

2017

MUNICIPAL ACCOMPLISHMENTS REPORT

Introduction

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

City of Windsor Employee Awards

On Thursday, November 2, 2017, City of Windsor employees celebrated the achievements and contributions of their colleagues at The 5th Annual Employee Recognition Banquet (ERB). Representatives of City Council and the Corporate Leadership Team, along with the CAO, took the opportunity to appreciate the great work being done by City staff and recognized the following 2017 award winners:

Frances Horvath Memorial Equal Opportunity Award

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

Diane Ryan

Within the Corporation, Diane has always advocated significantly for positive change and for fairness in employment practices. She has no fear in speaking the truth but always does so in a professional and informed manner, never seeking credit for her influence. As noted in the nomination, "many employees who have benefitted from her opinions never knew of her role in their positive outcomes." In addition, Diane has taken on leadership roles with various committees, all with the aim of making the organization more efficient, effective and a positive place for employees to learn, grow and succeed. Her leadership skills have benefitted the Mentoring committee, the STAR committee, and she was also one of the driving forces behind the Employee Recognition Banquet coming into existence and flourishing over the last 5 years.

Diane is an excellent mentor, both formally and informally, and is always willing to assist and guide fellow employees and colleagues across the Corporation. Diane has volunteered as a formal mentor in the Employee Mentoring Program twice. Her protégés speak highly of the experience of working with Diane and how her drive and determination helped them gain the confidence needed to succeed. "Every time I came up with a new excuse, Diane would present a new option. She never gave up on me and would definitely not take no for an answer. Diane not only coached, she shared with me her own experiences and challenges. She not only helped me with my career success story, the positive changes in my outlook have carried over to the other areas of my life." Additionally, as an informal mentor, she consistently encourages her staff to pursue and achieve their aspirations. Diane is someone who supports the goals of her staff and colleagues and does whatever she can to support their success.

Mentor of the Year Award

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

Diane Wilson

Diane is the City of Windsor's Supervisor, Ontario Works Bilingual in the Employment & Social Services Department. She was nominated for the *Mentor of the Year Award* by her protégé, Deborah Ramsay. In Deborah's words, "Diane has provided insight into and aided with the development of my career. The connections and opportunities she has shown have increased my skills, knowledge and abilities far beyond what I had envisioned."

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.

Christina Chevalier

Christina is the City of Windsor's Data Analyst in the Employment & Social Services Department. She was nominated for the *Protégé of the Year Award* by her mentor, Maria Ferraro. In Maria's words, "Christina is very receptive to new ideas and any challenges that come her way. She always keeps an open mind and allows herself to see things from others' perspectives. She has devoted a great deal of time and effort, always wanting to improve and better herself and her future."

Exceptional Customer Service Award (Individual)

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

Frank Tesolin

Frank Tesolin contributes to the well being of the Employment and Social Services department at 400 City Hall Square on a daily basis. It can always be heard what a wonderful and caring employee Frank is. He is never seen without a smile on his face, rag in hand and vacuum by his side! His commitment to the staff in this area is evident from his quick response to their requests and the overall attention he gives the whole department.

Denise Meloche

Denise has worked at the 211/311 Call Centre since 2013. She is a model employee and approaches every challenge with a positive attitude and often goes the extra mile. Her strengths are her knowledge, experience and pride in her work. She easily builds trust with both her callers and her colleagues. Denise is a team player that continually contributes to the Call Centre's success through her personal career development, ongoing database improvements and creative problem solving. Denise has a wonderfully calm and pleasant personality that can diffuse even the most irate phone call. Denise's professionalism is truly exceptional and valued by peers, as well as callers to the City of Windsor.

Exceptional Customer Service Award (Team)

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

CCTV WinCan Upgrade Project Team – Cross Departmental

Team comprised of: Eric Bailey, Trevor Bennet, Allison Charko, Thom Clark, Dwayne Dawson, Ian Day, Diana Digirolamo, Mike Donoghue, Margaret Edmunds, Steve Francia, Phong Nguy, Melissa Osborne, Marnie Pastovich, Kathy Roeder, Phil Sznurkowski and Kirk Tamm.

The CCTV WinCan Upgrade Project Team had the opportunity to work together on a project that not only upgraded sewer inspection tracking software but also made improvements to the integrity of the sewer inspection data shared among three corporate computer systems: WinCan, Hansen and EIS. This was an innovative group with a strong work ethic and commitment to both the Corporation and each other. These members went above and beyond the typical workweek to make sure the project was delivered on time, to the benefit of both corporate system users (internal customers) and our citizens (external customers). This was a true team that came together with focus on professionalism and integrity, which was evident throughout the project and will be onward.

A-Team (Administrative Professionals) – Cross Departmental

Team comprised of: Debbie Arthurs, Judy Autterson, Jackie Barbesin, Donna Bartlett, Andrea Bonas, Janay Brown, Carrie Burgess, Joy Corbett, Katherine Donaldson, Elaine Eskritt, Maria Ferraro, Helene Gauci, Patty Halls, Julie Hovsepian, Jill Kanwischer, Kathy Kehl, Mary Loader, Renee Marentette, Larissa McCorkell, Becky Murray, Dana Pahomey, Leslie Prieur, Anne Rutherford, Mary Sotto, Betty Tilson and Kyla Wade.

Executive Administrative Assistants and Administrative Assistants are support systems to multiple managers and supervisors and they take responsibility for their department's overall needs. Often referred to as the 'go-to' person in the office, they provide exceptional customer service to managers, colleagues, vendors, clients and community partners and are committed to professionalism. Executive Administrative Assistants and Administrative Assistants hold important qualities like attention to detail, integrity and respect for others. They are self-sufficient, flexible and resourceful and are passionate about their work. They are teachers, researchers, cheerleaders and party planners and we can't imagine what the Corporation would be without them!

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).

Jim Leather

Jim came to the City of Windsor from the private sector in December 2016 and Environmental Services has never looked back! He goes above and beyond in delivering exceptional customer service, like when he helped a resident locate a substantial amount of money accidentally thrown away. Because of his expertise, he was able to locate the approximate area where the bag might be in 14 tonnes of garbage! He continuously goes the extra mile to ensure customers are treated with fairness and integrity. He is a problem solver for both his peers and citizens.

Pride in the Workplace Award

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

Margo Moore

Margo Moore sets the standard for all facility attendants at the WIATC. Margo is the first one to promote the facility in a positive manner when someone may be upset about a perceived issue. She has invested in members by learning all their names, facts about them and greeting them with a smile. She helps her colleagues in a positive and professional manner, holds them accountable if they make an error and praises them when they do a great job. She is innovative and takes pride in making her workplace the best it can be. Several of her ideas have been implemented within the Centre, such as the systematic organization of the lost and found, the update of the filing system, linking parking permits to clients' accounts and updating the Cannon Cove wristbands.

Pamela Emans

Those who know and work with Pam can attest to her steadfast determination to always be productive and to assist the departmental team in whatever capacity that she can contribute. This has often meant that Pam has assumed assignments and responsibilities beyond her normal job duties. Pam cares about the people that she works with, especially the staff that she is directly responsible for. She treats them with the utmost respect, distributes work fairly, promotes and expects a positive attitude and a collaborative approach among her team members, takes every precaution necessary to ensure the well-being and safety of her employees, and has made every effort to create a quality work experience for the summer students assigned to her unit. She recognizes the importance of "the team", the value of other people's ideas and contributions, and the tremendous results achieved by collective effort.

Administrative Staff Team for Parks, Recreation & Culture and Facilities

Team comprised of: Sandra Anstett, Carrie Beaton, Kim Bouliane, Kimberley Burgess, Colleen Callegari, Denise Gilbert, Jim Golab, Trish Johnson, Mereasa Krzywonos, Kim Manzerolle, Renee Marentette, Suzanne Reaume, Brandy Robert, Betty Tilson and Kyla Wade.

The Administration Staff of Parks, Recreation & Culture and Facilities were nominated for all the work that they do each and every day. This team can be recognized for the many special things that they do and the extra steps they take for their customers. The support they render in terms of clerical, secretarial, administrative, and bookkeeping services, and most of all, customer satisfaction, makes them the "hidden" strength of the Service Area. Each member of the team has their own specific duties and responsibilities and each one carries them out with proficiency and dedication, but more importantly, each of them never hesitates to fill the gaps when needed. They work well individually, but have a wonderful team spirit as a group. They assist in various corporate fundraising campaigns and in various departmental efforts to honour co-workers on special occasions. 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 2017.

Care and Compassion Award

Jack Bailey and Bridget Chippett

The extraordinary weather event in August left many homes flooded. The resulting damage affected many residents, some of them the City's most vulnerable citizens. One day, shortly after the storms, a mother and her two young sons visited Fire Station 1 to see the fire trucks. In conversation, the mother shared that they were currently displaced from their home due to flooding at their residence. Seeing an opportunity to provide some assistance to a family in need, Firefighter Jack Bailey and Emergency Communications Operator Bridget Chippett, coordinated the collection of toy trucks and gift cards for food for this family.

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 didn't hesitate to help, not only once, but twice, making a follow-up visit to complete the task.

Outstanding Achievement Award

FINA Administrative Leadership Team

Team comprised of: Tony Ardochini, Jill Braidon, Gary Brown, Michael Chantler, Pam LaBute, Christopher Menard, Ray Mensour, Mark Nazarewich, Katherine Pham, Nora Romero, Alex Vucinic.

The Outstanding Achievement Award is presented this year to the group best demonstrating administrative leadership in the coordination and execution of two exceptional events – the FINA World Swimming Championships held in December 2016 and the FINA Diving World Series held in April 2017. The December event, in particular, was a massive undertaking and required significant leadership, organization and collaboration, as well as the dedication of many, many hours, working around the clock. Both events put Windsor on the world stage and these individuals made the City look good!

Going Above and Beyond the Call Award

Environmental Services Division

In September 2016, the Environmental Services Division stepped up in response to flooding caused by a significant rainfall, with approximately 3,000 flooding calls received by 311. A year later, in late August 2017, another extraordinary weather event caused significant flooding, bringing more than twice as many calls to 311. The team in Environmental Services, using their experience from the previous year, led the collection of flood damaged materials through regular curbside and special pick-ups in the weeks that followed. Their collective efforts demonstrate a team giving exceptional effort and deserving of this award.

High Five Awards

The High Five Awards were created this year in recognition of The 5th anniversary of the Employee Recognition Banquet. Five individuals, all nominated by their peers, have each demonstrated dedication on the job and served as a role model in making positive impacts in the workplace.

Timarie Wright

Timarie received multiple nominations for this award, with one of them saying, "I attribute my abilities to her teaching. I have learned more from her with regards to professionalism and integrity as well as the willingness to assist anyone to create a more efficient way of doing tasks or assisting clients... She has been a tremendous help and teacher to myself and countless others."

Stephanie Reaume

Stephanie began her career before the use of computers, email and internet, yet she is credited with helping to install and utilize one of the largest Enterprise systems in the organization, the AMANDA system. Her enthusiasm for embracing progressive change throughout her career, her leadership in City spirit and her positive attitude make her a very deserving recipient of the High Five Award.

Betty Jo Faddoul-Clark

Betty Jo is described by her colleagues as humble, caring, dependable, supportive, enthusiastic and an amazing person who always has a positive attitude and is highly respected in the department. When she helps others, she expects nothing in return. Betty Jo had many fans in support of her nomination for the High Five Award!

Valerie Jarison

Valerie is modest about her contributions in her workplace, but her peers have recognized her for all of the special ways she helps to make the office a little brighter. She helps to coordinate the annual holiday gift donations for the department's sponsored family. She recognizes co-workers' birthdays and other special occasions by circulating cards or purchasing cakes. She takes a genuine interest in her colleagues, asks about their vacations, regularly encourages them to try her healthy baked goods and lends a hand whenever someone needs assistance.

Nancy Tomko

Nancy has worked for the City for more than 30 years. She is recognized for her positive impact at work and for always being willing to share her comprehensive knowledge. She continually demonstrates a sincere willingness to serve as a resource to her co-workers. Her peers have noted that Nancy will leave a legacy as a result of her knowledge, experience, work ethic and leadership skills, but more importantly her empathy and her dedicated service to some of the most vulnerable individuals in our community.

Awards and Recognition

The City of Windsor and its staff were recognized for a number of awards and honours in 2017.

Individual

Chris Ferrigan	Clifton Grant Health and Safety Award, Gary L. Parent Activists Awards
Jan Wilson	Elected 2018 President, Parks and Recreation Ontario
Janet Brown	Library Awards for Innovation Runner Up, Penguin Random House Foundation
Karina Richters	Local Climate Change Hero, FCM's Partners for Climate Protection
Leilani Logronio	Public Service Award, Gary L. Parent Activists Awards
Natalie Popovic	Public Service Award, Gary L. Parent Activists Awards
Sumar Jasey	Candidate, Leadership Windsor/Essex

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 2017, a total of 293 employees reached service milestones.

Years of Service	# of Staff
5	48
10	52
15	63
20	34
25	21
30	67
35	7
40	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.

30 employees were awarded the Management Windsor Certificate in 2017.

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.

22 employees successfully completed Level III of the Computer Technology Certification in 2017.

Corporate

Adventure Bay	Best Brochure (100,000 – 250,000 attendance category) Wave Review Award, World Waterpark Association Certificate of Excellence, TripAdvisor
Aquatic Service	Darnell Challenge Cup for 2016, Lifesaving Society
Capitol Theatre	Best Live Music Space – Under 1,000 Seats, Best of Windsor Essex TWEPI Award 2016
City of Windsor	2017 Bike Friendly Workplace Award – Gold, Go For Health Windsor-Essex and Windsor-Essex County Health Unit 2017 Gord Smith Healthy Workplace Award – Diamond, Go For Health Windsor-Essex and Windsor-Essex County Health Unit 2017 In Motion Outstanding Community Partner Award, Windsor-Essex Communities <i>in motion</i>
Climate Change Adaptation Plan	Milestone 5 Award, ICLEI’s Building Adaptive and Resilient Communities Program
Community Development & Health Services & WE LIP	2017 Local Municipal Champion Award, Ontario Municipal Social Services Association
Ganatchio Trail	Best Two Wheeled Adventure, Best of Windsor Essex TWEPI Award 2016
Museum Windsor	Russell K. Cooper Award for Site Development, Ontario Historical Society
Ojibway Nature Centre	Best Park or Garden, Best of Windsor Essex TWEPI Award 2016
Transit Windsor	2016 I Believe In My Community Awards Quantum Leap Giving Finalist, United Way/Centraide Windsor-Essex County
WFCU Centre	Best Local Attraction – Sports, Best of Windsor Essex TWEPI Award 2016
Willistead Manor	Best Photo Op, Best of Windsor Essex TWEPI Award 2016
Windsor Public Library	Award of Merit for the creation of the Local History Centre at the Central Library, Ontario Genealogical Society
Windsor Sculpture Park	Best Community Art Piece, Best of Windsor Essex TWEPI Award 2016

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, Breast Cancer Awareness and Sparky's Toy Drive to name a few, which fall outside of the scope of this report, but contribute to the betterment of the community.

Staff Appreciation and Recognition Committee

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



In 2017, The 5th Annual Employee Recognition Banquet, held in November, celebrated a wide range of educational and professional achievements by employees and acknowledged numerous individuals and teams with awards in the categories of *Pride in the Workplace*, *Exceptional Customer Service* and *Rookie of the Year*. Other awards presented included the *CAO's Awards of Excellence*, special *High Five Awards* for promoting positivity in the workplace, and the *Frances Horvath Memorial Equal Opportunity Award*.

During Employee Appreciation Month (November 2017), 293 *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 Paint Night event, a Dodge Ball Tournament and a number of prize draws and contests for employees across the Corporation.

Other events coordinated by STAR Committee members throughout the year included group attendance at a special employee Movie Night, a Trivia Night that brought out a wide range of departments, two Family Swims at Adventure Bay Water Park, A Kayak Trip to Peche Island, a weekend Scavenger Hunt, three separate Team Lunches with the CAO, five Lunchtime Learning events, a Rock-and-Curl night at Roseland Golf and Curling Club, as well as the annual Children's Holiday Party in December. In addition, STAR spearheaded a number of initiatives and theme days including a 'Go Green' initiative for employees to share their environmentally friendly tips and tricks, Jersey Day in celebration of hosting the Memorial Cup and Red and White Day in celebration of Canada's 150th birthday.

The STAR Committee was comprised of 15 members in 2017 and allocated an annual budget of \$7,500. The Employee Recognition Banquet has an additional budget of \$4,714. 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.



In 2017, key wellness initiatives included Walking Wednesdays (in partnership with Caesars Windsor), a Mental Health Month, the Ultimate Challenge with 15 teams and a total of 168 employees participating, Bike to Work initiatives, and updating the website for additional resources and insights.

Annual Flu vaccinations and wellness clinics were organized in-house for City staff at multiple locations, free of cost to employees. 118 flu shots were administered and 174 staff

took advantage of wellness screening for blood pressure, glucose and cholesterol readings, Body Mass Index (BMI) and waist circumference checks. In addition, employees had the opportunity to interact with various vendors to receive important health information by participating in Personalized Cancer Screening Assessments, Heart and Stroke 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 2017, 16 ideas were received and 5 ideas were recognized as simply brilliant and implemented to the benefit of the City's operations or customer service delivery. Two of these five ideas are being tracked for financial savings. The first idea involves the use of an extended trimmer for plant material at the Windsor Justice Facility (WJF), which has the potential to save time and increase safety. The second involves the consolidation of purchasing notices in the Windsor Star, resulting in a reduction in advertising costs.

Employee Mentoring Program Committee

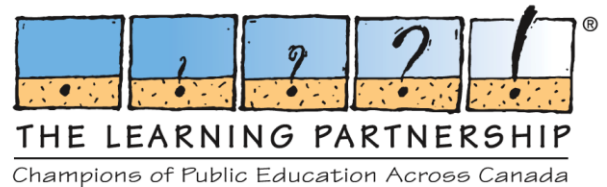
The Employee Mentoring Program was launched in 2006 as part of the Corporation's overall succession planning strategy. The success of the program is a credit to all participants and especially the mentors who have volunteered their time to help other employees further their professional development goals.

In 2017, the program welcomed 23 new mentor-protégé partnerships (46 participants). The 8th Annual Mentoring Awards were presented at the ERB. The committee hosted the annual Mentoring Information Session coordinated by HR's Staff Development team during Mentoring month, which attracted 32 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 23rd year, the program provides Grade 9 students with the opportunity to experience and learn about the world of work as they begin to explore possible career paths. More than 250,000 Grade 9 students and at least 75,000 employers across Canada participate each year.

Human Resources has hosted this very successful event for 18 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 1, 2017 and began with a "Kick-Off" in which the CAO and Fire Chief 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, 62 students participated with 13 departments providing tours ranging from Windsor Fire & Rescue Services to the Lou Romano Water Reclamation Plant. Many of the students provided very positive feedback, noting that they found the tours interesting and informative.



TAKE OUR KIDS TO WORK

Snow Angels Program

The Snow Angels Volunteer Program has been operating for 18 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 developing 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 the community.

The 2016-2017 season saw 35 volunteers assist 97 residents, with 10 volunteers returning from the previous year. The mild winter resulted in a limited number of snow events for which assistance was requested. The need for volunteers for the 2017-2018 season is great, as a cooler winter with more precipitation is expected. The community is encouraged to come together this season to assist those in the City who are in need. The success of the program in the past has created an outpouring of generosity, where many citizens are helping their neighbour with snow removal needs as a result of learning about the program, whether they are registered volunteers or not. The Snow Angels Volunteer Program is a great way to get involved within the community while giving a helping hand!

Departmental Accomplishments

Office of the Chief Administrative Officer

CAO's Office

- Approved 498 reports under the Delegation of Authority (DOA) By-law 208-2008 in 2017, the highest annual total since the DOA process was first approved in 2004.
- Coordinated the development, rollout, collection and analysis of the Basement Flooding Survey, which received 1452 responses.
- Conducted an enterprise risk review, three departmental risk assessments and several annual departmental risk reviews, as well as developed a departmental risk assessment process outline.
- Consolidated 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.
- Created a pilot project with BIA Leadership to develop a shuttle service for major sport tourism events.
- Supported a "More Windsor" cross-border marketing campaign in collaboration with 10 BIAs, WE EDC and the Destination Marketing Organization to promote the region.
- Collaborated with the City of Detroit to develop and submit a joint bid package for the Amazon HQ2, resulting in new partnerships with Detroit leadership and in private development.

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

Council Services

- Coordinated ward meetings for all ten wards and facilitated several student/community group tours.
- Coordinated logistics for visits from delegations from five twin cities between June 24th and July 2nd in celebration of Windsor's 125th Birthday/Canada's 150th.
- Conducted over 300 civil ceremonies and issued over 1,200 marriage licences.
- Coordinated with various departments throughout the Corporation from a records resource perspective in preparation for the move to New City Hall and to assist staff in utilizing the Corporate Records Centre in concert with the Records Retention By-law.
- Processed 160 Freedom of Information requests.
- Processed in excess of 1,400 reports for various Standing Committee Meetings and Council Meetings through the new 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.
- Continued implementation of LiveLink file management across City departments.
- Participated in and completed a departmental risk assessment.

Communication

- Raised nearly \$600,000 in sponsorship and advertising revenue (cash and in-kind), welcomed 46 new sponsors, including naming of the South Windsor Recreation Complex and the new Optimist library branch, and realized funding opportunities for Festival Plaza and the Forest Glade basketball courts, among others.
- Published thousands of updates to the City's website, resulting in 4,140,492 page views and 3,226,809 unique page views.
- Posted over 1,000 updates to the City's Facebook Page, which engaged 62,987 people and reached 1,302,369 people in 2017 and now has 7,082 page likes (lifetime), an increase of more than 1,400 from 2016.
- Sent 975 tweets from the City's Twitter Account in 2017, which now has approximately 12,000 followers (lifetime), an increase of more than 2,000 from 2016.
- Uploaded 71 videos to the City's YouTube Channel, including a Bright Lights Windsor and Open Streets series, messages from the Mayor's Office, two Environmental Videos (installing a sump pump and backwater valve) which garnered more than 14,500 views, a series of promos for HKCC, and construction updates for New City Hall, totalling 138,514 views between YouTube and the videos shared on Facebook.
- Provided internal graphic design for numerous projects including three Activity Guides and implemented motion graphics for the first time.
- Marketed another highly successful Open Streets event.
- Continued to drive traffic to Adventure Bay's website and stimulate related sales through programmatic online advertising.

Customer Service

- Answered 130,992 calls, 427 texts and 2,695 emails to 311 as of the end of November, which resulted in over 54,405 requests for service entered and 101,298 questions answered for citizens who contacted 311.
- Updated over 435 records in the 311 knowledgebase which is used to assist operators with citizen inquiries.
- Conducted over 422 quality reviews and achieved an overall average score of 92% in agent performance, as part of our internal Quality Assurance program, which sets out expectation for service excellence and is part of continuous improvement.
- Created 126 customized reports and 29 customized maps using 311 data.
- Established a new process to collect credit card payment for the Bulk Furniture Collection Program.
- Collaborated with IT to publish over 45 Service Request data sets to the Open Data Catalogue.
- Responded to 23,850 calls and 212 emails to 211 from residents in the Southwest Region of the province.
- Created 75 new records and updated 85% of the 2,000 records for the 211 database.
- Distributed over 1,000 Holiday Sharing guides in the community which outline how people can give/get help.
- Engaged citizens through 51 Surveys focused on information gathering, needs assessments and volunteer projects.
- Created and issued 21 customer service focused surveys to support departmental projects, initiatives and processes and to see where changes may be required.

Human Resources

- Certified by the Ontario Ministry of Labour to facilitate the Working at Heights training program (first municipality in Ontario).
- Promoted corporate learning and development through the training of 1,826 staff (as of December 13th) 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 48 employees of neighbouring organizations and municipalities.
- Promoted health and safety in the workplace through the in-class training of 1,160 individuals in 28 courses.
- Continued development of online learning courses, including new courses for 2017 in Asbestos Awareness, Noise Training and Gas and Diesel Fuelling, as well as various methods to provide monthly safety talks.
- Introduced the soft launch of the Employee Service Centre (ESC), prepared for the introduction of Workforce Management (WFM) and continued to provide leadership for the HR/Payroll Process Review Project.
- Introduced two new department mailboxes to answer inquiries pertaining to card access, benefits, insurance, and retirement questions and to facilitate recruitment.
- Worked with managers, unions and associations to lower the corporate sick leave rate from an average of 9.7 days per year to 9.4 days in 2017.
- Placed 190 paid and 87 unpaid students through various programs, organizations, partnerships and the Student Lottery.
- Completed and updated various procedures, including the Exit Interview Procedure.
- Completed asbestos surveys for 35 pumping stations and two Transit Windsor sites and began audiogram testing for those employees in positions with high sound exposure as a final component to the Noise Program.
- Resolved negotiations with both CUPE groups successfully and early in the year.

Policy, Gaming, Licensing & By-law Enforcement

- Responded to over 12,000 requests for service while maintaining an outstanding customer service standard.
- Implemented a new procedure for dog tag enforcement, resulting in completion in May, compared to December in previous years.
- Negotiated a new Animal Control Contract with the Humane Society for less cost than originally proposed.
- Brought forward the Transportation Network Company report, with the new by-law to be implemented in 2018.
- Completed the review/follow-up on all outstanding inactive charity files from prior years.
- Brought forward the Residential Rental Licensing Report, though deferred to 2018.
- Completed a Memorandum of Understanding with the province for the towing and storage industry.
- Implemented new financial procedures for contracts/agreements related to certified cheques/deposits forwarded to Finance for safekeeping.
- Processed 582 contracts and agreements.
- Collaborated with Legal on the use of electronic signatures for contracts in specific circumstances.
- Created information packages for new business owners in conjunction with other departments.
- Continued involvement with the ALS litigation, as requested and required.
- Reviewed and implemented new soft meters in Taxicabs.

Windsor Public Library

- Commemorated Canada's 150th birthday with a Speakers Series featuring prominent public figures with ties to Windsor, including Jeff Lemire, Nino Ricci, Jonathan Pinto and Shawn Micallef, which was well attended.
- Partnered with Rose City Ford Sales Limited to honour a well-respected local automotive executive by naming the new library located at the Optimist Community Centre the "W.F. Chisholm Branch".
- Explored the possibility of creating an innovative and jointly operated library service at the proposed new single site acute care hospital, in partnership with Windsor Regional Hospital.
- Transformed the Forest Glade Library into a branch teeming with new technology, including the Oculus Rift Virtual Reality System which creates a VR environment for games, learning and exploration, a 3D printer, circuitry kits, app controlled robots and robotic kits and a small, lightweight drone.
- Sought and received input on what connects the community to the Central Library and what innovation the community seeks in a future library and began examining possible sites for a new library and the cost associated with retrofitting the existing Central Library.

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

Development, Projects & Right of Way

- Completed the Gino & Liz Marcus Accessible Family Change Room Addition.
- Completed the John McGivney Parking Lot Remediation, under budget.
- Completed the Fire Hall 6 & Emergency Operations Centre ahead of schedule and within budget.
- Completed the Windsor Public Library Optimist Addition.
- Completed the South Windsor Complex Low Impact Development parking lot addition.

Environmental Services

- Responded to 9,461 service calls, including 1,925 Rodent Extermination calls and 349 Bulk Collection calls.
- Oversaw the collection of 37,480 tonnes of waste, 11,129 tonnes of recycle and 4,119 tonnes of yard waste.
- Provided street sweeping services with the City of Windsor covering 11,125 km of roadways.
- Assisted with barricade placement and waste/recycle collection for 53 special events including Windsor 125, Canada 150, the Memorial Cup and Christmas Parade.
- Processed 106,373 loads through the Public Drop Off Depot.
- Coordinated the collection of close to 6,000 tonnes of flood material from nearly 7,000 homes, within 6 weeks.

Geomatics

- Worked with IMS to provide cleaned data of the City's infrastructure, to be used by the selected vendor to camera selected manholes and sewer segments, as part of the ZOOM Sewer Inspection Project.
- Completed server upgrades with IT, which will in turn allow for software upgrades for the City's external mapping applications.
- Created the Canada 150 digital cycling map for TWEPI, which was posted on the Visitor's Guide website.
- Completed a wide variety of specialty mapping products and graphic presentations for various departments and outside agencies such as Transit Windsor and the Parks, Trails and Recreation Map, showing continued partnerships.
- Created various maps for Councillors and Administration for the 10 Ward meetings.
- Added new functionality to EIS, including queries which allow users to search document numbers and sewer videos of selected segments (still in testing).
- Co-hosted GIS Day 2017 with the University of Windsor, which included 50 high school students attending presentations and participating in demonstrations by various agencies.

Infrastructure

- Completed various sewer and road construction projects for the Capital Budget, including Arthur (CNR to Seminole), Peter (Prince to South), Olive (CNR to Seminole), Fairview (Edgar to Tranby), Marentette (Ellis to Hanna) and the Roberts Pond project.
- Completed the Cabana (Provincial to Howard) project.
- Initiated several larger projects including Cabana (Dougall to Howard) and Ouellette (Wyandotte to Elliott).
- Initiated several other projects including the Sandwich Roundabout, Sandwich St. Arch, Lennon Drain improvements through Roseland Golf Course and East Marsh Drain Study.
- Received government funding for and completed Janisse (Wyandotte to Raymond), Princess (Tecumseh to Adstoll), Mt. Carmel (Cabana to Lennon Drain).
- Received government funding for and initiated several studies including St. Paul Storm Sewer Study, Pontiac Storm Sewer Study and Campbell/University Storm Sewer Study.

Operations

- Completed/closed over 22,000 service requests as of September 30, 2017.
- Completed and processed, as of November 2017, the inspection of 1,446 street segments (618 lane km), 71 alley segments (9 lane km), 2,141 right-of-way sidewalk segments (338 km) and 50 structures, including Parks Department bridges.
- Completed upgrades of WinCan and FleetFocus.
- Implemented Hansen Asset Web Services.
- Tendered ZOOM Cam CWWF Grant project and contract to accelerate sewer condition inspections.
- Relined EC Row culverts and South National & Rossini sewers.
- Replaced the Crawford Yard salt dome.
- Piloted electric vehicles, including both a plug-in electric hybrid and a fully electric vehicle, as part of the greening of the City's fleet.
- Added an automated fuel site at the Fire Apparatus Kew Site for corporate use.
- Worked toward processing the CCTV inspection record backlog received to Hansen.
- Collaborated with Transportation Planning on the field surveys for 62 crossings to meet New Level Grade Crossing Regulations on time.

Pollution Control

- Completed the Capacity Upgrade and safety improvements to the Lou Romano Water Reclamation Plant Grit Removal Facility.
- Completed the rehabilitation of the Lou Romano Water Reclamation Plant sewer inlet structure and the rebuild of the inlet gates.
- Completed the rehabilitation of Primary Settling Tanks 2 and 4 at the Lou Romano Water Reclamation Plant.
- Commenced construction of the new diesel generator facility at Little River Pollution Control Plant.
- Completed JMCC/Malden Park parking lot reconstruction to address MOECC landfill gas issue.
- Completed Report on the State of the Environment (ROSE) update.
- Received a Canadian Water & Wastewater Association film award for the video "Wastewater: Where does it go?" – the video has over 455,000 views on YouTube
- Partnered with Caesars Windsor and EnWin to host the first Earth Hour public event.
- Achieved the Second Year Commitment of the Compact of Mayors, which establishes a common platform to capture the impact of cities' collective actions through standardized measurements of emissions and climate risk, and consistent, public reporting efforts.
- Received Council approval for the Community Energy Plan.

Traffic Operations, Parking and Transportation Planning

- Completed implementation of the Video Imaging Vehicle Detection System (VIVDS) Project on all major arterial roads.
- Completed City-wide pavement markings including roads, signalized intersections, guarded crosswalks, railroad crossings and bike lanes.
- Upgraded over 1,200 new Transit Windsor bus stop signs.
- Implemented Pay by Phone system for parking, which went live on December 18, 2017.

Transit Windsor

- Implemented the LaSalle 25 route, with full integration of Transit Windsor service, in partnership with the Town of LaSalle.
- Provided a successful shuttle service for the Memorial Cup.
- Implemented the Intelligent Transportation System with stop announcements, real time information, camera system on board and a management tool for transit operations, throughout 2017.
- Completed year one of the three-year pilot of the U-Pass service, with great success and part time students to be added to the agreement to further expand the program successes in year two.
- Returned approximately 2,695 items such as cell phones, backpacks, luggage, wallets, bikes, jewelry, bus passes and groceries, left on buses or at terminals, to their rightful owners.
- Completed building and solar system repairs after they were damaged by the tornado.
- Awarded \$10.2 million in federal funding, through the Public Transit Infrastructure Fund (PTIF), which was matched by the City of Windsor, to provide 26 transit related projects that are ongoing and will be completed throughout 2018.
- Increased security of Transit Property, including the Windsor International Transit Terminal (WITT), through the addition of 20 cameras to the CCTV system at the Transit Centre, the addition of new gates and fencing and repair of old ones to add proximity card access and the upgrade of the CCTV system on the interior and exterior of the building at WITT.
- Completed major renovations in the garage to promote safety and efficiency, including the repair of the service line area, the addition of floor drains, the application of non-slip epoxy surface throughout the area and the purchase of an industrial parts cleaning system and new scrubber sweeper to maintain the 70,000 ft of floor space.
- Increased ridership from 6,512,338 rides in 2016 to 6,732,272 rides in 2017, an increase of 3.5%, which can be attributed, in part, to the success of the U-Pass and the implementation of the LaSalle 25 route.

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

- Reduced the backlog of property standards complaints with the three new Building By-law Officer positions.
- Handled the workload of the recent initiation of the fast-track program (approximately 800 applications).
- Initiated plan scanning for digital records retention of approved drawing sets.
- Initiated staff training for shift to digital drawing reviews.
- Managed a +/- 54% increase in permits issued in 2017 versus 2016 (approximately \$30,000,000 in additional construction value in the City of Windsor).
- Began a proof of concept for converting the department's fleet to alternative fuel vehicles, including the acquisition of a Chevy Bolt fully-electric vehicle which will be assessed to determine future fleet needs.

Fire & Rescue

- Reached out to approximately 5,400 people during Fire Prevention Week 2017, "Every Second Counts. Plan 2 Ways Out!"
- Hosted 9 ward barbecues as part of the HOT Summer Nights tour, which provided approximately 2,900 people with the chance to meet Sparky and the firefighters and to learn about fire safety.
- Interacted with approximately 700 new Canadians through the 10th annual Open Air Day at Charles Clark Square, 500 through Emergency Services Introduction for New Canadians presentations and 300 at the first annual Diversity Day event (partnering with WPS, Multicultural Council and New Beginnings).
- Reached out to more than 200 parents and children at the first partnership with Old Navy's Safety Event Week at Devonshire Mall.
- Reviewed and expanded elementary school programs being delivered at the Safety Village and interacted with over 1,800 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 2,900 students through the expanded in-school programs.
- Developed new high school programs for arson awareness and going away to school and began re-organizing university and college school programs for safe and independent living.
- Took delivery of a new Heavy Rescue Unit and awarded a contract for the replacement of the Emergency Supply Unit.
- Entered into an agreement with CBSA to provide mobile radio service and began finalizing an agreement with Leamington for dispatching services.
- Opened the new Fire Station 6 and Emergency Operations Centre ahead of schedule and on budget and opened Fire Station 5, finalizing the department's restructuring plan that began in 2014.
- Responded to 7,296 emergency calls as of November 29th.
- Entered into an agreement with St. Clair College, the Town of Amherstburg and the Town of LaSalle to purchase a factory refurbished Mobile Live Fire Training Unit, which will allow the department to train in simulated live fire scenarios safely.

Legal Services

- Defended, successfully, a number of cases before the Superior Court of Justice, the Ontario Court of Appeal, Hearings of Necessity, WSIB appeals and other tribunals.
- Drafted approximately 300 agreements on various subjects including: encroachment agreements, employment secondment agreement, software as a service, leases, operating agreements, energy service agreements, construction agreements, donations of art, commissioning of art, waste and recycling service agreement, naming rights agreements, various agreements for services to be received by the City, property related development agreements, and shared services agreements with other communities (e.g., transit services to LaSalle).
- Conducted numerous construction lien searches, registrations of instruments on title, and real estate closings.
- Provided advice on new and emerging issues such as medical marijuana, recreational marijuana, fentanyl, drones and transportation network companies.
- Participated as panellists at the Windsor Law School, at the 2017 Municipal Law Departments Association of Ontario Conference, other professional conferences and in-house courses.

Planning

- Completed the Downtown Windsor Enhancement Strategy and Community Improvement Plan.
- Led the design process for the Phase IX Ouellette Avenue Streetscaping project.
- Produced the design concept for the Sandwich roundabout, public art piece and gateway arch.
- Prepared the Windsor Building Facade Improvement Program and Urban Design Guidelines for Main Streets.
- Processed five applications under the Economic Revitalization CIP, which represent the retention of 324 jobs, addition of 177 jobs, approval of \$3,290,826 in grant payments, an increase of \$13,106,000 in property value assessment and leverage of \$33,970,598 in private sector investment.
- Processed five applications under the Brownfield Redevelopment CIP, which represent the potential redevelopment of 36.77 hectares (90.8 acres) of land, approval of \$125,843 in grant payments and leverage of \$290,512 in private sector investment.
- Concluded a two-year Interim Control By-law Study regarding off-street parking within BIAs and mainstreet areas that resulted in the adoption of new Official Plan polices, zoning by-law provisions and a demolition control by-law which aims to enhance the vitality and viability of traditional commercial streets.
- Researched and prepared reports recommending the addition of 88 properties as being “listed” on the Windsor Municipal Heritage Register.
- Documented and prepared a resource guide on the planning and implementation of an Open Streets event.
- Conducted, researched and designed the City’s first digital walking tour for the historic community of Sandwich.
- Realized an increase in all types of Development Applications over 2016 (increase of 8 Zoning By-law amendments, 13 Pre-submissions and 5 Official Plan Amendments) and Committee of Adjustment applications considered and reported over 2016 (increase of 21).
- Realized an increase in Planning Act Matter applications from 28 in 2016 to 38 in 2017, including clarifying building height, micro brewery definitions and numerous complex rezoning and subdivisions.

Provincial Offences

- Installed a video conferencing system which will allow access to approved interpreters from across the province via remote connection.
- Installed a hearing loop system in the courtrooms that will amplify sound for those with hearing devices to make the rooms more accessible.
- Assumed responsibility for prosecutions under the provincial Fire Code.
- Conducted approximately 8,500 prosecutions, as of September 30th.

Purchasing

- Implemented an online system for the Engineering Roster Form through Sharepoint, eliminating paper copies of the form, and completed training for each department.
- Contributed to the streamlining of the legal agreement process.
- Implemented new PCard software through BMO and provided training to all Department Coordinators.
- Completed Public Transit Infrastructure Fund and Clean Water Wastewater Fund projects.
- Conducted approximately 195 formal procurement processes including RFTs, RFPs and pre-qualifications.
- Completed Road Rehabilitation projects at a value of \$53,187,201.19 (total awarded to date).
- Implemented new Canadian Free Trade Agreement regulations into processes and procedures.
- Conducted two corporate by-law training sessions as well as various departmental training sessions.

Real Estate

- Completed the sale of two surplus fire halls, the former Field Engineering office, 930 Marion and parcels of land in the Ojibway Industrial Park and the Twin Oaks Industrial Park.
- Completed the long term lease of 3325 College to the Windsor Essex Community Health Centre.
- Completed acquisition and expropriation of properties for Phase 1 of the Cabana/Division Corridor Improvement project, the Sandwich Roundabout and Riverside Vista.

Risk Management

- Investigated over 300 claims and processed over 1,600 flood related claims.
- Collected over 300,000 in recoveries for costs incurred by the City either as a result of damaged property or provision of services.
- Commenced detailed monthly inspections of vacant properties as a risk management measure.
- Processed over 1,400 insurance certificates.

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

Asset Planning

- Completed facility condition assessments for 72 priority facilities.
- Awarded \$21,725,894 in grant funding from 14 different grants.
- Rebuilt the 500kW solar PV system at Transit Windsor, which provides \$250,000 in annual revenue.
- Commissioned the CHP plant at Huron Lodge, which will provide \$200,000 in annual operational savings.
- Installed two heat pumps at the WFCU Centre, which will provide \$22,500 in annual operational savings.
- Received IESO approval for two FIT 5.0 contracts for PV systems at Parks & Recreation Maintenance Yard (150kW) and Little River Pollution Control Plant (160kW), potentially providing \$100,000 in annual revenue.
- Transitioned Capital Budget from a 5 year to 6 year plan and positioned to increase by 1 year each year until 2022, to produce a 10 year Capital Budget plan.

Financial Accounting

- Completed an initial Financial Statement Audit successfully with new chartfield structure, including WPL.
- Developed workflows and procedures for the transition of duties from Payroll to the ESC.
- Issued approximately 98,000 direct deposits and 195 manual payroll cheques.
- Implemented the A/P Vendor Centralization program.
- Completed the Bond Rating process, reaffirming AA Stable rating.
- Completed an RFP for External Audit Services through 2021.

Financial Planning

- Administered the 2018 Budget development process to achieve Council's mandate of bringing forward options to allow City Council to achieve their fiscal goals and worked towards accelerated timelines to have an administratively recommended Operating Budget available for Council by December 2017.
- Provided Council with quarterly operating variance reports, including statistical graphs and additional information related to economic indicators.
- Completed the final reporting to the Federal & Provincial Governments, along with City Council, related to the City's hosting of the 13th FINA World Swimming Championship (25m) and detailing an extremely successful world class event that was delivered under budget.
- Provided financial support through regular committee meetings supporting the WIATC / Adventure Bay Facility, the Essex-Windsor Solid Waste Authority, the Department of National Defence and the Windsor Justice Facility.
- Continued work with the Province on the SAMS implementation project to reconcile payments under the new system and to identify methodology to complete the reconciliation of previous year's financial data.
- Managed the 2016 MBNC Canada (formerly OMBI) cycle, with the Financial Planning Manager continuing as Co-Chair of the MBNC Management Committee.

Information Technology

- Resolved in excess of 5,500 incidents and addressed in excess of 3,500 IT related requests.
- Rolled out Huron Lodge Clinical Records Information System & Electronic Medical Records.
- Rolled out Transit Windsor's Intelligent Transportation System.
- Provided Quality IT services, Internet and WiFi for Hockey Broadcasters, Hockey Canada support staff, Exhibition Vendors and Fans for the 2017 MasterCard Memorial Cup.

Taxation & Financial Projects

- Issued over 85,000 individual interim and final property tax bills, plus 7 additional billing cycles to reflect supplemental/omitted assessments.
- Reviewed municipal vacancy rebate program, including stakeholder consultation, resulting in a redefined program for properties within the DWBIA.
- Facilitated the closure of several property assessment appeals for “Banner” Big-box properties and developed and implemented change in business process for appeal management.
- Conducted an Expression of Interest, as it relates to the Hospital Funding investment strategy, and placed the first long-term investment for 10 years.
- Exercised option to renew banking services contract with Scotiabank and payment card services agreement with ChasePaymentech for a period of 5 years.
- Released RFP for Taxation and Assessment Consulting services.
- Maintained a positive cashflow position for the duration of the year while maximizing investment yield through diversification of short-term funds to realize additional investment income of over \$1 million.

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

Children's Services

- Completed a needs assessment through consultation with hundreds of stakeholders to support the transition of the Ontario Early Years and school board operated Parent and Family Literacy Centres to EarlyON centres.
- Created a plan, in conjunction with Indigenous stakeholders, for the implementation of child care and child and family supports for the Indigenous population in Windsor and Essex County.
- Developed a plan and allocated funds to support the Ministry of Education and the Government of Canada's expansion of child care, which will result in more child care options for families to support employment and educational opportunities.
- Provided professional development for early learning professionals in Windsor-Essex through more than 38 training events offering more than 3,239 training spaces for First Aid/CPR, safe food handling and other topics.

Employment & Social Services

- Achieved the best average among medium to large municipal Ontario Works (OW) delivery agents across Ontario, exceeding the provincial mandate by two days and reducing the amount of complaints received at intake.
- Achieved 100% of target for Employment Services (ES) Resource & Information, 95% of ES target (70% of which found work and 10% of which were placed in training programs), 92% above the Targeted Initiative for Older Workers program target (of which approximately 50% found jobs and 97% increased their employability) and exceeded Youth Job Link Program target by 170%, the highest numbers since delivery of Employment Ontario Programs started.
- Found jobs for over 2,400 people and placed an almost equal number in training/education programs.
- Achieved 11.6% of OW employment program caseload with earnings and an average of 100 clients entering jobs each month.
- Collaborated with job fairs to make an additional 213 referrals, resulting in 62 more people getting jobs.
- Centralized discretionary requests to three Discretionary Benefits Caseworkers, resulting in a more consistent approach in the approved and denied items for all OW clients.

Housing Services

- Piloted an Integrated Housing System for the Housing Collaborative Initiative and worked with the developer to market the software to other municipalities.
- Implemented 50 additional rent supplement/housing allowances to support people participating in the Housing First program under Windsor Essex Housing Connections.
- Implemented 40 of 63 strategies for Year 4 of the 10 Year Housing and Homelessness Plan.
- Designed, developed, launched and implemented the program for Year 4 of the Investment in Affordable Housing Program Extension, to provide funding for Capital to increase supply of affordable rental units, multi-res repair, down payment assistance and rent supplement/housing allowance subsidies.
- Designed, developed, launched and implemented the program for the Social Housing Apartment Retrofit Program, to increase energy efficiency in social housing buildings of 150 units or more.
- Designed, developed, launched and implemented the program for the Social Infrastructure Fund, to increase funding for and operate parallel to the program components of the Investment in Affordable Housing Program Extension.
- Designed, developed, launched and implemented the program for the Social Housing Improvement Fund, to provide funding to address capital repair needs in aging existing social housing stock.
- Expanded the Survivor of Domestic Violence-Portable Housing Program, netting \$44,000 in additional funding for Windsor and Essex County in partnership with Hiatus House, Réseau-femmes du sud-ouest de l'Ontario and the Central Housing Registry.
- Awarded 5 projects to expand affordable housing options.

Huron Lodge

- Received a 3 year CARF accreditation after undertaking a rigorous review.
- Began implementing the plan developed by the Huron Lodge Focus Group that revolves around viable goals, objectives and process development/adaptation that reinforce healthy work efforts and team processes.
- Implemented and successfully rolled out new clinical software and an electronic medication administration system that will greatly assist with accuracy in recording clinical resident data, Ministry driven quality indicators, funding and better care overall.
- Produced favourable results in statistics surrounding restraint use, falls and antipsychotic medication prevalence, by identifying specific interventions to meet established goals for improvement.
- Facilitated a smooth transition to contracted housekeeping and laundry service delivery.
- Improved emergency preparedness by adding new devices, supplies and training sessions to further assist residents and staff in safe practices.
- Installed new outdoor exercise equipment that is accessible to residents in wheelchairs, which was generously donated by the Windsor Accessibility Committee.

Social Policy Planning

- Completed activities in each section of the 9 point Social Investment Plan, approved by Council in January 2017, including assisting the organization of community forums on poverty reduction with the federal government and the Basic Income Guarantee (BIG) project with the province, issuing two Pathway to Potential newsletters, starting to assemble a group of Corporate Social Investment Champions, partnering with the Downtown Mission to promote the Smart Saver program designed to assist low income families financially prepare for their children to attend post secondary institutions and holding two Lunch and Learns associated with social investment planning.
- Organized a community forum, in collaboration with WE LIP, the Multicultural Council and the New Canadian Centre of Excellence, where almost 100 community partners heard from refugees and service providers to share successes and areas for enhancement and to better meet the needs of almost 1,500 Syrian refugees who have arrived in Windsor-Essex over the past two years.
- Continued to work with the Community University Partnership program to assist with strategic planning and program evaluation in at-risk neighbourhoods.
- Developed and delivered initiatives to promote the increase of water consumption and the decrease of sugar sweetened beverages and to promote the increase of vegetable and fruit consumption, as part of the Healthy Kids Community Challenge and in collaboration with multiple community partners.
- Distributed over 3,000 educational materials to the families of newborns delivered at Windsor Regional Hospital regarding children's oral health.
- Held a special edition Citizenship Ceremony at WIATC for Canada 150 and the City of Windsor's 125 celebrations, in collaboration with WE LIP.

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

Cultural Affairs & Community Development

- Promoted sculptures near the Museum of Windsor, Charles Clarke Square and Adventure Bay as part of Family Day activities.
- Hosted the Memorial Cup Street Party, Memorial Cup Parade, Windsor 125 Birthday celebration and Mayor's Walk, Great Canadian Flag Project, SESQUI Exhibit, Canada 150, Open Streets and Ontario 150 Hub, Bright Lights Festival, Group of Seven Poet Laureate Project and third annual Tempo Wash day.
- Installed two murals as part of Windsor 125, a community art project in 5 parkettes (Moto Makeover), the Love for All, Hatred for None sculpture and the Erie Street Clock.
- Participated in the provincial Inclusivity and Diversity project.
- Developed theatre and opera programming At the Manor.
- Received provincial designation for the Jesuit Pear Tree at the Francois Baby House as a Heritage Tree by Forests Ontario.

Facilities

- Initiated heritage restorations at Willistead Manor & Coach House and the carpet replacement at the WJF.
- Assisted in delivery of the Bright Lights festival.
- Demolished the old salt dome and installed a new salt dome at Crawford Yard.
- Replaced the fuel tanks at Lakeview Park Marina and the dressing room floors at the WFCU Centre.
- Installed an accessible washroom at the Forest Glade Community Centre and CCTV and card access at various locations.
- Updated washrooms/showers in remaining WFCU Centre rink change rooms.
- Completed the office addition at Traffic Engineering and building condition assessments on 33 facilities.
- Made asset management improvements in and business process improvements to the 360Facility database.

Forestry

- Bolstered the natural areas coverage of the City through multiple naturalization projects within the Little River corridor, Tranby Park, Thompson Park and Bush Park, totaling more than 5 acres of restoration.
- Enhanced tree planting partnerships with a number of organizations, planting over 5,000 trees in the process.
- Planted 1,000 caliper sized trees along the Right of Way and in City Parks.
- Implemented a Citizen Science program with BioForest for the monitoring and early detection of invasive forest pathogens such as Oak Wilt and Asian Longhorned Beetle.
- Developed a Business Process Review with Information Technology for the upcoming new Tree Inventory.
- Presented on 'Urban Forestry as Living Green Infrastructure' to the Essex County Field Naturalists and WEHS.
- Trimmed over 3,000 trees throughout the City in an effort to protect the urban forest.

Horticulture

- Supported the hosting of the Memorial Cup, including the design and planting of the Remembrance Garden in the roundabout at the WFCU Centre.
- Held the Paul Martin Perennial Sale to support the special Paul Martin Garden at Willistead Manor.
- Partnered with Mackenzie Hall Friends of the Court and St. Clair College for a student scholarship for landscaping at Mackenzie Hall.
- Added 50 self-watering and 25 bridge planters throughout the City and planted 100 trees in various parks.
- Provided 50 displays, to support BIAs and special events.
- Conducted tours for local schools, the Canada Boy Scouts and the Fujisawa sister city delegation.
- Assisted with the design and installation of the Bright Lights display in Jackson Park.

Natural Areas

- Celebrated the 125th anniversary of the discovery of Ojibway Prairie with a weekend of events at the complex.
- Partnered with the Detroit River Canadian Cleanup to host Peche Island Day, which brought 530 people to Peche Island, and erected a bald eagle nesting platform as part of the event.
- Installed new floor to ceiling ecosystem photo murals at the Ojibway Nature Centre.
- Conducted a successful prescribed burn at Tallgrass Prairie Heritage Park.

Parks Development & Operations

- Redeveloped the Forest Glade multi-use pathways connecting the park.
- 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.
- Redeveloped Mitchell Park, including pathways, tennis courts, basketball court, drainage, soccer field, site furnishings, community garden and tree plantings.
- Installed Jackson Park Splash Pad and washroom building and new accessible playground in Bellewood Park.
- Constructed new parking lot and sports court at Optimist Park.
- Completed the installation of a new splash pad and washroom renovation at Realtor Park.
- Added swings to complement the playground at Captain Wilson Park.
- Designed and installed Bright Lights Windsor display in Jackson Park.
- Completed addressing of municipal parks and pilot project for electronic records for playground inspections.
- Supported numerous events, including the Memorial Cup, Windsor 125 Celebrations, SESQUI Canada 150 exhibit, Open Streets Windsor and Bright Lights.
- Prepared and maintained parks sports facilities for the hosting of tournaments and events including 13 baseball tournaments and 7 soccer tournaments, such as the Women's National Baseball Championship, Provincial Baseball League of Ontario Tournament, the Can-Am Baseball Tournament and 4 Ontario Cup Soccer events.

WIATC/Adventure Bay and Aquatic Services

- Hosted the 4th and final year of the FINA/NVC Diving World Series.
- Hosted the 2017 Can-Am Para Swimming Championships.
- Launched new membership options and “Land Lover” pricing for Adventure Bay.
- Assisted with the completion of the Gino and Liz Marcus Change Room project.

Recreation Facilities

- Hosted the Memorial Cup at the WFCU Centre.
- Finalized the naming rights with Capri Pizzeria to rename the former South Windsor Recreation Complex to the Capri Pizzeria Recreation Complex (CPRC).
- Completed a 15,000 square foot addition at the Capri Pizzeria Recreation Complex.
- Worked with a WFCU Centre tenant, Academy 21, to help expand its programming and rentals.
- Realized very successful summer day camp program and attendance numbers at all recreation facilities.

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

Windsor-Detroit Tunnel Corporation

- Initiated a Strategic Planning Process for the Tunnel.
- Commenced the \$22M Tunnel Ceiling Replacement Project.
- Increased traffic volumes by 2.7% over 2016 numbers, prior to closures for construction.
- Paid a \$1M dividend to the City of Windsor from toll revenues.
- Launched a new corporation, Windsor Detroit Borderlink Limited, to manage the Canadian Tunnel Assets.

YQG Windsor International Airport

- Updated the Airport Strategic Plan.
- Paid a \$1M dividend to the City of Windsor from airport operations, with the airport lands generating an additional \$468,000 in lease revenues and \$623,000 in property taxes for the City.
- Enhanced customer experience with an expanded long-term parking lot and a new cafe in the pre-board area.
- Launched a Geo-Targeted Online Marketing Campaign in the Detroit Metro Area to grow YQG’s US passenger base.
- Increased Sunwing service by adding Jamaica as a destination for the 2017/2018 season.
- Earned one of only two new widely sought Porter routes for service from Canada to Melbourne, Florida.