporting.
- Assisted in the development and implementation of automated, department-specific tools to improve efficiency relative to the Corporation's monthly OMERS payment and weekly CRA payment.
- Provided support to the Payroll Business Project Review in the area of Work Force Management and the Employee Services Centre.
- Increased the number of active vendors using electronic funds transfers by 32.7% in 2016.
- Increased the number of electronic funds transfer payments to approximately 25% of all City of Windsor payments.
- Launched the A/P Vendor Centralization Project Pilot Program.

## Financial Planning

- Streamlined and increased the accuracy of G/L chart fields and accounts through the New Chartfield Redesign project, while providing on-going training and information to staff.
- Participated in the testing, ongoing review and implementation of new PeopleSoft Financial reports and queries.
- Completed a successful upgrade of Questica budgeting software.
- Provided financial support, through regular committee meetings, to the WIATC / Adventure Bay Facility, the Essex-Windsor Solid Waste Authority, the Department of National Defence and the Windsor Justice Facility.
- Led the City's hosting of the 13<sup>th</sup> FINA World Swimming Championship (25m) (WSC), the Opening Ceremonies and the FINA Annual Convention through the Deputy Treasurer of Financial Planning's role as Project Sponsor and Chair of the Executive Committee.
- Administered the 2017 Budget development process to achieve Council's mandate of holding the line on taxes with accelerated timelines to have an administratively recommended Operating Budget available for Council by December 2016.
- Worked with the province on the SAMS implementation project to reconcile payments under the new system, involving participation in committees throughout the year to identify system challenges and corrective action.
- Managed the 2015 MBNC cycle, with the Financial Planning Manager continuing as Co-Chair of the MBNC Management Committee, which provides the opportunity to visit and meet with new potential municipalities outside Ontario.
- Provided financial support to a number of special projects, including Chartfield Redesign, New City Hall, Payroll Process Review, FINA 2016 WSC (25m), FINA Diving World Series, City-wide Streetlight LED Conversion, and Transit Windsor's Intelligent Transportation Systems and Farebox Projects.

## Information Technology

- Completed the first pillars of the Amanda 7 Upgrade – Infrastructure & Security.
- Went live with the Chartfield Redesign project.
- Worked to implement Workforce Management, Employee Service Centre and Employee Self-Service projects.
- Expanded Open Data and introduced Information Management.
- Improved mobility and collaboration features for employees and external partners for the Extranet, team sites and enhanced telecom features.
- Expanded the influence of the Business Process Centre for Excellence, which shifted the approach of continuous improvement beyond the Centre's direct involvement.

## Taxation & Financial Projects

- Completed the 2016 Interim and Final Property Tax Billings, as well as day to day account administration for over 85,000 property tax accounts.
- Administered budgets and levies for each of the 9 Business Improvement Areas.
- Launched an external on-line property tax system “My Property Tax”.
- Updated all signing authorities with regards to City of Windsor bank and investment accounts.
- Planned and executed 3 public property tax sales.
- Managed over 1,700 property accounts which were identified as being in tax arrears.
- Filed 100 new tax registration certificates and approved and administered approximately 30 new tax payment plan extension agreements.
- Participated in pre-assessment consultations in conjunction with MPAC.
- Managed and defended the City’s assessment base, resulting in additional annual tax revenue in excess of \$1.6M.

## Office of the Commissioner, Community Development & Health and Corporate Leader – Social Development, Health, Recreation & Culture

### Children’s Services

- Added OneHSN modules in order to streamline the process for families looking for child care and applying for child care subsidy.
- Provided more than 30 training events and 3,000 training spaces for courses such as First Aid/CPR and safe food handling to early learning professionals in Windsor-Essex and launched a new electronic system for training registration.
- Updated the City’s policy requiring all child care centres with purchase of service agreements with the City of Windsor to have an Inclusion, Access and Equity policy, in order to reflect current language and best practices.
- Partnered with the Windsor-Essex County Health Unit (WECHU) and Healthy Kids Community Challenge to distribute 460 Outdoor Kits to families and 500 Dads Matter Kits to dads with a new baby born in 2016 in Windsor-Essex to encourage more outdoor time and physical activity.
- Coordinated three community forums with Child Care Operators to submit a collective community response to the Ministry of Education regarding proposed changes to phase two regulations of the new Child Care and Early Years Act.
- Reviewed and updated various policies, procedures and contracts with service providers to reflect changes in the new Child Care and Early Years Act.
- Collaborated with Children First to revise the Levels of Service Tool for the program’s support funding to reflect best practices and address the current needs of the community.
- Developed a Program Support Implementation template, in line with How Does Learning Happen? Ontario’s Pedagogy for the Early Years, to assist educators in implementing effective strategies that will improve the overall environment in the classroom.

## Cultural Affairs & Special Events

- Assisted with and executed various events including the 2016 CARHA Hockey World Cup, the 2016 FINA Diving World Series, the 13<sup>th</sup> FINA World Swimming Championships (25m), the 2016 National Archery Championships, the 2016 OFSSA Track and Field Championships, Hometown Hockey, two Open Streets, the Mayor's Walk, the Return of Busker Fest in Walkerville, Hiram Walker's 200<sup>th</sup> Birthday Celebration, the celebration of tulip planting for Canada's 150<sup>th</sup> anniversary, and the historic visit of the USS Detroit.
- Provided support to the Great Canadian Flag Project to ensure the target of July 2017 is met.
- Relocated the Farmers' Market to Pelissier Street successfully.
- Celebrated the Grand Opening of the Chimczuk Museum.
- Hosted the 2<sup>nd</sup> annual w.a.v.e.s. festival, connecting communities through arts, culture and technology.
- Sent out 19 Culture E-blasts to highlight cultural initiatives.
- Cleaned and waxed all City sculptures, hosted a Wash the Elephant Day to raise awareness of the Sculpture Park and reinstalled 2 sculptures (*Composition with 5 Elements* and *Anne*).
- Began work on the Library expansion at the Optimist Community Centre.
- Secured a new caterer for the Willistead Manor.

## Employment & Social Services

- Achieved post-implementation stabilization following the wind-down of the SAMS conversion project, despite ongoing issues with the provincial system.
- Completed a comprehensive Service Plan for Ontario Works (OW) for 2016 which was complimented by the Ministry's Program Supervisor as a very progressive and innovative plan.
- Relocated the Leamington OW Office to the centre of the municipality as part of a Community Hub with the Windsor-Essex Children's Aid Society, the WECHU and Children's First and Community Living.
- Increased the centralization of discretionary benefits processing to improve customer service through better monitoring of issuances, greater consistency regarding eligibility criteria and enhanced staff expertise in specialized health items.
- Established and implemented a contingency plan to ensure social assistance recipients received their payments and other benefits on time during the postal disruption caused by a potential work stoppage.
- Increased number of OW clients assessed for Ontario Disability Support Program benefits from 140 in 2014 to nearly 300 in 2016 in collaboration with several community partners.
- Increased number of employment referrals and connections with training and employment programs through continued integration of Employment Ontario (EO) and OW programs.
- Implemented Employment Opportunity Sessions and employment information sessions for youth to reduce time for clients to be seen by an Employment Services Caseworker and Job Developer and increase employment opportunities for clients in an expedited fashion.
- Met all provincial targets for employment and training, boasting a 25% rate of persons leaving OW due to employment (3<sup>rd</sup> quarter 2016), a 69% rate of EO clients placed in a job (2015/2016) and a nearly 10% rate of EO clients entering training/education (2015/2016).

## Housing Services

- Implemented a streamlined electronic application process for the Housing Stability Program.
- Input new dedicated line as central access point for direct service to staff for applications and inquiries regarding the Housing programs.
- Designed, planned and implemented the City of Windsor's first federally coordinated Point in Time Count in conjunction with the Canadian Alliance to End Homelessness' 20K Homes Campaign.
- Expanded Windsor-Essex' Housing First program, Windsor Essex Housing Connections, through funding from the federal Homelessness Partnering Strategy.
- Designed, developed, launched and implemented the Investment in Affordable Housing 2016 Extension Program (IAHE), the Social Housing Apartment Retrofit Program and the Survivor of Domestic Violence-Portable Housing Benefit Pilot Program.
- Secured funding through the Social Infrastructure Fund and Social Housing Improvement Fund to increase funding to the IAHE Program and to address capital repair for aging social housing stock.
- Revamped the Central Housing Registry application form and related documents, together with new verification guidelines, to make certain parts of the application process easier for applicants and support agencies.
- Completed a detailed operational review of five social housing provider developments.
- Created 64 new affordable housing units in Windsor-Essex, 23 for singles and persons with disabilities and 41 for low income seniors.

## Huron Lodge

- Hosted a Volunteer Appreciation Dinner for over 100 dedicated volunteers.
- Initiated a Focus Group with representation from all divisions at Huron Lodge to work together to identify and establish goals that reinforce healthy work efforts and team processes for daily success at Huron Lodge.
- Led an initiative which resulted in the compilation of a document that addressed mental health and the prevalence of behaviours in our health care system through the Huron Lodge Administrator's role as lead in the Windsor Essex Long Term Care Facility Operators Group.
- Received high praise for staff professionalism, empathy to the residents and welcoming attitude from two Ministry of Health Inspectors who attended Huron Lodge on a daily basis for a 2 week period to measure compliance with the Long Term Care Homes Act.
- Coordinated with IT to secure a proponent for new clinical software.
- Improved resident care and positive outcomes in the areas of restraint use, falls and antipsychotic medication prevalence through a dedicated effort of the interdisciplinary team.

## Recreation

- Achieved Quest 2 High Five, the next level of certification for recreation programs.
- Held Windsor's first annual Jump Start Day at the Forest Glade Community Centre to encourage donations in support of youth activities.
- Increased the number of participants in the Summer Day Camp Program operated across Windsor's recreational facilities and expanded the partnership with Family Respite Services to provide support for children with special needs in the Summer Day Camp Program.
- Supported children's participation in free healthy activities through the Afterschool Program at Adie Knox Herman Recreation Complex, Gino and Liz Marcus Recreation Complex, Oakwood Community Centre and Windsor Water World, and the Swim to Survive program for Grade 3's and Grade 7's at Adie Knox Herman Recreation Complex, Gino and Liz Marcus Recreation Complex and the WIATC.
- Provided a week-long celebration for Universal Children's Day, which included free public swim, prize giveaways and discounted opportunities at recreation facilities across Windsor.
- Held several *in motion* days, promoting the importance of physical activity.
- Assisted in the construction of the East Windsor Community Pool and the South Windsor Recreation Complex Expansion – Oakwood Community Centre.
- Executed a new operating agreement for concessions at the WFCU Centre.
- Accommodated community groups who were displaced during the FINA 2016 WSC (25m) successfully.

## Social Policy Planning

- Facilitated the Corporate effort, in collaboration with the WECHU, to revise and update the Smoking By-law to prohibit smoking and smoking products on certain City properties.
- Organized a community forum for community partners regarding Round 2 of poverty reduction funding from Ontario's Poverty Reduction Strategy Office.
- Led the local organization of two consultations for the Ministry of Government and Consumer Services to inform community partners on proposed legislation to increase consumer protections for users of payday loans, instalment loans and cheque cashing services.
- Collaborated with the Schulich School of Medicine, Health Force Ontario and Tourism Windsor Essex Pelee Island to create a City of Windsor physician recruitment website.
- Worked with various organizations to welcome and establish nearly 1,000 government assisted refugees into the Windsor community.
- Collaborated with Geomatics to develop the MyNewCity app to help newcomers find clinics, libraries and social services.
- Hosted the Windsor Essex Local Immigration Partnership Annual Forum with over 150 attendees.
- Hosted the July 1 Citizenship Ceremony at the WIATC where 35 new Canadians were sworn in.
- Hosted the Windsor Essex Express Entry Employer Breakfast to provide Windsor-Essex employers with the opportunity to hear about the new federal system which helps employers recruit foreign trained employees to fill local labour market needs.

**Office of the CEO Your Quick Gateway (YQG) & Windsor-Detroit Tunnel Corporation (WDTCT) and Corporate Leader – Transportation Services****Transit Windsor**

- Travelled over 5 million kilometres, providing transportation to more than 6 million riders in the community.
- Finalized 12-year Life Cycle, Fleet Asset Management Plan and received approval from City Council.
- Applied for \$10.2M in transit improvements under Phase 1 of the Public Transit Infrastructure Fund.
- Implemented a U-Pass, providing transportation to 11,000+ University of Windsor students
- Began installation of the Intelligent Transportation System.
- Redesigned and replaced over 1,200 bus stop signs to improve service and accessibility.

**YQG Windsor International Airport**

- Paid a \$1M dividend from operations to the City of Windsor.
- Developed new air service routes to Cayo Coco (Cuba), Florida and Montego Bay.
- Increased annual passenger volumes by 21% (year-to-date) over 2015.
- Increased local share of passengers to 20% from 7% in 2009.
- Accommodated the construction of the 50 megawatt solar farm on airport grounds.

**Windsor-Detroit Tunnel Corporation**

- Paid \$1M dividend from operations to the City of Windsor.
- Increased annual traffic volumes (northbound and southbound) 5.58% over 2015.