

Subject: CAO's 2017 Accomplishments and 2018 Objectives

Reference:

Date to Council: 2/26/2018
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To: Mayor and Members of City Council

Recommendation:

THAT the report regarding the Chief Administrative Officer's 2017 Accomplishments and 2018 Objectives **BE RECEIVED** for information; and,

THAT the recommended overarching objectives of the CAO for the 2018 calendar year and beyond outlined in the report regarding the Chief Administrative Officer's 2017 Accomplishments and 2018 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 being brought forward to Council, in conjunction with the 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 2017 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 2018 calendar year and beyond.

Discussion:

City Administration achieved many goals and objectives in 2017, as directed and supported by the Mayor and City Council through the Budget, the 20-Year Strategic Vision and the many master plans and other guiding documents. Many of these accomplishments are listed, though not exhaustively, in the separate 2017 Municipal Accomplishments Report.

CAO's 2017 Accomplishments

It is the writer's opinion that the CAO's primary objective in any given year is to ensure that the corporate goals and objectives set by Council are well understood by everyone and to ensure that the employees have the resources and training required to carry out the work needed to achieve Council's stated vision. It is difficult to ascribe specific accomplishments specifically to the CAO as all the corporate accomplishments are fundamentally the direct result of the effort of our dedicated employees across the Corporation.

That having been said, the list that follows is a compilation of some select overarching corporate achievements drawn from the more comprehensive 2017 Municipal Accomplishments Report.

Fiscal Accomplishments	Adopted a 2017 operating budget with only a modest property tax levy increase of 1.5%. Debt continued to decline notwithstanding increased contributions for capital projects. Reported an overall budget surplus for the 2016 fiscal year and completed quarterly reports on the 2017 budget variance that project another surplus for the 2017 fiscal year.
Climate Change Flooding Issues	Commissioned a comprehensive survey to study and analyze the 2016 flood event with the aim of using the data to better prepare the community for potential future catastrophic rain events Applied for and received grants for 14 projects from the Clean Water and Wastewater Fund, which will help improve sewer infrastructure and help mitigate basement flooding. Coordinated a successful response to the August 29 th unprecedented rain event aimed at minimizing the tremendous impact to the community, including the fast track collection of flood damaged items, implementation of enhanced basement flooding mitigation support measures and fast tracking the process required to complete the sewer master plan.

Community Energy Plan and Corporate Climate Action Plan

Developed a Community Energy Plan that aims to create economic advantage, mitigate climate change, and improve energy performance, while striving to position Windsor as an energy centre of excellence that boasts efficient, innovative, and reliable energy systems that contribute to the quality of life of residents and businesses.

HR/Payroll Process Review Project

The features of the Employee Self Service portal were expanded to allow for more self service functionalities thereby improving service and achieving productivity enhancements. A launch of the Employee Service Centre was also conducted which allows for a more efficient and consolidated service delivery of employee services that cannot be provided solely from the Self Service functionalities. Development and testing of the Workforce Management System (time capture) continues, in preparation for go-live in 2018 or early 2019.

Transportation Network Companies Regulations

Brought forward a comprehensive report to Council providing recommendations for the regulation of Transportation Network Companies in the City of Windsor and for the levelling of the playing field with respect to existing transportation industry business models.

Major Road Projects

Completed Cabana Road widening from Provincial Road to Howard Avenue. Initiated the design for the widening of Cabana Road from Dougall Avenue to Howard Avenue, the streetscaping of Ouellette Avenue from Wyandotte Road to Elliot Street and the construction of the Sandwich Roundabout.

Fire & Rescue Service Realignment Plan

Finished the construction of Fire Station 6 and the Emergency Operations Centre ahead of schedule and on budget and the construction of Fire Station 5, completing the department's realignment plan, which began in 2014.

Downtown Windsor Enhancement Strategy and Community Improvement Plan

Developed a Downtown Windsor Enhancement Strategy and Community Improvement Plan (CIP) to guide, leverage and expand on the ongoing revitalization efforts and investments occurring in Downtown Windsor. Implementation of the CIP is underway through grants for the conversion of existing upper storey space to new residential units, the development of new residential units, retail enhancements and facade improvements that will serve to further enhance the downtown.

Major Events, Festivals and Celebrations	Hosted numerous events as part of Windsor 125, Ontario 150 and Canada 150 celebrations, including Windsor's 125 th Birthday Celebration, the 2017 MasterCard Memorial Cup, Canada Day celebrations, the SESQUI Exhibition, Open Streets Windsor: Ontario 150 Celebration, Poetry at the Manor – Volume 5 and the very well received Bright Lights Windsor Festival which was organized under very tight timelines.
Riverfront Amenities	Installed new riverfront walkway along the riverfront in Dieppe Park including reconstruction of the Navy monument, refurbishment of multi-use pathways and completion of the Great Canadian Flag Plaza.
Sports Tourism	Hosted many prestigious sporting events, including the 4 th and final year of the FINA/NVC Diving World Series, the 2017 Can-AM Para Swimming Championships, the Women's National Baseball Championship, the Provincial Baseball League of Ontario Tournament, the Can-AM Baseball Tournament and 4 Ontario Cup soccer events.
South Windsor Recreation Complex	Completed a 15,000 square foot addition to the South Windsor Recreation Complex and finalized the naming rights agreement with Capri Pizzeria as part of the City's sponsorship and advertising revenue efforts.
Parks & Outdoor Recreation Master Plan	Completed the Parks & Outdoor Recreation Master Plan, Rediscover Our Parks, which identifies needs and makes recommendations for consideration in both the Capital and Operating Budgets for the next 20 years, at the detailed, individual park level.
Windsor-Detroit Tunnel	Initiated the \$22M Tunnel Ceiling Replacement Project to replace the river section of the Tunnel's 87 year-old ceiling.
Economic Development	The Economic Developed Officer (EDO) position within the CAO office has played an important complimentary role to the Windsor Essex Economic Development Commission. While the development commission remains the lead organization for business attraction for the region, the local economic development office has provided municipal resources (planning information, building permitting and taxation estimates) to assist the attraction team in landing 7 new local businesses resulting in over \$26 million new investment to the City. The EDO has also provided significant help to local entrepreneurs aimed at helping them navigate various approval processes.

Enterprise Risk Management Program	Continued implementation and enhancement of the Enterprise Risk Management program through the assessment and mitigation of enterprise risks, departmental risk assessments, including one at YQG, and the inclusion of risk information in Council Reports and Budget Issues.
Canderel Sale	Negotiated the disentanglement of the City's obligations with regards to the Canderel development and sold the Canderel parking garage to the development's new owners, allowing the proceeds to be reinvested into the refurbishment of the Pelissier and Goyeau parking garages as well as for other purposes.

CAO's 2018 Overarching Objectives

Looking forward to 2018 and onwards, the following major objectives have been identified as some of the key priorities by the CAO.

Work to ensure that the New City Hall is completed on time and within budget and ensure a smooth transition of staff and operations to New City Hall	Construction of the New City Hall is on track for occupancy in May of 2018 and is on budget. The transition of staff and operations to the New City Hall will be a large undertaking and involve the coordination of many staff and departments.
Champion the development of the Active Transportation Master Plan	Following the Council decision to expedite the Active Transportation Master Planning Study, the RFP for a consultant was awarded and development of the plan is expected to start in early 2018.
Champion implementation of the Sewer Master Plan and Flood Abatement Program	Regularly report to Council and recommend implementation of "low hanging fruit" solutions as they are identified by the ongoing study aimed at decreasing the likelihood of future catastrophic rain events.
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.

Support the Windsor-Essex Health Care Transformation Plan	As announced by the province in December 2017, the new Windsor-Essex Regional Hospital redevelopment project is moving forward, which is a key piece in the local health care transformation plan. The City will work with a number of stakeholders to support the enhancement and development of all project components.
Champion the effort aimed at the successful conduct of the 2018 Municipal Election and transition to next term of Council	The 2018 Municipal Election will take place on October 22, 2018, with the new term of Council beginning on December 1, 2018. Bill 181, <i>The Municipal Elections Modernization Act, 2016</i> , came into effect on June 9, 2016 and has made changes to the <i>Municipal Elections Act, 1996</i> that will need to be implemented for the election.
Continue to champion and advocate for succession planning efforts and recruitments to replace retiring staff in key positions	The Corporation continues to face retirements of long-tenured employees in key positions. Succession planning and recruitment efforts help to ensure the Corporation hires the best possible candidates and that knowledge and experience is transferred.
Champion the effort to implement a “news room approach” to media releases/advisories and develop a more proactive approach	Championing the implementation of a “news room approach” to the way the City handles media releases/advisories will help to ensure desired messaging is proactive and consistent. Work will be done to develop the appropriate processes and to pilot this approach in 2018.
Ensure a smooth launch of the E-Permitting Function	The Corporation has developed an e-permitting function aimed at streamlining the process of applying for and issuing building permits. Careful management of the rollout will be required to ensure a successful launch.
Champion the completion of the development charges study update for the annexed lands	Given the healthy local economy, it is likely that growth is going to start spilling over into the annexed lands. The development charges study update for that area is aimed at ensuring that the appropriate costs are recovered from the development of the area instead of the general property tax base.
Champion the efforts related to strengthening and advancing the Pathway to Potential Program which serves our most needy population.	As the 2016-2018 work plans of programs funded through the 2015 RFP come to an end, Pathway to Potential will be developing a new RFP for work plans beginning in 2019. Development of the RFP will include extensive community consultation as well as enhanced performance indicators for the next funding cycle, to ensure metrics and reporting are meaningful.

Ensure proper implementation of approved 2018 budget initiatives, manage the 2018 Budget with the aim of avoiding potential deficits and develop the 2019 Budget

Administration will work to implement the direction of Council through the 2018 Operating and Capital Budget. The 2019 Budget will be developed for the deliberation of City Council, post-election, and will have its Capital Plan extended to 7 years.

Champion the completion of the life-cycle cost analysis of Corporate tangible assets and bring recommendations to the new council

Asset Planning is currently working with the consultant to finalize the life-cycle costing tool and business processes. The tool and processes will be piloted on different major capital projects before submission to Council in early 2019.

Champion the completion of the Tunnel Ceiling Replacement Project

The river section of the ceiling of the Windsor-Detroit Tunnel has been demolished and removed. Work is currently underway to install a new ceiling slab and the project is currently on target to meet its June 2018 completion target.

Champion the completion of community and neighbourhood park improvements

Numerous community and neighbourhood parks improvements aimed at improving services to residents have been identified in the 2018 Budget, including the replacement of 28 playgrounds, increasing access to Peche Island, etc.

Champion the implementation of Workforce Management Software

Work towards implementation in 2018 or early 2019 of the software that captures time worked, with the aim of streamlining the current burdensome manual process.

Continue to promote economic development through the EDO

Through the EDO, administration will continue to support the WE EDC with business attraction and retention initiatives. The EDO will also continue to work with the local business community to streamline processes at City Hall. New content for the City website will also be developed aimed at better guiding prospective entrepreneurs especially those that are new to the process.

Continue to focus on managing and reducing corporate risks

An Enterprise Risk Assessment will be conducted in 2018 to identify the Corporation's priority risks for the next two years. Ongoing enhancements to the Enterprise Risk Management Program will continue through a formal approach to the inclusion of risk information in the budget process and improved cross-corporate risk communication.

Risk Analysis:

N/A

Financial Matters:

N/A

Consultations:

Corporate Leadership Team

Conclusion:

The CAO is extremely grateful for the support and direction provided by the Mayor and City Council, and for 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:

Name	Address	Email

Appendices: