

Subject: CAO's 2018 Accomplishments and 2019 Objectives -- City Wide

Reference:

Date to Council: 5/6/2019
Author: Chief Administrative Officer
519-255-6100 ext. 6311
caodept@citywindsor.ca
CAO Office
CAO Office
Report Date: 4/15/2019
Clerk's File #: ACO2019

To: Mayor and Members of City Council

Recommendation:

THAT the report regarding the Chief Administrative Officer's 2018 Accomplishments and 2019 Objectives **BE RECEIVED** for information; and,

THAT the recommended overarching objectives of the Chief Administrative Officer for the 2019 calendar year and beyond outlined in the report regarding the Chief Administrative Officer's 2018 Accomplishments and 2019 Objectives **BE APPROVED**.

Executive Summary:

N/A

Background:

By-law 218-2002 provides that "any matters related to the performance of the Chief Administrative Officer (including establishing corporate and personal objectives) shall be conducted by Council or a Committee of Council, if so delegated."

This report is brought forward to Council, in conjunction with the previously received in-camera report regarding the Chief Administrative Officer's (CAO) performance appraisal, with the purpose of:

1. Informing City Council of the overarching accomplishments of the CAO in the 2018 calendar year and surrounding timeframe to facilitate the evaluation of his performance over this period; and
2. To seek approval for the recommended major objectives of the CAO for the 2019 calendar year and beyond.

Discussion:

City Administration achieved many goals and objectives in 2018, as directed and

supported by the Mayor and City Council through the Budget, the 20-Year Strategic Vision, the many master plans, and other guiding documents. Many of these accomplishments were listed, though not exhaustively, in the separate 2018 Municipal Accomplishments Report (C 9/2019).

CAO's 2018 Accomplishments

A primary objective of the CAO is to ensure proper understanding of the corporate goals and objectives set by Council while allocating appropriate resources and training to employees for the realization of Council's stated vision. With corporate accomplishments being the direct result of the dedicated employees across the Corporation, it is difficult to ascribe individual accomplishments specifically to the CAO. Nevertheless, the following list compiles select overarching corporate achievements drawn from the more comprehensive 2018 Municipal Accomplishments Report.

New City Hall	Completed construction of the New City Hall in May 2018 (\$34.5M) on time and under budget. The project successfully met the functional needs of end users (staff and public) and moved over 260 employees without disruption of services. The demolition of Old City Hall has also been tendered. Advanced customer service principles to provide an enhanced and positive visitor experience. These measures include signage and way finding, front service counter design, sound masking, closed captioning, and a new electronic queuing system. Further, Building, Planning, and Right-of-Way now occupy a common space re-branded as Development Services to work cooperatively and provide one-stop services for customers. A 3-stream waste container program was also implemented to improve the separation and diversion of waste from landfills.
Sewer Master Plan	Initiated the Sewer Master Plan with a \$5 million study to address basement flooding and inform Capital Budget moving forward.
Transit Windsor Ridership	Transit Windsor ridership increased from 4,972,826 at the end of September 2017 to 5,999,193 at the end of September 2018. This amounted to 1,026,367 more riders than last year. The University of Windsor's U-Pass implementation and St. Clair College's increase in enrollment contributed to this 22% increase in ridership.
Mobile Parking Application	Implemented the Pay by Phone Application for mobile parking and the Parking Enforcement System for citation management by Passport Canada Inc. The mobile feature allows users to extend parking sessions from anywhere, get reminder notifications, and manage multiple vehicles.
Centralized Account Payable Vendor	Completed the first year of the centralized accounts payable vendor approval process within the Finance Department, with an accompanying 73% increase in

Approval Process	accounts payable electronic funds transfer (EFT) vendors in 2018.
Municipal Accommodation Tax	Developed and received approval for the Municipal Accommodation Tax program ("Hotel Tax"). The By-law for the Hotel Tax was implemented beginning on October 1, 2018, with legal advice provided within a comprehensive Council report on the matter. The Hotel Tax will result in an estimated \$2.5 million in additional revenues to the City to be shared between the municipality and Tourism Windsor Essex Pelee Island (TWEPI) for the promotion of tourism related initiatives.
MyInfo	Launched MyInfo - Finalist for Canadian HR Award – Innovation in Technology; Framework of supporting infrastructure and launch of two integrated MyWindsor solutions: 1) Online Building Forms; 2) Adventure Bay online tickets.
Fiscal Accomplishments	Adopted a 2018 Operating Budget with a modest below inflationary increase of 0.9%. Debt has continued to decline with debt falling to a level of \$78M while continuing with record level of investments in the Capital Budget. An overall surplus for 2017 and 2018 was reported.
Corporate Initiatives	Provided financial support on a number of corporate initiatives including the New City Hall, purchase of service agreements for Transit and Police services, as well as software implementation projects that include ActiveWindsor.ca, Recreation's new User Fee system, e-permitting, leasing software, and mobile payment for parking application.
CCTV	Completed sewer camera (CCTV) of entire City.
LED Conversion Project	Implemented Phase one of the \$3.6 million LED lighting conversion. The \$16 million project will result in very significant long-term cost savings.
Peche Island Shores Development	Completed the second phase of Peche Island Shores with new lots, new assessment, and revenues on sale of site of mothballed former Tecumseh Water Treatment Plant.
Peche Island Revitalization	The Peche Island Shore Revetment was also initiated, including stabilization projects to halt erosion of the island and loss of the main trail as well as major repairs to infrastructure, such as the eroding shore wall and dock. Shuttled over 2,025 customers for the Peche Island tours that began in 2018, running from July 1 st to October 3 rd .
Parking Investment	Negotiated the successful sale of the Canderel Parking Garage, resulting in \$7 million to reinvest in the remaining two garages and saving millions of dollars in future renovation costs. Parking policy and rate change have

	also allowed re-investment in parking facilities, leading the Off-Street Parking Reserve into the black.
Park Developments	Began the installation of 28 accessible playgrounds (celebrating 15 openings across the city), completed the Rotary 1918 Centennial Plaza development at the central waterfront, and completed a heritage restoration project at Willistead Manor that included a Canada 150 grant of \$495,000.
Major Events, Festivals, and Celebrations	<p>Hosted major events such Open Streets, Bright Lights, the 2018 Eastern National Swimming Championship, the two-day Fall 2018 Municipal Law Departments of Ontario Conference at Caesars Windsor, and over 35 outdoor sport field tournaments involving four different sports.</p> <p>Celebrated the 5-year anniversary of the Windsor International Aquatic and Training Centre (WIATC), the 10-year anniversary of the WFCU Centre, and the 60-year anniversary of Museum Windsor.</p>
ACTIVE Net	Implemented a new user-friendly recreation system software and launched the “Get Out and Get Active” campaign to encourage customers to create an account. This resulted in over 1,000 new accounts.
Municipal Election	Planned and executed the 2018 Municipal Election and transition to the new City Council. The Municipal Election held Monday, March 22, 2018 for the Offices of Mayor, Ward Councillors, and School Board Trustees for the four area school boards utilized over 900 election officials at 103 voting places, along with five advance voting days. The new online program for voters to update their information on the Voters’ list and apply to work as an Election Official was also designed, created, and implemented.
Communications	Welcomed 40 new sponsors and supporters to secure nearly \$469,965 dollars in cash commitments and \$318,965 in-kind for a total of \$789,000 dollars (cash and in-kind).
JazzHR	Implemented the JazzHR online recruitment software with the purpose of significantly streamlining the application, recruitment, and hiring process. In the later part of the second quarter of 2018, 5,322 applicants were processed for 51 external postings.
By-law Enforcement	Responded to 15,000 new Requests for Service while maintaining high levels of customer service for outstanding issues.
Workforce Management	Implemented the first launches of WFM. The Employment Service Centre Representatives (ESC) were successfully

System (WFM)	operationalized to provide support to Managers, Employees, Human Resources, and Payroll. The ESC assisted with testing over 6,000 WFM test scripts and continue to provide leadership and assistance for the Human Resources/Payroll Process Review Project.
Windsor-Detroit Tunnel and Airport	The Windsor-Detroit Tunnel paid a \$1 million dividend to the Corporation of the City of Windsor and YQG Windsor International Airport paid a \$1.5 million dividend from airport operations, with the airport lands generating an additional \$477,000 in lease revenues and \$708,000 in property taxes for the City. Air Canada also commenced daily flights from Windsor to Montreal using 50-seat Bombardier CRJ jets.
Sharps Disposal Bin Initiative	After extensive stakeholder consultations, site evaluations, and analysis of data, 7 of 10 sharps disposal bins were installed throughout the City to address the safety issue of improperly discarded needles. The 7 bins have collected approximately 16,000 needles during the first 3 months of 2019. The remaining 3 bins will be installed early 2019.
Ontario Works (OW) and Employment Ontario (EO) Provincial Targets	Met or exceeded all OW and WO provincial targets. Annual targets are established by the Provincial government and in 2018 the department exceeded all OW and EO Ministry performance stats. Some of the highlights include % of OW Terminations Exiting to Employment and % of OW Caseload Exiting to Employment targets were exceeded by 47% and 49% respectively, the number of individuals trained under the Canada-Ontario Job Grant (COJG) exceeded targets by 400%, and youth job assistance exceeded targets by 369%.
Affordable Housing	Worked with the Windsor Essex Community Housing Corporation and across 3 levels of government to obtain approval and funding (\$39 million) for the development of 145 new affordable housing units in the Meadowbrook area.
Healthy Kids Community Challenge	Successfully completed the 4 year Healthy Kids Community Challenge Initiative that championed healthy nutrition, increased exercise, and reduced screen time to kids and families across Windsor and Essex County. A total of \$612,500 was received from the Ministry of Health and Long-Term Care and \$165,000 from the Erie St. Clair LHIN for a total of \$777,500 in funding. Throughout the duration of the project, over 50,000 children and families participated in a total of 342 activities which were offered by over 100 community partners.
Fire & Rescue Services	Accomplished an updated strategic plan, which allowed Fire to hear from major stakeholders, providing both

compliments as well as opportunities to improve.

Successfully negotiated a freely-bargained collective agreement (the first time since 2003), which has led to improved morale and the ability to plan for the future. Also successfully negotiated with the province to provide an increase to the CBRN-E funding.

Risk Management
Division

Investigated over 480 claims and collected over \$300,000 in recoveries from third parties for costs incurred by the City, either as a result of damaged property or provision of services, and processed insurance claims resulting in over \$250,000 in compensation.

Presented on Managing Municipal Risk and Insurance on numerous occasions to various audiences including St. Clair College students, Lloyds of London underwriters, Municipal Law Departments Association of Ontario, internal staff training and internal Managers.

Provincial Offences
Division

Implemented a modernization of POA Services initiative with the launch of POA Online Services. This tool allows for customers to verify their own offence information and to make an early resolution request through the online system.

Conducted approximately 14,056 prosecutions in 2018 while increasing revenue collection through various methods such as garnishments and tax roll procedures.

Completed installation of the Hearing Loop System and started use of the system in the courts to make them more accessible to customers.

Purchasing Division

Centralized the Vendor Relationship Management Policy to ensure that an appropriate level of oversight and structure is established for every vendor that works for the City.

Purchasing Bylaw 93-2012 was updated, amended and approved by Council. Changes were made to comply with all external legislation and to streamline the purchasing procedures and requirements for departments to execute products and services more efficiently.

Accomplished the first ever City wide janitorial supplies contract to utilize economies of scale and improve services for all departments.

E-Permits

Successfully launched on-line applications for all of the Building division permits in 2018. The system allows applicants to make an application and submit supporting documentation digitally. Launching this system fulfills a request for Building to move to a digital format by the local construction and development industry.

	<p>The e-permit system paved the way for Building Division to move to internally processing applications digitally as well, with staff using electronic mark-up tools to review and approve proposed construction drawings.</p>
<p>Building By-law Officer (BBO) Program</p>	<p>The BBO program (approved by Council in late 2017) has successfully eliminated the backlog and all complaints received through 311 are now investigated in under 30 days, with the majority within 5 business days.</p> <p>The BBO program also spearheaded a comprehensive review of the vacant buildings throughout the City (Vacant Building Initiative), assembling a data base of 748 buildings City wide that appear to be vacant. Of these properties, the BBO's have conducted 417 investigations and issued 115 Orders, 6 of which have been filed with the Courts.</p>
<p>Legal Department</p>	<p>Based on complaints received through the 311 system, BBO's have investigated 297 properties for issues related to rental units (Residential Rental Housing Initiative). These investigations have results in 109 Orders and 9 Court actions in the first eight months of the program.</p> <p>Provided legal opinions surrounding cannabis legalization, cannabis in the workplace, and participated in provincial consultation with Association of Municipalities of Ontario (AMO) and 17 municipalities, providing a municipal perspective on the proposed provincial cannabis legislation and regulations.</p> <p>Hosted the Fall 2018 Municipal Law Departments of Ontario Conference at Caesars Windsor and contributed through presentations and facilitation of discussions.</p>
<p>Planning Department</p>	<p>Amendments passed to the City's Official Plan and Zoning By-laws permit Secondary Suites and Accessory Units within single detached, semi detached, and townhouse dwellings in response to the requirements outlined in Provincial Bill 140.</p> <p>Amendments passed by Council to the City's Official Plan to provide land use and development policies to enable the location of the future Regional Acute Care Facility, and the controlled development of the lands surrounding the hospital site.</p> <p>Ten incentive applications were brought to Council for approval in 2018 under the Downtown Windsor Enhancement Strategy and CIP, which would result in over 300 new residential units, 7 new storefront rental units, and 163 refurbished hotel units proposed, amounting to over \$100 million in proposed private sector investment in downtown Windsor.</p>

Administration completed the Ford City CIP on a very ambitious schedule, and worked with the many “grassroots” community groups in Ford City that have been working tirelessly to make their community better, including laying the groundwork and gathering comprehensive information from the community in anticipation of the CIP.

Transportation Planning Division

Published the 2017 Road Safety Report.

Collaborated with Geomatics on the development and launch of the MySchoolNeighbourhood App to help school patrons plan their hassle free route to school while encouraging active transportation and walk-a-block solutions.

Expanded the Cycling Network by 16km with help from dedicated partners including Public Works Operations, Parks, and Infrastructure and Geomatics; upgraded 0.8km of paved shoulder to bike lane & added buffer to 0.6km of existing bike lane.

Successfully secured Grants with Asset Management, and Environment, Sustainability & Climate Change.

CAO's 2019 Overarching Objectives

The following major objectives have been identified by the CAO as some of the key priorities for the 2019 calendar year and beyond.

Connecting Windsor Essex Board The CAO will serve on the Connecting Windsor Essex Board, assuming the role previously held by Harry Turnbull, Chief Information Officer as per CR76/2005.

Workforce Management System (WFM) Work to implement the final stages of the WFM rollout, while ensuring a successful transition to the Corporation throughout 2019 with the WFM/ESC Model.

Municipal Accommodation Tax Champion the full implementation of the Municipal Accommodation Tax program (1st full year of program) including audit and compliance functionality as well as the management of funding to TWEPI and tourism related initiatives.

2019 Budget Champion the 2019 Budget Plans and Approvals to ensure they are completed in a manner that will appropriately address the financial impacts of the Provincial Financial Review, which is expected to have significant impacts on funding to the City.

Corporate Financial Accounting Champion a process to finalize and implement a new corporate inventory policy.

Growth Management Ensure to consider financial plans and options, working to address key financial impacts of the Growth Management

	Study in Annexed Lands, Sewer Master Plan, Asset Management Plan (AMP), Storm Sewer Financing Study, and Housing Regeneration Plans.
City-Wide Development Charges	Champion the financial planning of the new City-Wide Development Charges (DC) Background Study & By-law process to have a new DC By-law by the May 31, 2020 expiry date of the current by-law. Also, to incorporate the Sandwich South Planning District into the new City Wide DC By-law.
Property Taxation System	Seek Council approval for appropriate funding and complete the selection of a new property taxation system with award of contract and kickoff of project.
Payment Card Industry (PCI)	Retain a PCI consultant for the purposes of corporate compliance review and complete study to consider opportunities for enhanced corporate compliance.
Information Technology Department	Champion the Amanda 7 Upgrade from client based to web based version, while continuing enhancements to My Windsor Portal and focusing efforts to improve IT security posture.
Recruitment	Champion the IT Executive Director Recruitment and transition to new leadership within the area based on expected retirement of current director.
Asset Management Plan (AMP)	Champion the completion and approval of the 2018 AMP, with development particularly focused on ensuring Ontario Reg 588/2017 requirements for 2021 will be achieved.
Growth and Enhancement Projects	Champion the completion and approval of a framework for Whole Life Cycle Costing (WLC), Triple Bottom Line (TBL) and Business Case templates so that they may begin to be applied to various growth/enhancement projects. Undertake Review of Accounts Payable function as well as complete business case and project funding request to review Accounts Payable Business Processes and Systems.
Tree Inventory	Commence update to the City Wide Tree Inventory Project. This involves a physical assessment and a risk assessment of each City tree growing along the right-of-ways and in City parks. GPS Coordinates of each tree will be taken to help identify which trees are publically and privately owned. This information will also be used in the development of the first ever Urban Forest Management Plan for the City of Windsor.
Master Plans	Finalize the Recreation Master Plan for presentation to Council in 2019, commence an update of the Airport Master Plan, and continue work to conduct a comprehensive security risk and vulnerability assessment

of five (5) facilities in the downtown area. The review includes reviewing and making recommendations for improvements to existing, and creating new security standards, procedures and policies. Existing security practices and infrastructure will be reviewed to make recommendations for improvements and develop a Corporate Security Master Plan.

Management Plans	Finalize the Black Oak Heritage Park Management Plan for presentation to Council in 2019 and initiate the implementation of the Off-Road Cycling Plan for Malden Park and the Little River Corridor.
Employee Relations	Champion the Transit Windsor, Fire & Rescue Services, and Windsor Public Library contract negotiations.
JazzHR	Continue to champion a streamlined recruitment process by expanding use of JazzHR.
Licensing	Work to prepare and review potential implementation of home sharing legislation (i.e., Airbnb).
Council Services Department	Champion the implementation of best practices in Electronic Records Management.
Corporate Communications Office	Continue to grow the Sponsor Windsor Program.
Tunnel Ceiling Replacement Project	Continue to champion the Tunnel Ceiling Replacement Project, wherein the river section of the ceiling of the Windsor-Detroit Tunnel has been demolished and removed.
YQG Passenger Base	Continue to champion measures with aims to increase the YQG passenger base, which saw volumes increased by approximately 3% in 2018.
Old City Hall	Work to ensure proper demolition of Old City Hall.
Stormwater Abatement	Champion the completion of the Stormwater Abatement Study with hopes to implement findings in 2020.
Sewer Master Plan	Continue implementation of Sewer Master Plan and Flooding Abatement program, including early wins and quarterly reporting.
Provincial Changes in Social Services & Health Care	Identify opportunities to ensure Windsor & Essex County is represented at the planning tables and consultations, both directly through senior management's participation and by working closely with respective associations such as AMO and OMSSA.
5 Year Review and Update of the Housing & Homeless Master Plan	Complete a review and update of their 10 Year Housing & Homelessness Master Plan and submit a Council-approved plan to the Ministry of Municipal Affairs and Housing on or before December 31, 2019. As part of the

	<p>process, a thorough consultation process will take place with clients, stakeholders, and the general public.</p>
Ontario Works Modernization	<p>Focus on the ongoing modernization initiatives that include, but are not limited to: implementing texting software and portable tablets for improved client communication, providing reloadable payment cards as alternatives for client payments, and introducing a MyBenefits Client App (developed by the Province) in late 2019.</p>
Pathway to Potential	<p>Champion the efforts related to strengthening and advancing the Pathway to Potential: Social Investment Council approved 9 Point Strategic Plan that invests in residents and neighbourhoods. The City's Social Investment Plan: Pathway to Potential (P2P) will renew its' nine-point plan for 2020-2022 through meaningful engagement and consultation. To assist with challenges in finding and maintaining affordable housing, P2P is partnering with the City of Windsor's Housing department, RentSmart Ontario and an array of community organizations to provide tenants and landlords the necessary skills and tools required to create and maintain successful tenancies. P2P will continue to collaborate with City departments to provide insight into the delivery of programming and services through the lens of social investment.</p>
2019 Service System Plan for Child Care and EarlyON Centres	<p>Working through the Child and Youth Planning Committee, a network of community partners and organizations, and the Children's Services department, collaborate on the development of the 2019 Service System Plan. The Service System Plan must be approved by City Council and submitted to the Ministry of Education by June 2019.</p>
Fire & Rescue Services	<p>Continue working towards accreditation, migrating to the new Records Management System, and training all staff in the Road to Mental Readiness (R2MR) program.</p>
Building Division	<p>Undertake a comprehensive review of the Building Division's fees and costs of operations to prepare municipal comparators and develop recommendations for Council's consideration on any proposed changes.</p> <p>Champion a comprehensive review of operating procedures, staff roles, policies, and procedures to optimize customer service and internal efficiencies in the new digital environment.</p> <p>Complete the work with Evolta on the new "Evolve" digital platform, bringing together customers, staff and external agencies into a cohesive system that allows us to communicate, review, track and approve developments</p>

seamlessly and efficiently.

Legal Department

Champion Administration's efforts to address the conditions of the International Bridges and Tunnels Act permit issued to the Canadian Transit Company (CTC). Conditions of the federal government's approval of the construction of a new six-lane bridge to replace the Ambassador Bridge will require extensive interaction between the CTC and the City of Windsor. The CAO will champion the Administration's work in support of this process.

Continue to look for efficiencies to streamline processes for the benefit of both internal and external customers while ensuring the City's interests are protected.

Planning Department

As part of the process of constructing the New City Hall, Planning Services is undertaking a Civic Plaza and Esplanade Design Study to redevelop the public spaces surrounding the City Hall campus.

Build on the successes of existing CIPs to create a separate CIP for each BIA to encourage growth throughout different areas of the City.

As has also been done annually, the CAO has provided a summary of disclosures for the previous year in accordance with the Code of Ethics and Conflict of Interest Policy. While none are deemed a conflict of interest, they are provided to City Council in accordance with the policy.

Risk Analysis:

There are no risks associated with this information report.

Financial Matters:

N/A

Consultations:

The Corporate Leadership Team

Conclusion:

The CAO is grateful for and recognizes the support and direction provided by the Mayor and City Council as well as the hard work and dedication of the employees across the Corporation without whom the accomplishments noted in this report would not have been possible.

Approvals:

Name	Title
Onorio Colucci	Chief Administrative Officer

Notifications:

N/A

Appendices:

N/A