

# 2018

## 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 the 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 7, 2018, City of Windsor employees celebrated the achievements and contributions of their colleagues at The 6<sup>th</sup> Annual Employee Recognition Banquet. Representatives of City Council and the Corporate Leadership Team, along with the CAO, took the opportunity to acknowledge the great work being done by City staff and recognize the following 2018 award recipients:

### **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.*

#### **Jessica Watson, Planning Department**

Jessica always strives to become involved, contribute and make a difference to better herself, the workplace and the Windsor community. This passion has developed a keen desire to learn and grow by taking on responsibilities in leadership roles both internally, at the City, and in her community volunteer work. Jessica uses her knowledge and network to assist anyone who asks for help. She demonstrates this by mentoring those who can follow her example and working to leave a positive legacy not only in the Corporation, but also in the Windsor community.

Jessica does not shy away from making a difference in the workplace. She has done so through planning, executing and providing support during employee events and internal committees. Jessica engages in a variety of community volunteer work, including taking on the role of Vice President for the Latchkey Board of Directors, acting as Special Advisor to the W.E.S.T. Board of Directors and assisting in the organization of the 2019 International Women's Gala – all while mentoring and encouraging youth in the community. To demonstrate her commitment to a welcoming and inclusive workplace, she has also been a participant in focus groups. Currently, she is a leader of the internal diversity committee at the Corporation and is a member of three separate Employee Resource Groups. Jessica is not afraid to participate and lead the way through the guiding principles of equity, social justice, diversity and equal rights.

### **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. In 2016, we acknowledged two recipients for this award.*

#### Alena Sleziak, Communications & Customer Service

Alena is the Corporation's Manager of the 311/211 Call Centre in the Communications and Customer Service Division. Her Protégé, Jessica Watson, nominated her for the Mentor of the Year award. In Jessica's words, "Alena gave me the courage to step outside my day to day and embrace other ways for me to growth."

#### Kenn Little, Recreation & Culture

Kenn is the Corporation's Supervisor of Community Programming in the Recreation and Culture Department. His Protégé, Peter Evans, nominated him for the Mentor of the Year award. In Peter's words, "Kenn takes mentoring seriously, is very encouraging and takes the time out of his busy schedule to provide reading materials, be a person to bounce ideas off of and simply suggest solutions or ideas to accomplish my goals."

#### **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.*

#### Daryl Flacks, Policy, Gaming, Licensing & By-Law Enforcement

Daryl is a By-Law enforcement officer in the Council Service Department. He was nominated for the Protégé of the Year award by his mentor, Donna Desantis. In Donna's words, "I have seen Daryl work hard, gain momentum in his endeavors and always strive for his personal best in absolutely everything that he does."

#### **Exceptional Customer Service Awards (Individual)**

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

#### Kristen Anglin, Employment and Social Services

Kristen goes 'the extra mile' every day when she helps clients and coworkers. She ensures each and every client she works with has access to the same opportunities – every person gets exactly the same assistance and access to services. She has made it part of her job to know about services offered within the City and has worked hard to foster strong partnerships with outside agencies to assist clients to the best of her ability. She is always there to listen and be sensitive to other's needs. With clients, she makes sure to involve them in decision making; she respects their individuality and allows them to do what they can for themselves. With her coworkers she is always courteous, polite and kind. She encourages everyone to express their opinions and ideas and takes time to listen. Kristen is a real life example of exceptional customer service.

#### Brad Simser, Huron Lodge

Brad Simser has worked at Huron Lodge for over 10 years and many have witnessed him be the epitome of exceptional customer service. On a daily basis, he goes above and beyond when providing meal service for our residents who live at Huron Lodge. He is always smiling and has taken the time to get to know every resident on his unit and develops a professional caring relationship with each one. He gives our residents the dignity and respect they deserve and Brad knows it is the little things that count. For example, knowing how every resident in his home area takes their morning coffee or what they take on their toast. His knowledge of the dietary department and how Huron Lodge operates is invaluable. He continuously steps up and helps other staff when they are falling behind at a meal service so that as a team, the dietary department can thrive.

**Exceptional Customer Service Award (Team)**

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

**SOAR Program Team (Capri Pizzeria Recreation Complex), Recreation and Culture**

Team comprised of: Justin Arnold, Mike Fuerth, Siena Browning-Morgan, Tyler Vido, Shamus Caplin, Emma Schooley, Carson Bartolo, Allisa Olliverio, Erica Gelz, Matteo Cristofaro, Jasmine Vido and Nick Schurman.

The SOAR team consists of a team of young adults who work tirelessly to provide a top tier afterschool program that the kids look forward to each day. All employees involved go above and beyond what is expected each and every day for all of our families. Over the years, they have turned a group of kids who have never had any interactions into a family who care about and support one another. Each member of the team gets to know each and every child to learn their individualized needs and assess where extra supports may be required. They take it upon themselves to develop new initiatives to further enhance each participant's experience. As a unit, the SOAR team share strategies and approaches that work with each child in order to foster such a positive environment. This program is an absolute success story and it is all thanks to the young adults that fill the SOAR staff roster.

**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).*

**Jamie Kramer, Human Resources**

Some think of customer service as something that is offered to our external customers but departments like HR offer valuable internal customer service and Jamie always steps up and offers a helping hand - going beyond what could be expected of her in almost every circumstance. She not only believes in the Customer Service Standards but her every action epitomizes them. Jamie has been at the City of Windsor for just over a year (6 months as a University Intern and hired on in January 2018 as an HR assistant) but she constantly amazes those around her by her level of skill, professionalism, knowledge, common sense and ingenuity. In her short time here, she has helped finalize and present the Diversity and Inclusion Initiative to staff, community groups and even presented to Council. She has also assisted in creating and leading the new Employee Resource Groups and has made important connections with community partners. Jamie is an absolute asset to the Human Resources Department and most deserving of the Rookie of the Year Award.

**Pride in the Workplace Award**

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

**Diane Brideau, Provincial Offences**

Diane exemplifies every one of the customer service standards to coworkers or customers at the service counter, over the phone or in court. She makes coworkers feel special by taking an interest in everyone and makes everyone feel they are a special part of the team. Diane is the go-to person to find a solution to personal difficulties or work-related issues. She is meticulous in all of her work and makes sure that anything that is produced is of the highest quality. You will often find Diane spearheading new training initiatives and she is the point person for office collections and potlucks. She possesses exceptional computer skills and has created every

internal form, letter, database and all of the other forms used in Provincial Offences – in both English and in French. A true role model in every sense, she encourages teamwork, professionalism and loyalty. Provincial Offences is beyond fortunate to have Diane in their “court.”

#### Sergio Grando, Asset Planning

When it comes to the Pride in the Workplace nomination, Sergio ticks every box. He is a consummate professional with a mix of expertise, humour and patience to see the multitude of projects he takes on to the end. Sergio embraces discussions with coworkers, peers, executive, Council and media all with the same level of respect and professionalism. He empowers his team members, builds trust and is flexible towards other’s needs all with a healthy dose of humour. Sergio’s sense of family and community fosters open communication and cooperation in the workplace, bringing about results greater than could be achieved without his influence. You can always count on Sergio to be there. He is honorable and a truthful gentleman. For these reasons, Sergio is highly respected and appreciated by those who have the pleasure to work with him.

#### Sherry Arsenault, Information Technology

Sherry is an acknowledged workplace professional demonstrating long-term pride within her multi-faceted project commitment roles. She has an unwavering work ethic and brings expansive experience to the table. She has worked in almost every department and regardless of the duration of the assignment, she always strives to do her best. Sherry is extremely bright, forward thinking and innovative and is a spirited individual who shares her passion with others in fostering workplace collaboration, communication and cooperation. With a smile and a positive attitude, she can handle anything, regardless the number of assignments she is juggling. She goes above and beyond the call of duty and takes pride of a job well done. Pride should be Sherry’s middle name!

#### Parks Community Living Placements Team, Parks Department

Team comprised of: Jordan Bryan, David Edon, Mitchell Farnham, Jordan McMullin and Brad Price.

The Community Living Placements team truly demonstrates commitment to the quality of their work and continued pride in all they do. This team can be recognized for the many special things that they do and the extra steps they take for their customers. They are highly motivated to work and eager to do their jobs well. They practice what they are taught, including performing the safe operation and maintenance of equipment and vehicles with the appropriate use of personal protective equipment. They are consistently performing their duties to the best of their abilities where they are always striving to produce a high quality of service and product. Since they work so hard, they empower those around them to be as proficient and as committed to a job well done. For this team of employees, it is their human nature to be honest and to always practice right from wrong. Although Jordan, David, Mitchell, Jordan and Brad can work independently, they are also great team workers. They listen and are willing to learn from their coworkers and supervisors. They are extremely cooperative, courteous, respectful, friendly and sensitive to others well-being. This team of employees are role models here and beyond the workplace, they have helped us advance in inclusion and diversity. They have broken down barriers and have greatly demonstrated their ability to be equally employed. With their kind honest nature and commitment to their jobs, they bring a presence that boosts morale and strengthens camaraderie. Their personal and workplace pride shines through day in and day out.

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

Onorio Colucci, Chief Administrative Officer, selected award recipients in three categories for 2018.

### **Care and Compassion Award**

#### Patrick Ganney, Windsor Public Library

Customer Service is very important at all Windsor Public Library branches. The care and compassion Patrick exhibits each day on the job have earned him recognition by staff and customers alike. Whether he is picking up trash or washing windows, he greets each visitor with a warm and friendly smile. In fact, on the day of his job interview, despite being dressed up, he left the building, crossed the parking lot, picked up some garbage on the ground and returned it to a trash can. Patrick's sincere care for his duties and his positive attitude are consistent when working at the Central Branch or when filling in for a colleague's vacation at another location. He is a true team member and dedicated civil servant.

#### Bob Bailey

Everyone knows the good work that staff in Fire & Rescue accomplish while on duty, but it was Firefighter Bob Bailey's actions while on personal time that have earned him a CAO's Award of Excellence for Care and Compassion. A resident affected by flooding in her home desperately needed piles of wet and moldy items removed from her lawn and basement. This included a significant amount of drywall and paneling in addition to other ruined items. Bob did not hesitate to help, not only once, but twice, making a follow-up visit to complete the task.

### **Outstanding Achievement Award**

#### e-Permit/Evolta Project Teams

Team comprised of: Shelby Askin Hager, Joe Baker, Jessica Barlow, Trevor Bennet, Andrea Bonas, Tom Cadman, Jason Campigotto, Dominic Carlone, Allison Charko, David Dean, Corinne Despierre-Corporon, Sue Dumouchelle, Andre Gelinis, Phil Glos, Chris Guenther, Adam Hebert, Mike Heynsbroek, Thom Hunt, France Isabelle Tunks, Erika Johnson, Matthew Johnson, Trevor Kezwer, Lana Kharazi, Dan Lunardi, Jude Malott, Joe Mancina, Brian Nagata, Don Nantais, Amy Olsen, Adam Pillon, Jacques Quesnel, John Revell, Neil Robertson, Mary Rodgers, Greg Rumpel, Enrique Silveyra, Mark Spizzirri, Kirk Tamm, Kerri Trowbridge, Harry Turnbull, Rob Vani and Leslie Wright.

In February of this year, the City of Windsor launched a new e-permit system, placing Windsor at the forefront in Ontario with the ability to intake permit applications electronically. This significant advancement in customer service was the result of collaboration and the expertise of staff from a number of different departments working toward a streamlined process. The product of their resourcefulness and creativity in making building permits more accessible was very well received by customers and key stakeholders—an outstanding outcome. The implementation of the new e-permit system has successfully laid the foundation for our organization to further improve by working with Evolta, a cloud-based virtual workspace where the general public, developers, City staff and civil authorities can collaborate to provide a faster, more efficient and fully digital permitting process. Through this project, it is anticipated that the City of Windsor will be able to provide improved customer

service by refining our business processes, improving transparency and offering customers the first truly digital experience for planning, building and right-of-way permits in Canada.

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

#### Michael Grondin, Information Technology

In just over two years, Mike has become a key resource for a number of initiatives and departments across the organization. He provides I.T. support to Roseland Golf & Curling Club, Huron Lodge, Museum Windsor, Art Gallery, Asset Planning, Your Quick Gateway, Community Centres, Parks and Arenas, as well as lending his talents to several large projects at a number of these locations. Within the I.T. Department, Mike is a member of many vital teams and projects. The feedback from his internal customers has earned him recognition for going above and beyond the call of duty. Mike is described as confident, resourceful, personable, knowledgeable, dependable, professional and prompt in responding to issues. Others have noted, “Mike has brought to us an amazing attention to detail on all issues, a genuine desire to understand and support our operations and always with a smile and a great attitude.”

### **Going the Distance Award**

#### Road Maintainer Crew

Team: Derek Donaldson, Richard Drouillard, Christopher Ferlino, Roberta Harrison, Dennis Hart, Mark Lockwood, Leonardo Munisteri, Nicole Pleli, Gilles Spina, Mike Trepanier, Tony Varacalli and Domenic Zucco.

The condition of our roads is important to our residents. The Road Maintainer Crew travels across the city clearing roads, filling potholes, fixing sinkholes, repairing sidewalks and providing frontline customer service. Being visible to the public, these team members often receive verbal complaints about making noise in carrying out their duties or about how they are slowing traffic. Of course, we receive compliments for this crew as well through our 311 service. Regardless of the feedback, these team members maintain professionalism on the job, often in challenging weather conditions and on hazardous roadways. We recognize the Road Maintainer Crew for going the distance each day to ensure this important service is delivered safely and successfully for the benefit of our citizens.

Of special mention is the achievement of Nicole Pleli, the first woman in CUPE Local 82 to apprentice in the position of Road Maintainer. Through earning her Level 1 Construction Craft Worker Certification, honing her skills and learning to operate heavy-duty equipment, Nicole is “paving” the way for other women in construction and supporting progress for diversity in the workplace and the industry.

## Awards and Recognition

The City of Windsor and its staff were recognized for a number of awards and honours in 2018.

### Individual

Bruno Ierullo	OMSSA Lifetime Achievement Award
Lucy Sobczyk	OMSSA Lifetime Achievement Award
Melissa Osborne	Chair of the Canadian Network of Asset Managers (CNAM)
Jan Wilson	President, Parks and Recreation Ontario
Michael Cappucci	Top 3 Under 30 Recipient, 36th Annual Windsor-Essex Engineering Month Luncheon

### 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 2018, a total of 355 employees reached service milestones.

Years of Service	# of Staff
5	53
10	86
15	92
20	51
25	25
30	39
35	7
40	1
45	1

### 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.*

Corporate Staff Development is pleased to announce that 26 employees were awarded the Management Windsor Certificate in 2018.

### 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.*

Corporate Staff Development is pleased to announce that 16 employees successfully completed Level III of the Computer Technology Certification in 2018.

**Corporate Awards**

Adventure Bay	"Wave Review" Award – Best Commercial, World Waterpark Association Certificate of Excellence, TripAdvisor
Windsor International Aquatic and Training Centre	Award of Excellence for Aquatics Facility Design, Parks and Recreation of Ontario (PRO)
Aquatic Service	Darnell Challenge Cup for 2017, Lifesaving Society
City of Windsor Waterfront	Best Photo Op Award, Best of Windsor Essex TWEPI Award 2018
Bright Lights Windsor	Best Local Festival – Community Holiday Event, Best of Windsor Essex TWEPI Award 2018 Digital PR & Social Media Award 2018 Honourable Mention Marketing Team Bright Lights Windsor – Crisis Communication and Reputation Management, PR Daily
Pathway to Potential/Social Investment Program	2018 OMSSA Municipal Champion Award

## **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 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 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.*



During Employee Appreciation Month (November 2018), 355 *Years of Service Pins* were distributed for employees who achieved service anniversary milestones this year. Employee events held that month included a Windsor Spitfires game and post-game skate with the players, an Employee Arts and Crafts show featuring the talents of City staff, a swim at Adventure Bay, special dress-down days, various surprise giveaways as well as a number of prize draws and contests for employees across the Corporation.

Other events coordinated by STAR Committee members throughout the year included an employee curling night at Roseland Golf and Curling club, a Trivia Night that brought out a wide range of departments, a bubble soccer tournament that brought out the competitive nature in our staff, two Family Swims at Adventure Bay Water Park, a day of paddle boarding on the water, a group trip to a Detroit Tigers baseball game, a 'Brews and Clues' scavenger hunt, a volleyball tournament, an employee paint night, two Team Lunches with the CAO, a winery tour, a special Halloween Murder Mystery night as well as the annual Children's Holiday Party in December. In addition, STAR spearheaded a number of initiatives and theme days including a red and white day in celebration of the Olympics and a photo celebration of national pet day.

The STAR Committee was comprised of 16 members in 2018 and allocated an annual budget of \$7,500. 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 Human Resources, Green Shield Program Administration, the Employee & Family Assistance Program provider, STAR Committee, Union/Non-Union and Retiree representatives from various City Departments.*



This year's strong commitment and dedication to workplace wellness drove the Corporation of the City of Windsor to receive the Gold Level 2 Healthy Workplace Award and a Platinum Bike Friendly Workplace Award presented on behalf of the Working Toward Wellness, Workplace Wellness Committee and the Windsor Essex County Health Unit. A wellness website was maintained to communicate initiatives and to make available additional resources and insights, marking several 2018 wellness successes.

In support of the Dietitians of Canada Nutrition Month campaign during the month of March to encourage healthy eating at work, March 2018 was proclaimed Nutrition Month. Then, over the course of the month of May, The Windsor Workplace Wellness, Employee Family Assistance Committee and S.T.A.R. Committee, along with Corporate Staff Development promoted mental health by offering a variety of workshops, presentations and demonstrations. All interested staff were invited to participate in any or all of these sessions to learn, talk, reflect and engage with others on several issues relating to mental health. Over 200 employees participated in the various Mental Health Month sessions held and May 2018 was proclaimed Mental Health Month. The Ultimate Challenge 2018 (September 10<sup>th</sup> to November 4<sup>th</sup>) then encouraged physical activity, drinking water and participating in optional weekly challenges – with 180 participating from across the Corporation. The Windsor Workplace Wellness Program also recognizes the entire month of June (in line with Bill 13 Ontario Bike Month) by encouraging the use of bicycles as a means of transportation and promoting employees to be active outdoors. This year booths were set-up across the Corporation to engage employees in conversation with an Environmental and Sustainability / Wellness Champion and June was proclaimed Bike Month. Finally, the annual flu vaccinations and wellness clinics were organized in-house for City staff at multiple locations, free of cost to employees. 139 flu shots were administered and 141 staff took advantage of the available wellness screenings 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 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 2018, 22 ideas were received and 2 ideas were recognized as simply brilliant, implemented to the benefit of the City's operations or customer service delivery and awarded \$50 each. Two of these five ideas are being tracked for financial savings: using a designed Land Float Tractor Attachment at the Ford Test Track and further promoting the City of Windsor for "Women In STEM" (Science, Technology, Engineering & Math) to include the skilled trades, as well as fire and police.

The results for the 2 ideas being tracked for final savings in 2017 are now complete. The first, trimming of plant materials at the Windsor Justice Facility (WJF), realized \$2,389.27 in annual savings and awarded the suggestor \$238.92. The second, the consolidation of purchasing notices in the Windsor Star, resulted in an estimated financial savings of \$23,460 with the suggestor awarded \$2,346.

### Employee Mentoring Program Committee

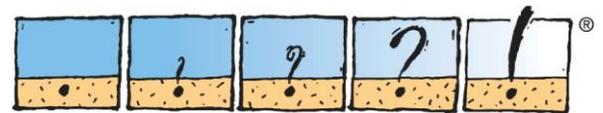
*The Employee Mentoring Program was launched in 2006 as part of the Corporation's overall succession planning strategy. The success of the program is a credit to all participants and especially the mentors who have volunteered their time to help other employees further their professional development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

In 2018, there were 23 mentor-protégé partnerships (46 participants) from across the corporation. The 9<sup>th</sup> Annual Mentoring Awards were presented to three deserving employees at the Employee Recognition Banquet. The committee also, once again, hosted the annual Mentoring Information Session coordinated by HR's Staff Development team during Mentoring Month, which attracted 24 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 24th 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 200,000 Grade 9 students and at least 75,000 employers across Canada participate each year.*

Human Resources has hosted this very successful event for 19 years, the City of Windsor's Take Our Kids to Work Day has become a tradition that many City staff and their children look forward to. This year's event was held on Wednesday, November 14, 2018 and began with a "Kick-Off" in which the CAO Onorio Colucci and Fire Chief Stephen Laforet provided warm welcome and encouraging remarks to the students. Each student received a Welcome Package and a tote bag filled with swag items contributed by various departments. This year, 60 students participated with 11 departments providing tours ranging from Windsor Fire & Rescue Services to the Windsor International Aquatic and Training Centre. Many of the students provided very positive feedback, noting that they found the tours interesting and informative.



THE LEARNING PARTNERSHIP  
Champions of Public Education Across Canada

**TAKE  
OUR KIDS  
TO WORK**

### Snow Angels Program

*The Snow Angels Volunteer Program has been operating for 19 years. Through the Human Resources Department, this program matches volunteers with the aging population and/or residents with a disability. Within 12 hours of any snowfall, the volunteer goes to their assigned address(es) to shovel the surrounding city sidewalk. This program assists in promoting responsive municipal services in order to encourage the development of community involvement to assist emerging community needs. The City is committed to develop new and creative partnerships to focus on providing assistance to seniors and citizens with disabilities. The Snow Angels Program helps sustain Windsor's image as a diverse, inclusive and accessible community for all members. In addition, the program compliments the City's efforts to encourage and facilitate volunteerism in our community.*

The 2017-2018 season saw 47 volunteers assist 110 residents. This is an increase in volunteers as the prior year only had 35 volunteers. The total accumulation of snowfall in Windsor Essex for the months of November 2017 to March 2018 was 159.3cm compared to the previous year of only 102.4cm. The steady increase in the accumulation of snow in the last few years illustrates why the need for those requiring assistance has also increased. 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 neighbour with snow removal needs as a result of learning about the program, whether they are registered volunteers or not.

## Departmental Accomplishments

*City staff are dedicated to serving the community through daily operations and innovative projects. The list of departmental achievements showcases some of the important work done by Administration in 2018. Many of the accomplishments listed span multiple departments, especially those involving internal support services.*

### Office of the Chief Administrative Officer

#### CAO's Office

- Approved 482 reports under the Delegation of Authority (DOA) By-law 208-2008.
- Facilitated the 2018 ElderCollege Course “Managing the City of Windsor: All You Wanted to Know About Your Municipal Government & More!” which received very positive reviews.
- Implemented a new risk section for budget issues in the 2019 Operating Budget to improve proactive risk management and continue to advance the City’s Enterprise Risk Management Program.
- Collaborated in administering local business surveys, in partnership with the WindsorEssex Economic Development Corporation (WE EDC) and Workforce WindsorEssex to reduce redundancies and survey fatigue for the business community.
- Designed City-specific workshops, in partnership with WE EDC and the Small Business Centre, regarding municipal processes, to be more proactive in sharing information with businesses.
- Partnering with the City of Detroit and Ann Arbor, were selected by the World Economic Forum as a project site for a Seamless Integrated Mobility System grant to address the movement of people and goods between our cities and across the border.
- Working with the WindsorEssex Economic Development Corporation, successfully attracted German company, Kauth Manufacturing, to established their North American headquarters in Windsor and employ 300 residents.
- Helped leverage the partnerships made during the 2017 HQ2 bid to attract Quicken Loans to open a high-skilled software programming branch in downtown Windsor in the newly revitalized Fish Market building.

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

### Council Services

- Hosted Misono Group at City Hall for a tour and meeting with the Mayor and the International Relations Committee.
- Coordinated the International Relations Committee outgoing delegation to Fujisawa and Gunsan as well as the Children's Art Exhibition.
- Prepared the Council Orientation handbook, planned orientation sessions for newly elected Council and coordinated the Inauguration ceremony for the newly elected Council.
- Conducted over 294 civil ceremonies and issued over 1123 marriage licences.
- Coordinated the transfer of inactive files to the Corporate Records Centre at 930 Mercer.
- Continued implementation of LiveLink file management across city departments.
- Conducted the city-wide 2018 municipal elections on Monday, October 22, 2018 for the Offices of Mayor, ward councillors, and school board trustees for the four area school boards, utilizing over 900 election officials at 103 voting places, along with five advance voting days.
- Designed, created and implemented new online program for voters to update their information on the Voters' list and apply to work as an Election Official.
- Processed over 140 Freedom of Information requests and 1,600 reports through the Electronic Agenda Management System.
- Continued to train new users on the Electronic Agenda Management System and to ensure the system will meet future provincial accessibility standards.

### Windsor Public Library

- Began the process of locating a new Central Branch in the Downtown area, with construction started on the John Muir Branch in Sandwich Town and renovations planned for the Budimir Branch in South Windsor.
- The Famous Windsorites portal posted the biographies and images of all 34 Windsor mayors, with an added mayoral quiz for little known facts and information on some of our more interesting community leaders.
- Introduced the eCard that allows immediate access to all of the online resources without visiting a library branch to obtain a library card.
- Revealed the Seminole Branch renovations that included new shelving, new flooring, a new external book drop and new seating to provide a welcoming environment to area customers looking to 'beat the heat' and at the same time check out the many resources available which inform, entertain and educate.
- Completed the Library Hubs Meeting Community Needs (LHMCN) Project in the Spring to combine multiple programs and service providers under one roof for a system that is more user-friendly for individuals in need, lowers the cost to deliver services, and engages new service users in literacy and information sharing tools.

## Customer Service

- Responded to 130,055 311 inquiries (calls, texts, emails) as of the end of November, resulting in 53,311 requests for service entered and 92,198 questions answered for citizens.
- Updated over 436 records in the 311 knowledgebase.
- Created 125 customized reports and 15 customized maps using 311 data.
- Published 311 metrics to the Open Data Catalogue.
- Collaborated with departments on a corporate sharps data collection and reporting process.
- Responded to 21,846 211 inquiries from residents in the Southwest Region of the province.
- Created 38 new and updated 1397 records for the 211 database.
- Distributed over 600 Holiday Sharing guides in the community providing details on how people can give help and get help in Windsor-Essex County.
- Collaborated with departments on 65 surveys, both internal and external.
- Promoted Customer Service Week by developing a number of corporate activities to raise corporate awareness of the importance of customer service and the commitment to customer satisfaction.
- Organized the 2018 Customer Service Awards.
- Advanced customer service principles to provide an enhanced and positive visitor experience in the new city hall including signage and way finding, front service counter design, sound masking, closed captioning and a new electronic queuing system.

## 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).
- Published thousands of updates to the City's website, resulting in 4,503,248 page views and 3,565,946 unique page views (January 1 to November 30, 2018).
- Posted approximately 1,000 updates to the City's Facebook Page that engaged 123,503 people and reached 2,629,097 people in 2018 (January 1 to November 30) for a lifetime of 9,352 page likes, an increase of more than 2,300 from this time in 2017.
- Sent 830 tweets from the City's Twitter Account in 2018 (January 1 to November 30), which now has approximately 14,500 followers (lifetime) – an increase of more than 2,000 from this time in 2017.
- Uploaded 82 videos to the City's YouTube Channel bringing our total to 601.
- Video views and minutes watched are up significantly this year on YouTube, as are Facebook 'likes' and reach, and Twitter followers and total tweets have risen as well and continue to trend higher.
- Compared to 2017, the City's YouTube page "watch time" is up 91%, "views" are up 63%, and "subscribers" are up 49%.
- Provided photography and internal graphic design for numerous projects including three Activity Guides.
- Recognized with a marketing award for Adventure Bay.
- Successfully promoted three very large events: Open Streets, the Election and Bright Lights.

## Human Resources

- As of November 22, promoted corporate learning and development through the training of 1624 staff as part of various courses, workshops and programs,
- Generated revenue by providing corporate training to external partners through both Corporate Training and Health and Safety sessions for 36 employees of neighbouring organizations and municipalities.
- Promoted health and safety in the workplace through the in-class training of 931 individuals in 18 different courses.
- Placed 193 paid and 109 unpaid students through various programs, community-based training organizations, community partnerships and the Student Lottery.
- Completed the Healthy Workplace Policy, Workplace Physical Activity Guideline, Time and Attendance Reporting Procedure, Machine Guarding Procedure, and Transit Windsor Non-Union Job Evaluation Manual of Maintenance of Procedures, as well as updated the Notice of Trespass Procedure, Inclement Weather Procedure, the Leave of Absence Procedure, and the WSIB E-Billing Invoice Payment Procedure.
- Began audiogram testing as a final component to our Noise Program to assist our employees with any loss of hearing, of which 433 employees have participated to date.
- Implemented the JazzHR online recruitment software to increase the efficiency and effectiveness of recruitment while lowering cost, processing 5,322 applicants for 51 external postings in the later part of the second quarter of 2018.
- The Learning Management System (LMS) allowed larger outreach, with added courses including the updated Occupational Health & Safety 2017, WHMIS 2017, Injury Prevention, Safety Talks, Phishing, and Concerned Employee Policy.
- Introduced Electronic Funds Transfer (EFT) for employees/retirees paying for benefits.
- Moved Transit Windsor employee docket and recruitment files to Human Resources, completing the transition of Human Resources providing full support to Transit Windsor.
- Move of Payroll and ESC division to new location at 400 CHS suite 411 to provide for non stop shopping, with a full rollout in January 2019.
- Employee Service Representatives assisted with testing over 6000 Workforce Management (WFM) Test scripts and continue to provide leadership and assistance for the HR/Payroll Process Review Project.
- New Student Lottery Video created, wherein Students talk about the Program and the work they perform with the Corporations.
- The introduction of Bill 148 involved planning and communications to implement in conjunction with the Disability Management Specialists providing site specific training in their respective areas of responsibility.

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

- Implemented the Public Vehicle By-law to allow ride-sharing services to operate in the City.
- Improved customer service by implementing the new queuing system in the licensing unit.
- Responded to over 15,000 requests for service while maintaining an outstanding customer service standard.
- Processed in excess of 600 contracts and agreements to date.
- Introduced the option of e-reporting regarding charities gaming activity.
- Finalized the outstanding issue on Residential Rental Housing.
- Managed the operational budget effectively to project another surplus for the division.
- Successfully completed the 2018 Cat Voucher program.
- Linked Library Policies to the City's Policy Page on Dashboard and the City website.

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

### Public Works

- Responsible for the maintenance, operation, repair and rehabilitation of: 2389 lane km of roads, 150 km of alleys, 393 km of sidewalks, 1743 km of sewers, 124 km of municipal drains, 254 of roadside ditches, 76 structures, 276 vehicles, 289 signalized intersections. On & Off Street Parking facilities and Environmental Services.
- Completed and closed over 27,000 service requests as of December 31, 2017 – with over 21,000 service requests received from the public as of October 31, 2018.
- As of November 2018, completed and processed the following inspections: 1322 street segments (505 lane km), 2174 right-of-way segments (388 km) and 41 structures.

### Environmental Services

- Continued residential refuse/recycle/yard waste collection for over 80,000 dwellings on weekly and bi weekly schedules.
- Collected 1,439 bulk furniture calls in 2018, up 1,051 calls from 2017, for a total collection of 76.36 tonnes.
- Fielded 2,158 calls for the rodent program, which remains very popular.
- Organized and completed additional collection services by City of Windsor employees as a result of a minor flood, the third year in a row emergency collection has been required due to flooding in the area.
- Successfully bid and were awarded front end loader refuse collection contract for CSC Providence to collect schools both within Windsor as well as several schools in Essex Region surrounding Windsor, starting in 2019.

## Fleet

- Removed underground tanks from the Fire Headquarters fuel site and installed a new fuel site.
- Acquired new equipment to deliver service for Council approved initiatives.

## Technical Support

- Ongoing infrastructure asset management (asset inventories, inspection programs, work order management, preventative and proactive maintenance programs)
- Performance measurement reporting and benchmarking initiatives at the provincial and corporate level .
- Completed the CCTV Sewer Condition Ratings Project with over 20 years of CCTV inspection records processed to Hansen Infrastructure Management System.
- As of December 2018 in the Hansen Infrastructure Management System, 64% of sewer network pipe assets now have a condition rating based on inspection (Zoom Pole Cam, CCTV, 1994-present).
- FleetFocus upgrade in progress.
- Fuel site improvements at Fire Headquarters.
- Provided assistance and data, conducting a comprehensive survey of 32 municipalities, for the Winter Control Service Level Review
- Assisted with the development of Storm & Sewer Master Plans and the 2018 Asset Management Plan update (roads & structures, sewers, sidewalks) providing large volumes of data, performance metrics and more to support these initiatives.

## Traffic Operations

- Installation of Adaptive Traffic Control Module of the ATMS system called Kadence on the Dougall/Ouellette corridor (Norfolk to Tecumseh), Tecumseh Corridor (Dougall to Howard – being expanded to Kildare before year end) and on Walker Road corridor (Ducharme to Division).
- Installation of GridSmart video detection on portions of the adaptive corridors.
- Implemented the Pay by Phone App for Parking by Passport Canada Inc.
- Implemented the Parking Enforcement System by Passport Canada Inc.

## Transit Windsor

- Successful full implementation of the Intelligent Transportation System (ITS), allowing for better customer service and enabling increased operational effectiveness, such as real time bus location information IVR (interactive voice response) call feature.
- Twenty-six Hybrid buses purchased and put into service and refurbished eleven Hybrids in current fleet.
- Replaced the CCTV system to enhance overall security, with a total of thirty-one cameras at Transit Windsor (TW) and eight cameras at the Windsor International Transit Terminal (WITT) as well as five new gates installed at TW.
- Improved productivity for garage employees and increased accountability of bulk assets through upgrade to bulk oil and distribution system, including two new and seven refurbished in ground hoists along with upgraded compressed air systems at each hoist for an more accessible and safer working environment.
- Renovations to the Transit Centre (new control room, newly renovated washrooms, staff lounge, new wheel chair ramp, and additional parking spots) has created a better work environment and better customer amenities.
- Replaced and reconfigured all the air-handling units, including the installation of an automated gas detection system that alerts staff of unsafe conditions.
- Recorded, contacted and returned hundreds of lost and found items such as wallets, backpack and credit cards.
- Successful one-year partnership with the Town of LaSalle in providing the LaSalle 25 bus service that has exceeded expectations and prompted interest for similar service from surrounding towns and municipalities.
- Continue to install new solar-powered bus shelters, increasing the number of shelters from 155 to 199 and receiving many compliments regarding the new look and added safety at night with the lights.
- Increased ridership from 4,972,826 at the end of September 2017 to 5,999,193 at the end of September 2018, amounting to 1,026,367 more riders than last year.
- Refigured drainage in the service line area to better control dirt and sludge, whereby promoting a cleaner and

## Pollution Control

- Awarded contract for the LRWRP New Generator and Motor Control Centre project.
- Commenced the Great Lakes Sustainability Fund Riverfront Combines Sewer Overflows downstream of CMH Woods Pumping Station Study.
- Completed in the LRWRP Inlet Flood Integrity study and awarded contract for new Pump Station for flood prevention.
- Commenced construction of the New Backwash waste tank automated screen system.
- Commenced construction of new Landfill emissions monitoring system for East and West side Yard Facilities and Malden Center.
- Tendering an RFP for the Operation of Windsor Biosolids Palletisation Facility (Prism Berlie).

## Infrastructure

- Jane He participates on Ontario Provincial Standards (OPS) Pavement Committee as a representative from Municipal Engineers Association (MEA).
- Fahd Mikhael & Anna Godo participate with Drainage Superintendents Association of Ontario (DSAO) Chapter 1 Essex-Chatham-Kent.
- Anna Godo participates on 3 MEA Committees (Nominating & Constitution Review, Bursary, Awards)
- Submitted expression of Interest for Disaster Mitigation Adaptation Funding (DMAF) and was successful and directed to move to the next step of submitting a full application for this funding.
- Received funding for Grand Marais Drain Hydraulics/Hydrology (NDMP), Riverside/Lake St Clair Flood Risk Study (FCM MCIP).
- Initiated the Sewer Master Plan and the Riverside Dr Ph 2A (Ford Blvd to St. Rose) project.
- Completed Lennon Drain Improvements from east of Kennedy Drive to Southwinds Court.
- Completed Ouellette Streetscape Improvements on Ouellette Avenue from Wyandotte to Elliott
- Initiated the Provincial-Division Corridor Improvements on Provincial Road from Sixth Concession Road to Walker Road as well as the Northwood/Dominion intersection design.
- Completed the Sandwich roundabout.
- Initiated the Tranby Park Storm water study.
- Initiated Storm Water management for North Roseland Pond pump station and underground storm water facilities.
- Participated on a number of Environmental Assessment working groups including Tecumseh Rd West, University/Victoria, and Wyandotte St East.
- Joined Engineering & Construction Sub-working Group under Regional Public Works Commissioners of Ontario (RPWCO) for priority issues and technical trend discussion.
- Completed various sewer and road construction projects for the Capital Budget, including Buckingham (Rose to south of Haig), Connaught (Prince to Felix), Matthew Brady (St. Rose to Edgar), Gladstone (Riverside to Wyandotte), Francois (Seminole to CN Rail).
- Keep regular liaison with school boards and all the utility agents as well as Heavy Construction Association in Windsor.
- Successfully moved into the New City Hall.

## Development, Projects & Right of Way

- Completed the construction of the New City Hall project in May, 2018 (\$34.5M) on time, under budget and has successfully met the functional needs of the end users (staff and public).
- Completed the servicing and sales of single family lots within the Mountbatten Phase 2 development.
- Successfully completed the demolition of various significant buildings (673 Caron, Old Concord School, 1886 University, as well as various smaller buildings).
- Successfully completed the Gino Marcus Phase 2 Mechanical Upgrades.

## Geomatics

- Added the 'Search for Address' function in the Construction & Detour app allowing the public to enter their address or their destination.
- Worked with Clerks to provide addresses, street index and maps for the 2018 Election.
- Updated all sewer layer to include link to access sewer videos in our internal mapping application, EIS.
- Working with Snow Angels to provide a mapping platform to help with matching volunteers to residents in need.
- Completed various maps, posters and graphic presentation products for a variety of departments and external agencies.
- Completed a variety of Contract drawings including Peche Island Shores Subdivision.
- Completed the 2017 Housing Report for Housing Services.
- Creation of the MySchoolNeighbourhood app that allows the public to see where they are permitted to park within a 500m buffer of the school.
- Successfully moved into the New City Hall.

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

### Transportation

- 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 as well as to encourage active transportation and walk-a-block solutions.
- Expanded the Cycling Network by 16km, upgraded 0.8km of paved shoulder to bike lane and added buffer to 0.6km of existing bike lane.
- With more than 4,000 interactions with the public using a variety of formats, the Walk Wheel Windsor team is entering Phase 4 – Planning, setting the vision, goals and networks for the Active Transportation Master Plan.
- Issued the Notice of Study Completion for the Tecumseh Road West Environmental Assessment – 30 day public review period wrapping up Dec 21, 2018.
- Launched the University Avenue and Victoria Avenue Environmental Assessment at Open Streets, hosted Public Information Centre #1 and Stakeholder Meetings.
- Completed the Little River Traffic Calming Project through to final stage of the Traffic Calming Policy.
- Realigned Transportation Planning services under the City Solicitor.
- Responded to 525 Service Requests (as of October 2018).
- Installed the first School Zone and 40 km/hr when flashing on Labelle Street in partnership with Traffic Operations and 2 School Boards.
- Installed 2 crossovers in collaboration with Traffic Operations (Wyandotte Street East/Prince Road).
- Successful in securing Grants with Asset Management, and Environment, Sustainability & Climate Change.
- Partnered with Sustainability and Adaptation Coordinator, and Planning to participate in the IUC Learning Exchange with Victoria-Gasteiz, Spain on Active Transportation, Climate & Adaptation and Brownfield

## Planning

- Prepared the Ford City Community Improvement Plan.
- Processed 10 applications under the Downtown Windsor Revitalization CIP that resulted in over 300 new residential units, 7 new storefront retail units and 163 refurbished hotel units proposed, amounting to over \$100 million in proposed private sector investment in downtown Windsor.
- Implemented the design concept for the Sandwich roundabout, gateway arch and heritage plaques.
- Led the design process for the Ouellette Avenue Streetscaping project that resulted in new bus bays, wider sidewalks, and new streetlights, benches, and planters.
- Prepared the Windsor Building Facade Improvement Program and Urban Design Guidelines for Main Streets Community Improvement Plan.
- Processed over 200 Planning Act applications including 42 Pre-submissions, 23 Zoning By-law amendments, 9 Official Plan Amendments, 77 Site Plan Control applications, 3 subdivision approvals and 95 Committee of Adjustment applications.
- Processed five applications under the Economic Revitalization CIP resulting in the retention of 111 existing jobs, creation of 479 new jobs and \$25,074,691 in private sector investment.
- Processed five applications under the Brownfield Redevelopment CIP, which will support the redevelopment of 1.6 hectares (4 acres) of vacant or underused property.
- Preparation of the County Road 42 Secondary Plan, which will allow for the future development of a 400ha area south of the airport.
- Completed a digital walking tour highlighting 48 significant built heritage resources located throughout the historic former Town of Walkerville.

## Building

- Building, Planning and Right-of-Way moved into the New City Hall and now occupy a common space re-branded as Development Services to work cooperatively and provide one-stop services for customers.
- Implemented e-permitting system, including online applications, payment processing, progress indicator tools, and the ability to review electronic drawings.
- Since the introduction of the e-permitting system, have processed 1,334 on-line applications.
- Initiated the new Building By-law Officer Program in June of 2018, which has resolved the backlog of complaint inspections.
- All complaints received by Building Division were investigated within 30 days, with officers having compiled a list of 750 vacant buildings through inspection activities and issued just over 400 written Orders since June.
- Building By-law updated and approved by Council March 2018 (By-law #49-2018).
- Drafted and reviewed an updated Property Standards By-law was, pending submission for Council consideration.
- Succeeded in reducing the reserve fund deficit by almost \$500,000 at the end of 2017.
- Continued development and implementation of internal succession planning, such as the Building Official development model.

## Fire & Rescue

- Participated in 14 booth events, three job fairs, 5 Hot Summer Nights (approximately 1000 people), 4 Walk In Wednesdays (approximately 1500 people).
- WFRS crews attended over 800 Public Relations events.
- 16,700 people have attended WFRS events, including fire prevention week.
- New Programs for 2018 - Fire Safety for Autistic Persons, high school programs for arson awareness and going away to school or living on their own for the first time
- Approximately 18-20% increase in public education events and requests.
- Reached out to approximately 5,500 people during Fire Prevention Week 2018, “Look. Learn. Be aware. Fire can happen anywhere.”
- Hosted 10 ward barbecues as part of the HOT Summer Nights tour, which provided approximately 3,100 people with the chance to meet Sparky and the firefighters and to learn about fire safety.
- Interacted with approximately 600 new Canadians through the 11th annual Open Air Day at the Tilston Armouries, and 500 at the second annual Diversity Day event.
- Reviewed and expanded elementary school programs being delivered at the Safety Village where we taught fire safety to 554 students, and interacted with over 1,400 parents and children during Walk In Wednesdays this past summer.
- Expanded elementary school programs delivered in schools to include pre-teens who stay at home alone or babysit, bringing fire safety information to over 1000 students.
- Partnered with Life After Fifty for the launch of our 2018 Smoke Alarm Blitz, reaching 1242 residences.

## Legal Services

- Successfully defended a number of litigation cases before the Superior Court of Justice, a number of WSIB appeals, grievances before Boards of Arbitrations, matters before the Ontario Human Rights Commission and cases before other tribunals.
- Drafted over 400 agreements on various subjects such as encroachment agreements, employment secondment agreements, and shared services agreements with other communities (e.g., transit services to LaSalle).
- Drafted or reviewed approximately 200 by-laws.
- Conducted numerous construction lien searches, registrations of instruments on title, and real estate closings.
- Provided legal opinions on many issues, including advice on new and emerging issues such as cannabis legalization, cannabis in the workplace and emotional support animals.
- Participated in provincial consultation with AMO and 17 municipalities, providing a municipal perspective on the proposed provincial cannabis legislation and regulations.
- Participated as panellists at the Windsor Law School.
- Hosted the Fall 2018 Municipal Law Departments of Ontario Conference at Caesars Windsor and contributed through presentations and facilitation of discussions.
- Did a presentation at the Ontario Bar Association program “5 Minute Advocacy for Municipal and Planning Lawyers” in March 2018.

## Purchasing

- Purchasing Bylaw was reviewed and updated, amendment # 146-2018.
- Completed New City Hall Project and tendered the demolition of Old City Hall.
- Bright Lights Festival procurement.
- Completed 26 new accessible playgrounds including additional procurements for sitework.
- Conducted approximately 190 formal procurement processes including RFTs, RFPs and pre-qualifications.
- Completed Road Rehabilitation projects at a value of approximately \$58,000,000.00 (total awarded to date).
- Construction Lien Act changes, training and implementation.
- Conducted two corporate by-law training sessions as well as various departmental training sessions.

## Provincial Offences

- POA Online Services Website launched in August of 2018 to allow customers to look up cases, provide information for most Part I and III POA charges issued province-wide and permit customers to make an online request for an early resolution meeting.
- Court Administration staff processed 22,285 new charges as of October 31, 2018.
- Collections staff collected approximately \$4.7 million in revenue as of October 31, 2018.
- There were approximately 31,475 court appearances in POA courts as of October 31, 2018.

## Risk Management

- Investigated over 460 claims, collected over \$285,000 in recoveries from third parties and processed insurance claims resulting in over \$250,000 in compensation.
- Processed over 1,400 insurance certificates.
- 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.

## Real Estate

- Completed 21 lease renewals and 3 new leases in the Gino Marcus Community Centre, Mackenzie Hall, Constable John Atkinson Memorial Centre, Windsor International Aquatic Centre and the WFCU Centre.
- Completed the sale of six townhome blocks of land to one builder, accepted offers on nine single unit residential lots and working towards the completion of these transactions in the Peche Island Shores Phase II subdivision.
- Completed the sale of a combined 2-acre parcel of land on Meadowbrook Lane to the Windsor Essex Community Housing Corporation for the construction of affordable housing.
- Completed partial acquisitions of land and currently assisting in the expropriations of various parcels of land

## Office of the City Financial Officer/City Treasurer and Corporate Leader – Finance & Technology

### Financial Accounting

- Updated seven finance policies and their associated procedures.
- Supported the Payroll Business Project Review in the area of Work Force Management and Employee Services Centre
- Provided finance support for the planned temporary relocation of the WPL Central Branch and various successful grant programs, while implementing new financial reporting for managers and the WPL Board.
- Issued approximately 89,000 direct deposits and 154 manual payroll cheques.
- Completed the first year of centralized vendor process, while responding to a 73% increase in accounts payable EFT vendors.
- Completed successful external audited financial statements.
- Secured additional HST refund opportunities for 2015, 2016, and 2017.

### Asset Planning

- Successful CNAM conference welcomed approximately 400 Asset Managers from across Canada as well as Michigan, including Governor Snyder.
- Just under \$4 million in grant funding awarded in 2018, as of September 2018.
- 60% of sewer condition data project completed and loaded into Hansen and inspections and video readily available via EIS.
- Installed CHP units at Huron Lodge and WFCU to reduce utility costs by approximately \$500,000 annually.
- Implemented Phase one of the \$3.6 million LED lighting conversion.
- Completed condition assessments of 72 of the City's largest facilities to understand their 20 annual funding needs.
- Led the development of the 2018 6-year capital budget process.
- Started construction phase for Combined Heat & Power (CHP) at WIATC.

### Financial Planning

- Led the 2019 Budget development process to achieve Council's mandate of bringing forward options to allow City Council to achieve their fiscal goals.
- Provided Council with quarterly operating variance reports, including statistical graphs and additional information related to economic indicators.
- Completed the reconciliation of prior year's SAMS financial claims, with final approvals received by the Ministry.
- Managed the 2017 MBNCanada performance reporting cycle, with the Financial Planning Manager continuing as Co-Chair of the MBNC Management Committee.
- Supported the move to Corporate Electronic Funds Transfers for Housing & Child Care, along with Ontario Works vendor payments.

## Taxation & Financial Projects

- Issued over 85,000 individual interim and final property tax bills, plus 7 additional billing cycles to reflect supplemental/omitted assessments.
- Developed and received approval for the Municipal Accommodation Tax program that will result in additional estimated revenue of \$2.5 million to be shared between the municipal and TWPEI to be used for and in the promotion of tourism related initiatives.
- Completed the renewal of armoured car services for the Corporation.
- Completed a full upgrade to several on-line banking operating systems impacting the areas of Social Housing, Children Services, Parking, Library, Accounts Payable, Payroll and Property Taxes.
- Assisted with on-line payment functionality for the Mobile Parking Application (for parking and enforcement) as well as on-line ticket sales for Adventure Bay.
- Received positive report as a result of PWC audit of the Property Taxation billing & collection system.

## Information Technology

- Resolved 3,900 incidents and addressed in excess of 3,750 IT related requests.
- Provided ongoing day-to-day support to over 70 City facilities and 2,000 computer users.
- Moved 260 plus employees to the new City Hall over the Victoria Day long weekend; with no disruption of services.
- Deployed Microsoft Office 2016.
- Upgraded SPAM filter to reduce the number of SPAM emails and add blocking of malicious links.
- Provided technology services for 2018 Municipal Election– including new online voter and volunteer management features.
- 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.
- Implemented new Online Recruitment application.
- Upgraded Recreation System to improve customer experience.
- Implemented Transit Intelligent Transportation System – Intelligent bus and route functionality, on-board video / sound.
- On-boarded Windsor Detroit Borderlink Ltd into our support model.
- Launched Mobile parking and citation management.
- Implemented Clinical Electronic Medication Administration Records System (eMARS) for Huron Lodge.

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

### Housing Services

- Implemented 43 out of 63 strategies for Year 5 of the 10 Year Windsor Essex Housing and Homelessness Plan.
- Completed the second federal Point in Time count.
- Windsor-Essex was one of the first cities in Canada to implement a by-names list and in June 2018, with the project achieving quality data measures.
- Implemented 40 additional rent supplement/housing allowances.
- Received Council approval to increase the per diem rate for subsidized residents in Housing with Support Homes from \$51.19 to \$53.09 effective April 1, 2018 and \$55.00 effective April 1, 2019.
- From January to October 2018, 90 new subsidized residents were welcomed into the ten Housing with Support Homes in Windsor.
- From January to October 2018, over 1,500 families were able to retain or maintain housing through the payment of rental arrears, last month's rent to secure a unit, provision of essential housing items (e.g. bed / fridge / stove) and/or payment of utilities arrears through the Housing Stability Plan (HSP).
- Successful program design, development, launch and implementation of Year 5 of Investment in Affordable Housing Program Extension, with a total allotment of \$3,887,780 for April 2018 to March 2019.
- Designed, developed, launched and implemented the Social Infrastructure Fund - \$1,912,445 of new funding in 2018.
- RFP awarded to one affordable housing development to expand affordable housing options of up to 145 units in the Windsor area.

### Children's Services

- Approved funding for Indigenous led, culturally relevant Early Years and Child Care in our community.
- The new EarlyON Child and Family Centre, opening in December will provide 73 new child care spaces, approved by the Ministry of Education and construction is slated to begin in 2019.
- To date 4,380 children were able to attend licensed child care due to child care subsidy, assisting 2,938 families in Windsor-Essex. There was an average of 2,522 children receiving child care subsidy/month.
- Hosted 42 training opportunities in 2018 for the Community of Early Learning Professionals in Windsor-Essex, with over 2,000 participants.
- Special Needs Resourcing funding supported approximately 700 children to attend licensed child care and authorized recreation & skill building programs.
- To date EarlyON Child and Family Centres has served 5,658 unique children and 5,124 unique parents and caregivers, as well as 66,978 total visits for children 55,153 visits for parents/caregivers.

## Employment & Social Services

- Achieved all four annual Employment Ontario (EO) Provincial Targets: Clients who Found Work – 1,191 or 69% of clients; Training – 170 or 10%; Total Intake – 965 or 91.90%; Resource & Information Provided – 2021 clients.
- Under the Youth Job Link (YJL) Program, 402 individuals (youths) were assisted in comparison to the target of 109 – an increase of 369% over target.
- The Employment & Training Services (ETS) division achieved the highest numbers in the 2016/2017 provincial fiscal year since delivery of Employment Ontario (EO) Programs started.
- OW employment program - consistently exceeded all four provincially negotiated employment outcome targets year after year; avoiding a 15% reduction (or about a \$1.05 million loss annually) in provincial funding each year.
- Researched and developed the idea of a WOW H.E.L.P. (Windsor Ontario Works; Housing, Employment, Learning with People) Centre in our OW lobby.
- Presented at the conference regarding our “Clear Path to Support” Model for social assistance recipients seeking child or spousal support.
- Centralization of discretionary requests to the three Discretionary Benefits Caseworkers that has lead to a more

## Huron Lodge

- In Year Two of current 3 year CARF accreditation after undertaking a rigorous review.
- Work continues on the Focus Group, with representation from all divisions at Huron Lodge, making great progress through several meetings over the course of the year.
- Continued favourable results in statistics surrounding restraint use, falls and antipsychotic medication prevalence, by identifying specific interventions to meet established goals for improvement in resident care and increased positive outcomes.
- Partnered with the Greater Windsor Essex Public School Board for SKIP (Senior Kid Intergenerational Program), with one particular class visiting Huron Lodge monthly for intergenerational programming with residents.
- Held many community based events to engage Huron Lodge residents, such as Fun Fair carnival programming and a very well received Classic Car Show.
- Each year over 500 residents and their families enjoy a gourmet Christmas dinner, prepared and served in-

## Social Policy

- Pathway to Potential's (P2P) Social Investment Plan served 29,697 people, in addition to the subsidy provided for 5400 bus passes.
- \$2.177 million in City/County funding for 2018 supported programming for low-income children and families in Windsor and Essex County.
- 2018 marked the 10th year of the highly successful partnership between the City of Windsor and Immigration, Refugees and Citizenship Canada (IRCC), receiving \$1,922,450 from IRCC up to March 2019.
- Received \$525,000 over 3 years from Ministry of Health to lead the charge towards healthier kids in Windsor and Essex County, with over 50,000 children and parents participated in 342 activities over 3 years with 100 partners and 4 themes.
- CDHS worked with Oral Health Advisory Committee over 5 year period to increase awareness of oral and health nutrition through education and provided a summary report of achievements to Council in December 2018.

## Office of the Corporate Leader – Parks, Recreation & Culture and Facilities

### Parks

- Installed 27 Accessible Playgrounds.
- Restored the Dieppe Park riverfront walkway from Ouellette Avenue to Janette Avenue.
- The Mitchell Neighbourhood Park Redevelopment.
- Completed the Realtor Park splash pad, tennis courts and multiuse trail developments.
- Completed the Rotary 1918 Centennial Plaza development at the central waterfront
- Forest Glade basketball and pickle ball courts installation as well as the Wigle Park Basketball Court.
- Completed Off Road Biking public consultation and concept plans for Malden and Little River Corridor parks.
- Installed the Malden Dog Park.
- Renovated the Calderwood multi-use trail and restored the Central Park tennis courts.
- Implemented the Parks Master Plan Strategic Plan.
- The Peche Island shore revetment included stabilization projects to halt erosion of island and loss of main trail as well as major repairs to infrastructure such as eroding shore wall and dock.

### Horticulture

- Held the 22nd Paul Martin Perennial Sale to support the special Paul Martin Garden at Willstead Manor.
- Provided displays throughout the city for special events such as the OMSSA Leadership Conference, OMFPOA for Fire, Mayor Awards Banquet, Graduation Ceremony for Police, Employee Recognition Banquet, and many more.
- Assisted with public events, such as Bright Lights and Rotary Plaza Planting as well as the grand opening.
- Continued to beautify the city with floral arrangements and plantings.

## Recreation and Culture

- Peche Island tours for the public ran from July 1st to October 3rd, shuttling over 2025 customers.
- Collaborated with Healthy Kids Community Challenge to hold 7 events throughout Windsor that included free skates, free swims, discounted admission to Adventure Bay and Outdoor Movies in parks.
- Provided over \$2000 in Reconnect gift cards to underprivileged residents to use towards City of Windsor recreational activities.
- Implemented Smoke-free Ontario Act and City of Windsor Smoking By-Law changes in recreation facilities and parks.
- Parks and Recreation hosted 35 outdoor sport field tournaments involving four different sports (6 Soccer, 27 Baseball, 1 Ultimate Frisbee and 1 Cricket), representing 431 teams (58 Soccer, 365 Baseball, 4 Ultimate Frisbee and 4 Cricket).
- Implemented ACTIVE Net, a new user-friendly and rental system software, and launched the Get Out and Get Active campaign to push customers to create an account – resulting in over 1000 new accounts.
- Coordinated Mayor’s Walk 2018 with the Grand opening of the New City Hall.
- Coordinated third successful Open Streets in September 2018 with over 120 Community Partners.
- The Detroit Marathon (Relay Exchange).
- Participated in the TWEPI Staycation event at Devonshire Mall and issued three Rec Express Gifts.
- Hundreds of families received subsidy for their children’s recreation programs through the Pathway to Potential program, Canadian Tire Jumpstart Charities, and KidSport Canada.
- WFCU celebrated their 10-year Anniversary and Museum Windsor’s 60-year Anniversary.
- Catalogued, photographed and packed the International Relations art and other City Hall art for the move to the New City Hall.
- Installed Sister City Children’s Art Exhibition in New City Hall as well as the Rotary 1918 Exhibition to celebrate 100 Years of Service.
- WIATC hosted the 2018 Eastern Swimming Championships, OFSAA Swimming Championships and the Canadian Artistic Swimming Championships.
- Hosted TIAO Reception in October 2018.

## Facilities

- Completed a heritage restoration project at Willistead Manor, which included a Canada 150 grant of \$495,000.
- Completed over 45 capital projects, including office renovations, carpet replacements, roof replacement, and parking lot rehabilitations.
- Supported the move of staff and furniture to the new 350 City Hall.
- Implemented a 3-stream waste container program at the new 350 City Hall, facilitating improved separation and diversion of waste from landfills.
- Initiated a security risk assessment project.
- Managed the installation of infrastructure, lights and decorations for the second annual Bright Lights Windsor festival.
- Upgraded Building Automation System software for 21 facilities, migrating to a web accessible interface for improved real time access.
- Implemented preventative maintenance work orders for the four facilities at the Windsor International Aquatic and Training Centre campus.
- Made asset management improvements in and business process improvements to the 360Facility database.
- Handled over 12,000 work order requests.
- Hosted the Ontario Regional Facilities Management Association Fall meeting.

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

### YQG Windsor International Airport

- Air Transat flew a full season to Cancun and Punta Cana, Sunwing expanded to Jamaica and Cancun, and Air Canada introduced direct jet-service to Montreal with connections to eastern Canada and Europe.
- Passenger volumes increased by approximately 3% and are projected to exceed 325,000 by the end of 2018.
- Geo-targeted advertising in the US continues to be successful, with a US-based passengers increase from 33% of YQG passengers to 38%.
- AAR staff have completed an internal training program on the A319/A320 and B767 aircraft, upgrading to the Aircraft Maintenance Engineer level.
- One new hangar has been constructed to provide additional general aviation space.
- YQG now directly funds its operational and capital expenses.
- Paid a \$1.5 M dividend to the City of Windsor from airport operations, with the airport lands generating an additional \$477,000 in lease revenues and \$708,000 in property taxes for the City.
- Increased lease revenues by 13% and property taxes to the City of Windsor by 13%.
- Installed two new video-display boards in the airport terminal building that have generated annual revenues of \$30,000 representing a 40% return on YQG's investment.
- Negotiated a new 3- year Collective Agreement for YQG employees with the Public Service Alliance of Canada /UCTE (July 1, 2017 – June 30, 2020).

### Windsor-Detroit Tunnel Corporation

- Launched Windsor Detroit Borderlink Limited (“WDBL”) to operate the Canadian Tunnel assets.
- Finalized the Transition and Termination Agreement.
- Negotiated the Shared Services Agreement between WDBL and DWT to ensure the ongoing safe and efficient operations of the Tunnel.
- Negotiated a new Collective Agreement for WDBL employees with UNIFOR and its Local 195 representing the Canadian Tunnel Employees (February 1 2018 – January 31, 2021).
- Paid a \$1M dividend to the Corporation of the City of Windsor.
- Implemented Maintenance Standards for the Plaza, the Tube and the Ventilation Building as developed by HNTB engineering.
- Currently replacing the river section of the Tunnel ceiling and the Portal Beam at the Windsor entrance of the Tunnel.
- Completed several capital projects on time and under budget, such as the installation of a new Supervisory Control and Data Acquisition (“SCADA”) system in the Windsor Ventilation Building.
- Conducted a full-scale emergency exercise in the Tunnel testing WDBL’s confined space extraction protocol, Windsor Fire & Rescue’s response to a vehicle accident and Windsor EMS’ assistance with a medical emergency.
- As of November 2018, 3.5 million vehicles have used the Tunnel.