



OUR ECONOMY

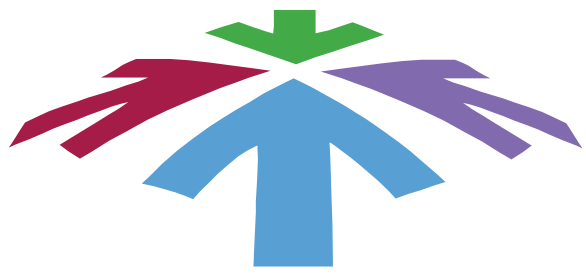
OUR SOCIETY

OUR ENVIRONMENT

OUR GOVERNMENT

# 2014 Annual Report Card

# Community Strategic Plan



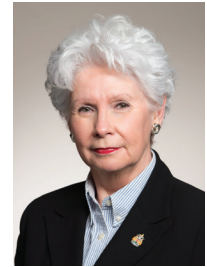
Planning Department  
November 2015



# A Message from Windsor City Council



Councillor Francis



Councillor Gignac

Message from Mayor and Council,



Councillor Elliott

The Community Strategic Plan embodies City Council's pledge to work alongside our community members to lay the visionary foundation for our shared future. A strong relationship between Windsorites and their elected representatives is crucial to ensuring a sturdy and effective decision making process.



Councillor Kusmierczyk



Councillor Bortolin

When the Community Strategic Plan was revised in 2007, City Council fully embraced the four pillars that would drive our strategic development in the coming years: Our Economy, Our Society, Our Environment and Our Government. This year, we are looking back and evaluating our success in upholding these pillars using our second annual Report Card. In doing so, we can translate the lessons of the past 8 years into further refinements to our strategic process going forward.



Councillor Marra

City Council continues to welcome input from the members of our community, because we know the secret to our future success remains rooted in an open discussion and dialogue between our municipality and the public we serve.



Councillor Holt

On behalf of City Council and City of Windsor staff, we wish to thank everyone who contributed to the process, and we extend our congratulations on the successes we have realized together so far. Let's roll up our sleeves and keep it going!



Councillor Payne

Sincerely,

Mayor Drew Dilkens



Councillor Sleiman







Mayor Dilkens



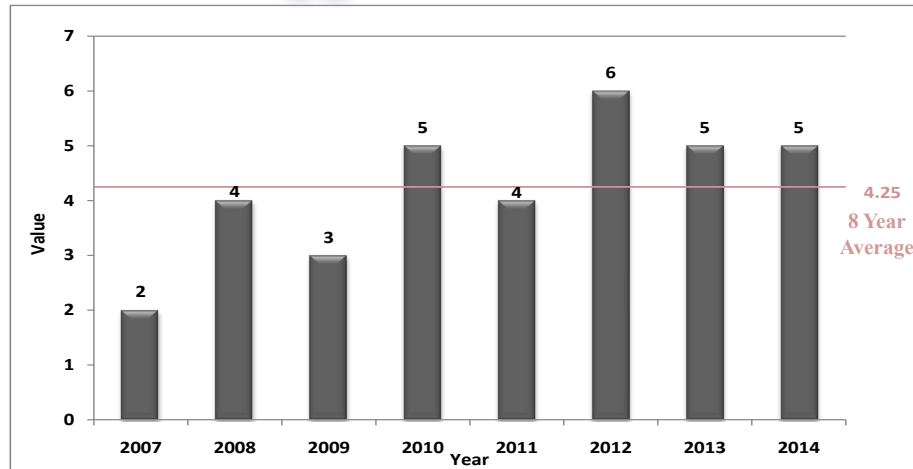
Councillor Borrelli



# How to Interpret the Graphs

- Legend**
-  an upward goal or trend
  -  a downward goal or trend
  -  a trend that is unchanged from a previous year
  -  a goal that is undefined (neither upward or downward)

**Sample Graph (A)**

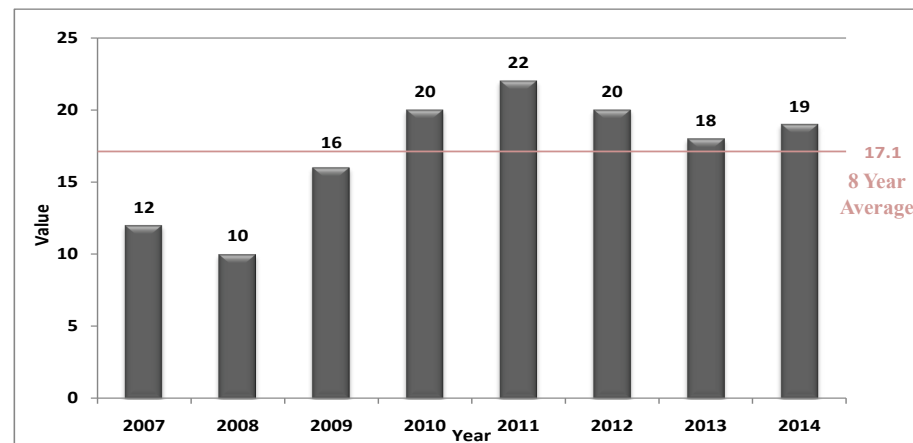


- Goal**  

- Trend**  


This graph shows data for a measure/indicator where the goal is to achieve an increase in the value over time (e.g. improve health, improve the municipal bond rating, increase the number of recreation trails). The direction of the arrow for the goal for these types of indicators is upward. In this sample, the trend for 2014 is also upward since the value of '5' is above the 8 year average line of 4.25. The trend is aligned with the goal.

**Sample Graph (B)**



- Goal**  

- Trend**  


This graph shows data for a measure/indicator where the goal is to achieve a decrease in the value over time (e.g. decrease poverty, decrease the crime rate, decrease electricity use). The direction of the arrow for the goal for these types of indicators is therefore downward. In this sample, the trend for 2014 is upward since the value of '19' is above the 8 year average line of 17.1. The trend is not aligned with the goal.

**Note regarding 'undefined' goals:** The goal for some of the indicators is 'undefined' and is represented by two dash marks. This term is needed since it has not been determined if it is the goal to increase or decrease the value of these indicators over time. In these cases there is one or more unknown factors.

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# Introduction

## VISION



Windsor is a quality city full of history and potential, with a diverse culture, a durable economy, and a healthy environment where citizens share a strong sense of belonging and a collective pride of place.

## MISSION



Our City is built on relationships - between citizens and their government, businesses and public institutions, city and region - all interconnected, mutually supportive, and focused on the brightest future we can create together.

## PILLARS

**OUR ECONOMY**

**OUR SOCIETY**

**OUR ENVIRONMENT**

**OUR GOVERNMENT**



The Community Strategic Plan assists in identifying strategic issues facing Windsor, alternatives for dealing with them and a common vision to guide all future planning and decision making. It also involves linking with other municipal plans, business processes and establishing a monitoring and annual reporting process. In 2007, City Council updated the Community Strategic Plan (originally created in 1996) to better define the goals and objectives for the City.

This document represents the second annual Report Card and is intended to monitor the success of the Community Strategic Plan and ensure continuous improvement. In 2010, City Council approved the use of a set of “indicators” to help monitor the City’s progress towards our goals. Included in this report card are those indicators with some modifications to align with the availability of data going back to 2007. By monitoring our progress and setting goals for the future we can make the City of Windsor a strong and vibrant community.



## Cultivated & Competitive

- That the City of Windsor work towards the development of a “brand” that will focus on attracting professionals, individuals and families, addressing the community’s appearance and reputation in order to capitalize on opportunities for tourism, greater economic prosperity and enhanced community pride.
- That the City of Windsor establish partnerships with all orders of government, the private sector, labour and other stakeholders to attract and retain investment that will diversify and sustain the City’s employment base.

### Objective 1

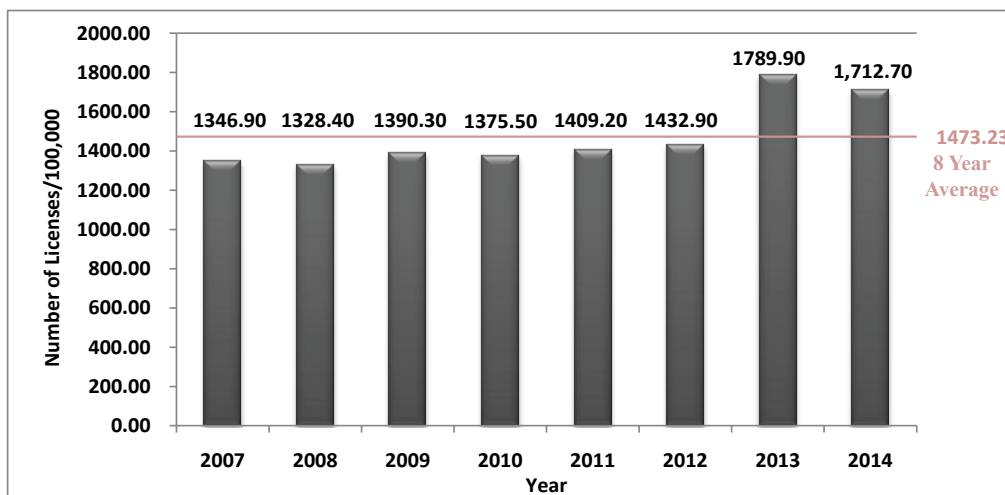


#### **Grow Business**

Cultivate a positive and diverse economic environment for business growth.

### Number of Licences Issued per 100,000 Population

Figure 1(a) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



Goal



Trend

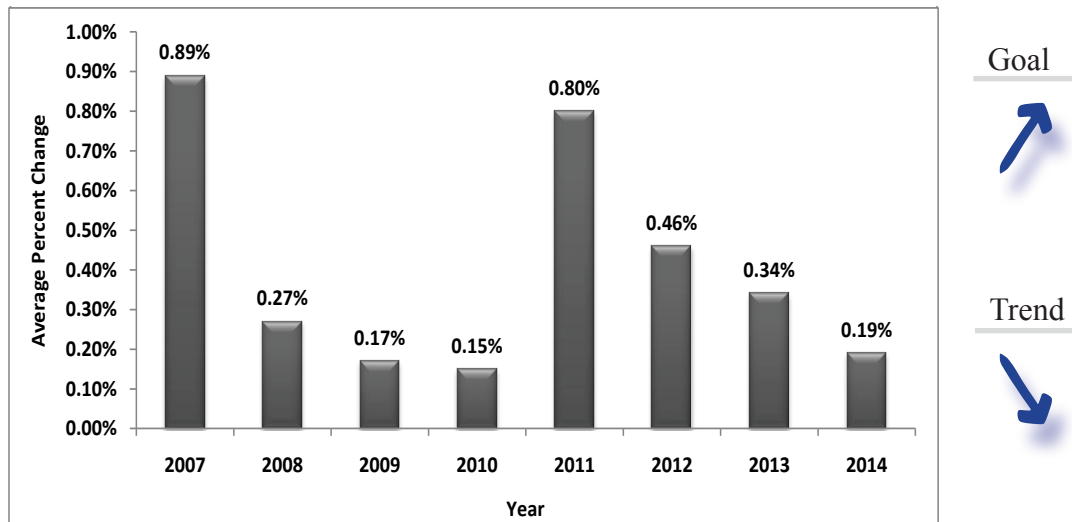


This indicator records the number of business licences (including taxi driver and taxi plate holder licences) issued each year per 100,000 populations. An increase in this indicator demonstrates growth in the City as more employment and business opportunities are made available.

OUR ECONOMY

# Average Percentage of Assessment Growth for All Classes of Development

Figure 1(b) - Source: City of Windsor, Taxation & Financial Projects

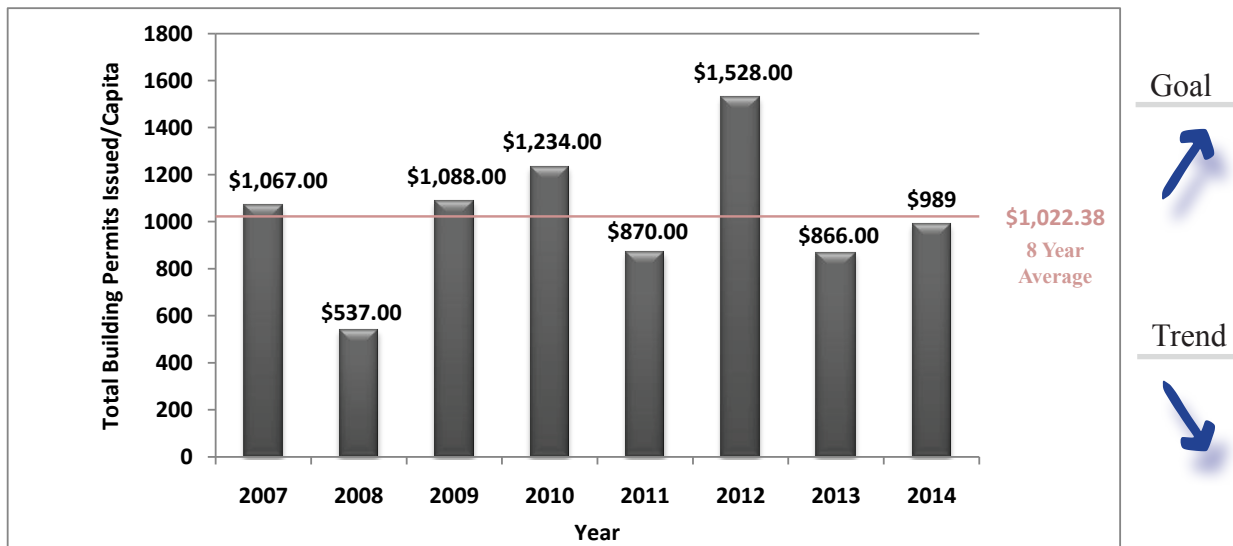


This indicator identifies the change in all property classes' total assessment value as calculated at the beginning of the year compared to the value at the end of the year. It measures the net impact on assessment value due to items such as building additions and new construction, which add value, less items such as demolitions, which remove value.



# Construction Value of Total Building Permits Issued per Capita

Figure 1(c) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



This figure records the total value of building permits issued within the City for residential, institutional, commercial and industrial construction. Issued building permits monitor the value of both new construction and renovation activity within the City.



## Objective 2

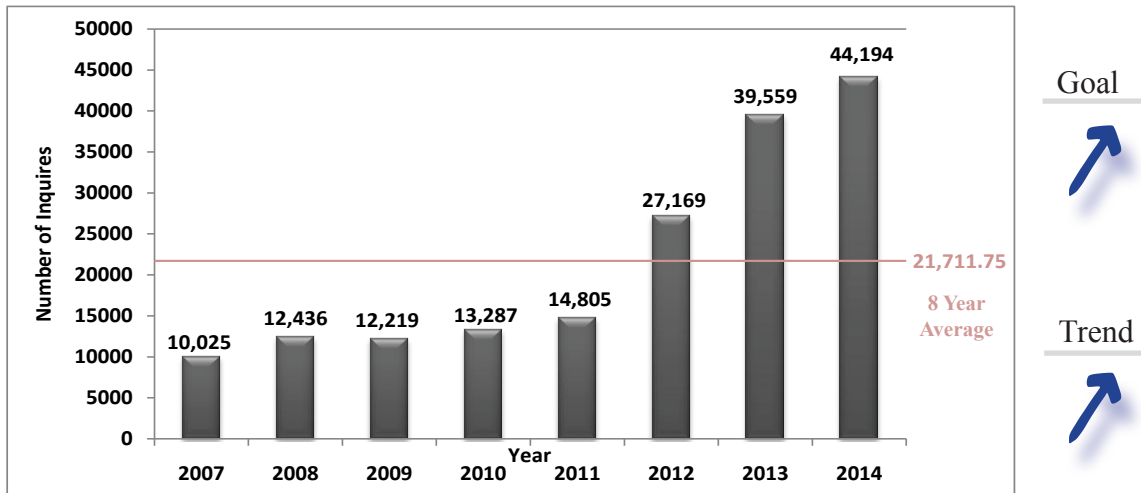


### Partner Productively

Bring together community leaders and local government in partnerships that stimulate the economy.

## Number of Inquiries to WEEDC Small Business Centre

Figure 2(a) - Source: WEEDC Small Business Centre

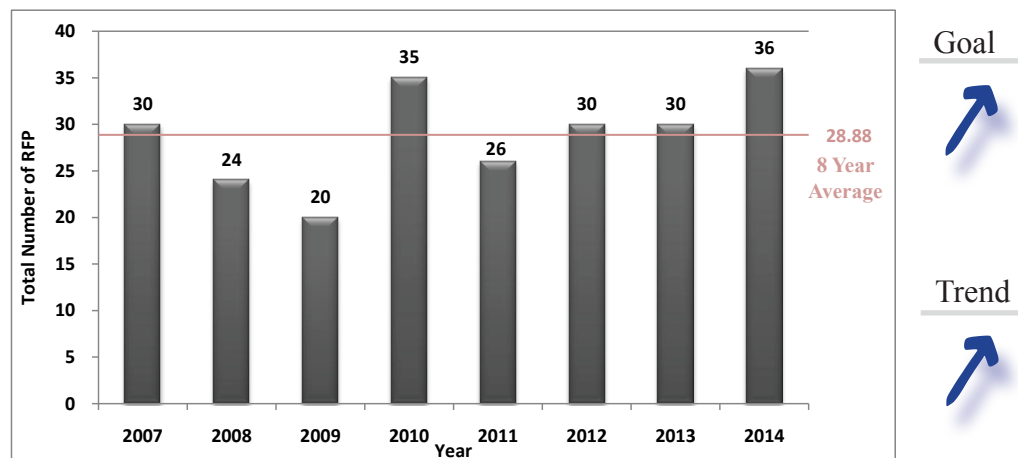


The Windsor Essex Small Business Centre is a service of the Windsor Essex Economic Development Corporation (WEEDC). The Centre is a source of information, guidance and professional advice for new and developing small businesses. The number of inquiries received annually can be viewed as one indicator of potential economic growth within the City.

## Annual Number of Requests for Proposals (RFPs Centrally Awarded) During the Reporting Year

Figure 2(b) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative

This indicator identifies the annual total number of all requests for proposals that were completed and awarded in the reporting year. Depending on the total value, proposals can be awarded by: the Purchasing Department (purchase order or contract order); delegation of authority; or by the authorization of City Council.



### Objective 3

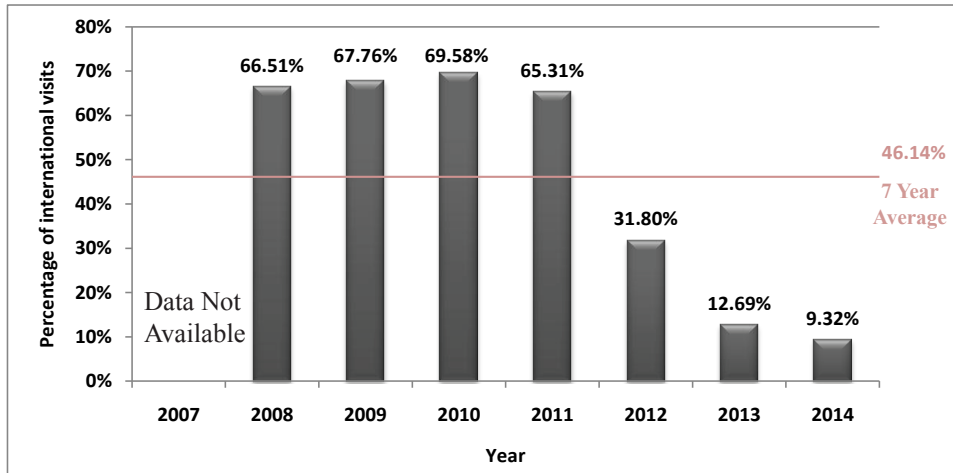
#### Capitalize on Our Strengths

Promote tourism and hospitality, making the most of our advantages as a key Canadian gateway.



### Percentage of International Visits to the Municipal Website

Figure 3(a) - Source: City of Windsor, Information Technology



Goal



Trend



This indicator represents the percentage of visits to the City of Windsor home page made from locations outside of the Country. Data is only available as of May, 2008. This indicator can be viewed as a measure of interest for individuals looking to travel or conduct business in the City.

### Objective 4

#### Reach Out to the World

Show the world that the City of Windsor is an outstanding place to live, work and visit.



### Total Kilometres of Multi-Use Trails

Figure 4(a) - Source: City of Windsor, Public Works Operations

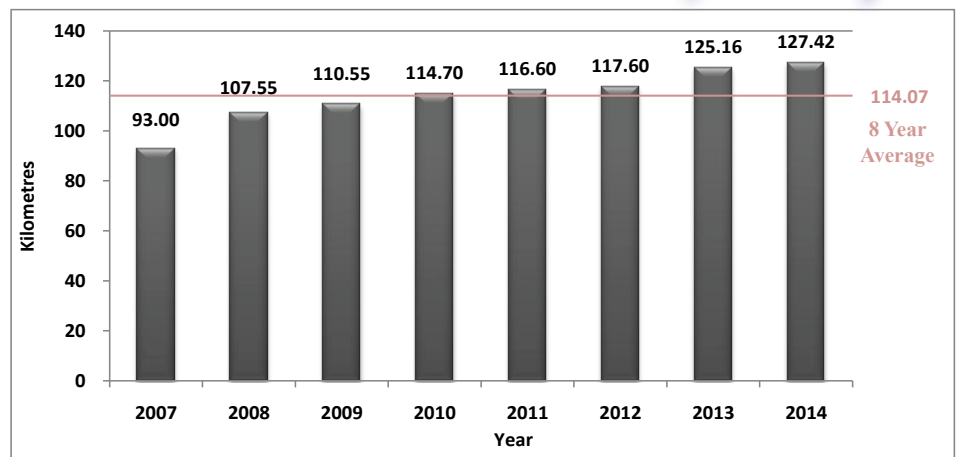
Goal



Trend



This indicator monitors the total kilometres of multi-use recreational trails available throughout the City. These are dedicated trails located both off-road and within the public right of way that are designated for mixed uses including using mobility devices, walking, running or bicycling. This indicator demonstrates the City's interest to provide opportunities for healthy lifestyles.



## Objective 5

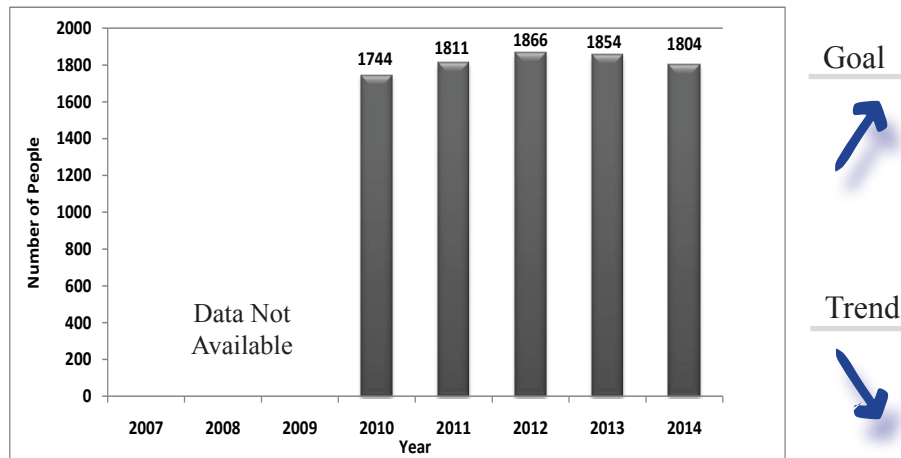


### Develop Skills

Help our educational institutions develop a skilled and adaptable workforce

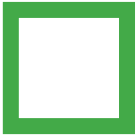
## Number of People Participating in Retraining through Ontario Works and Employment Ontario

Figure 5(a) - Source: City of Windsor, Employment & Social Services



This indicator shows the total number of Ontario Works (OW) and Employment Ontario (EO) clients who participated in retraining activities. Typically, retraining would be (1) continuing education, equivalency assistance and vocational training that results in specific certification; (2) in house or external preparation in life skills, self-employment readiness training, interview techniques, resume writing; and (3) placements with employers for on the job training. The objective is to primarily enrol people in activities that increase employability and lead to employment.\*1





7

# OUR SOCIETY

## Diverse & Caring

- That the City of Windsor develop and implement a safe community strategy that will strengthen our neighbourhoods, focus on improving community and social services, policing, transportation and public places.
- That the City of Windsor develop a comprehensive cultural master plan to build upon its diverse heritage and culture and promote linkages to tourism and family-oriented activities.
- That the City of Windsor, with its partners, expand facilities, programs and events that may be enjoyed by its diverse community with a concerted focus on family oriented facilities, youth and seniors.

### Objective 6

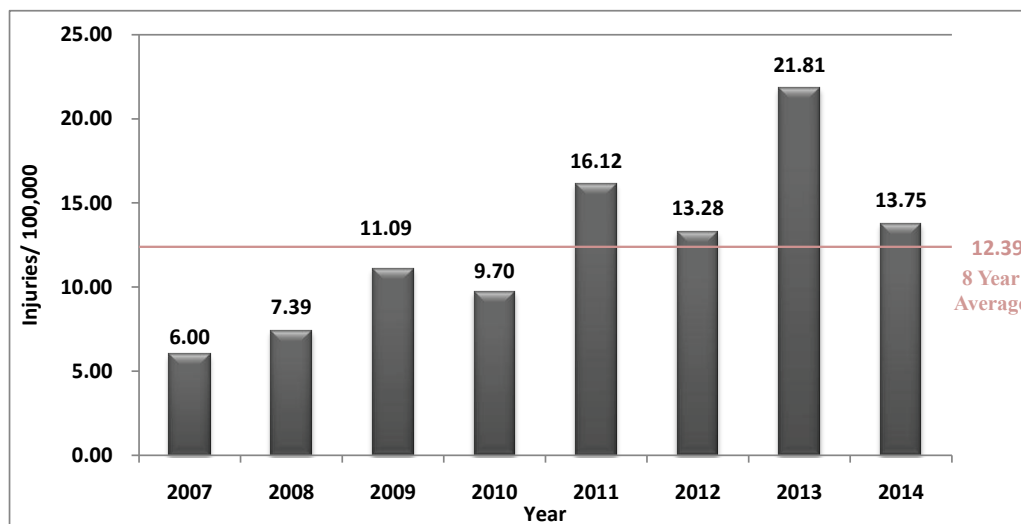
#### Stay Safe

Ensure public safety and the protection of residents, visitors and property.



### Residential Fire Related Injuries per 100,000 Population

Figure 6(a) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



Goal



Trend

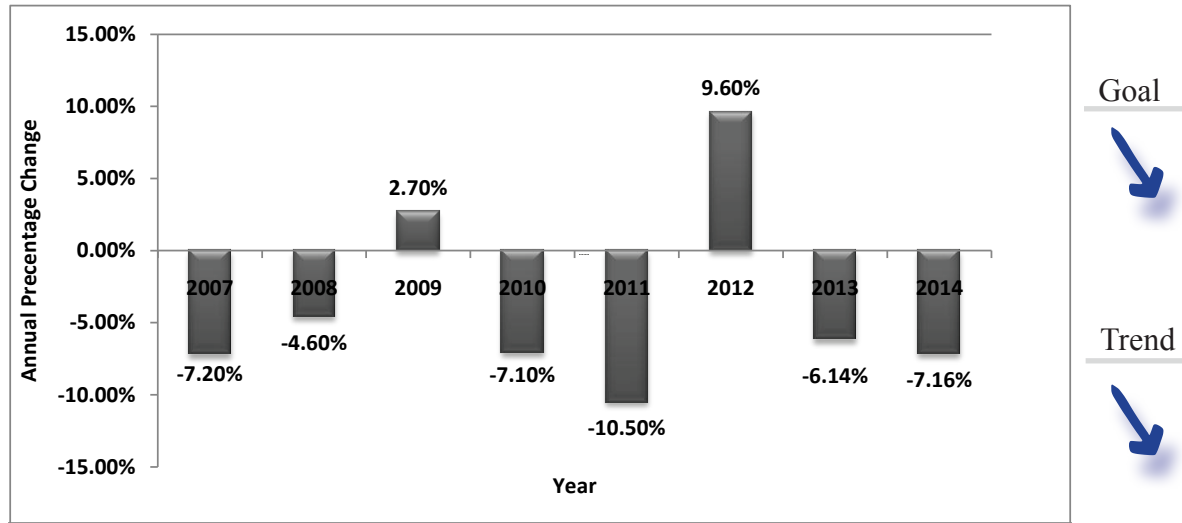


This indicator reports the number of people injured in residential fires (excluding firefighters), as reported by the Windsor Fire and Rescue Services. It demonstrates the continuing efforts of their services to reduce fire related injuries through rescue and prevention.

7

## Annual Percentage Change in Rate of Violent Crime

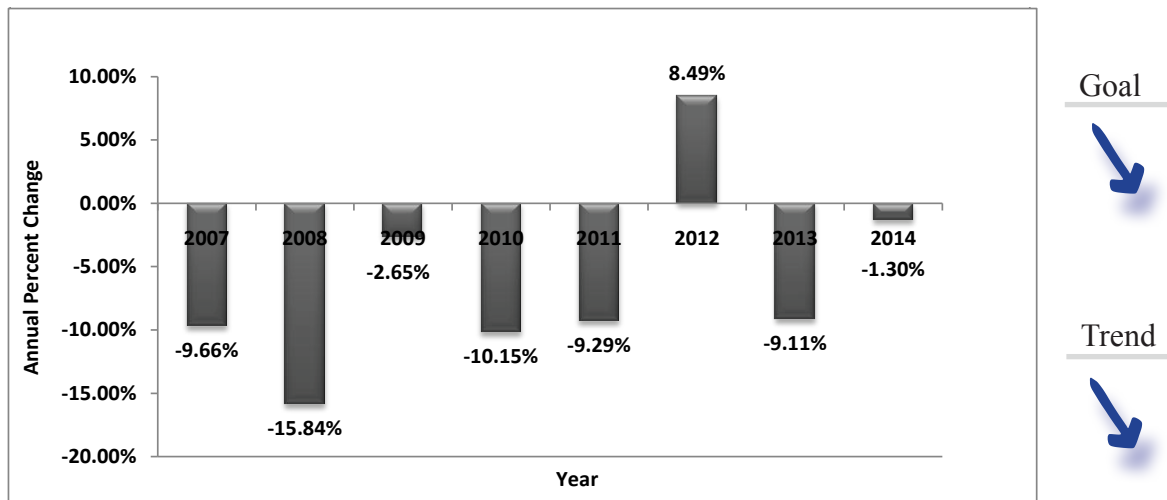
Figure 6(b) - Source: Windsor Police Service, Planning & Physical Resources



This indicator measures the percentage change in the number of reported violent criminal code incidents from the previous year. Each annual value is reported on a per 100,000 population basis. When viewed over a multi-year period, this measure provides an indicator of safety in the community. When viewed over a multi-year period, this measure provides one possible indicator of safety in the community. Reducing the quantity and severity of violent crime strengthens our neighbourhoods.

## Annual Percentage Change in Rate of Property Crime

Figure 6(c) - Source: Windsor Police Service, Planning & Physical Resources



This indicator measures the percentage change in the number of reported violent criminal code incidents from the previous year. Each annual value is reported on a per 100,000 population basis. When viewed over a multi-year period, this measure provides an indicator of safety in the community. Reducing the quantity and severity of violent crime strengthens our neighbourhoods.

## Objective 7

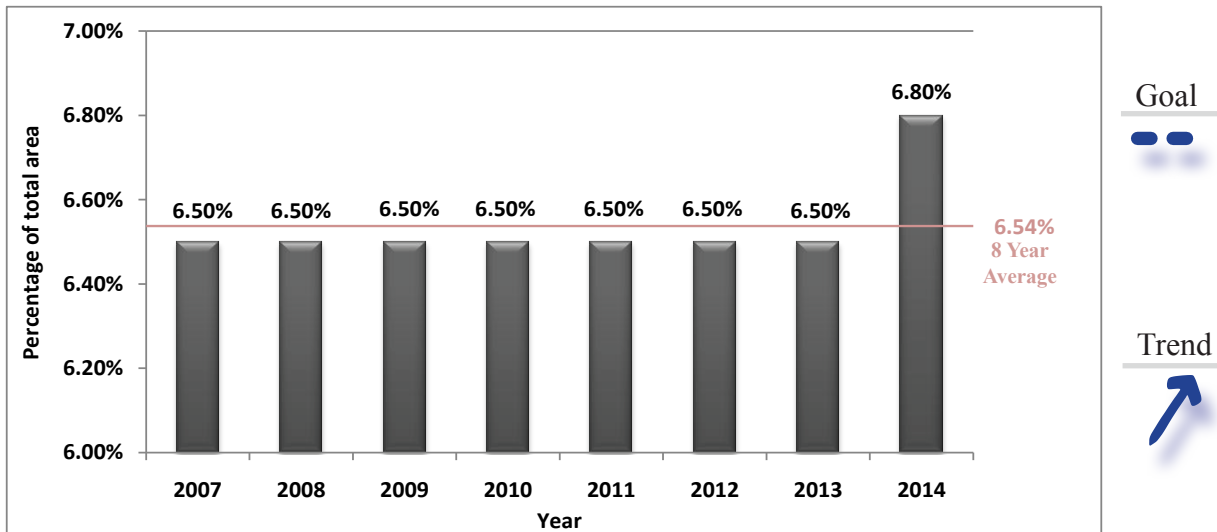
### Invest in Quality Living

Invest in the common good, maintaining convenient city services and enhancing our public spaces.



## All Parkland in Municipality as a Percentage of Total Area

Figure 7(a) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative

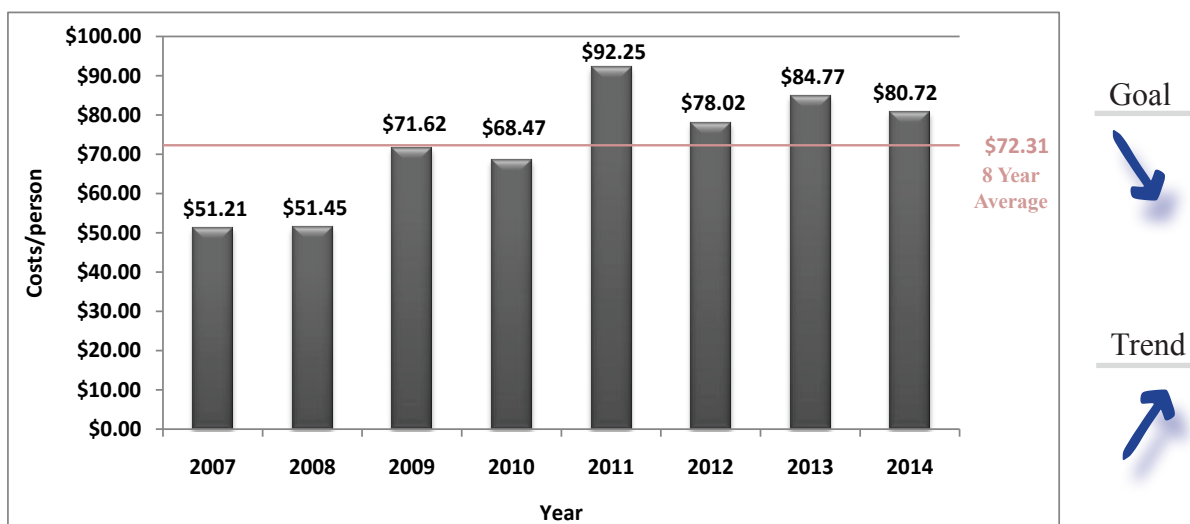


This indicator measures the total area of publicly accessible parks and natural areas when compared to the total area of the City of Windsor. The more public spaces available within a City, the more attractive it is to its residents and visitors, while providing for a more sustainable environment.



## Operating Cost of Parks per Person

Figure 7(b) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



Total operating costs for all natural and maintained parkland divided by the total population. Reducing this cost demonstrates the City is functioning efficiently to provide convenient public spaces that enhance the quality of life for residents of Windsor.

## Objective 8

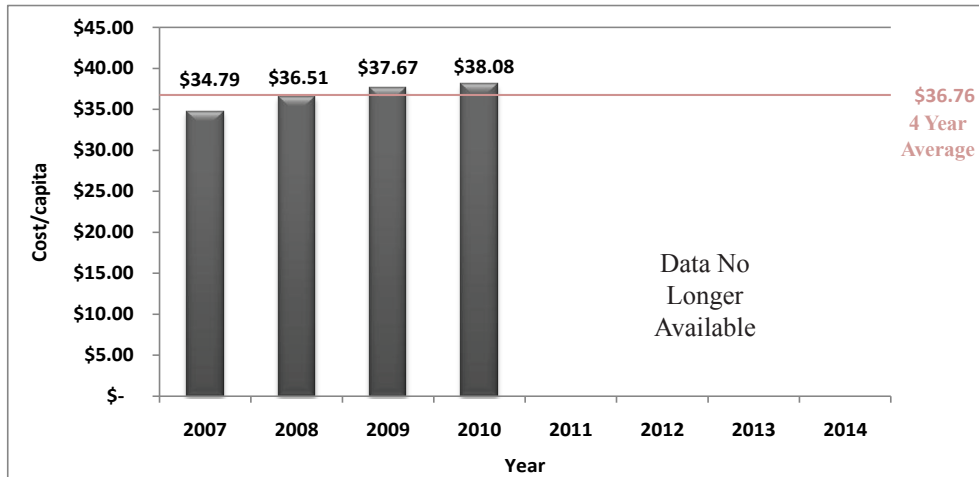


### Protect Community Wellness

Make sure citizens can pursue a healthy lifestyle, reach their full potential, and have timely access to comprehensive health care.

## Public Health Operating Cost per Capita

Figure 8(a) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



Goal



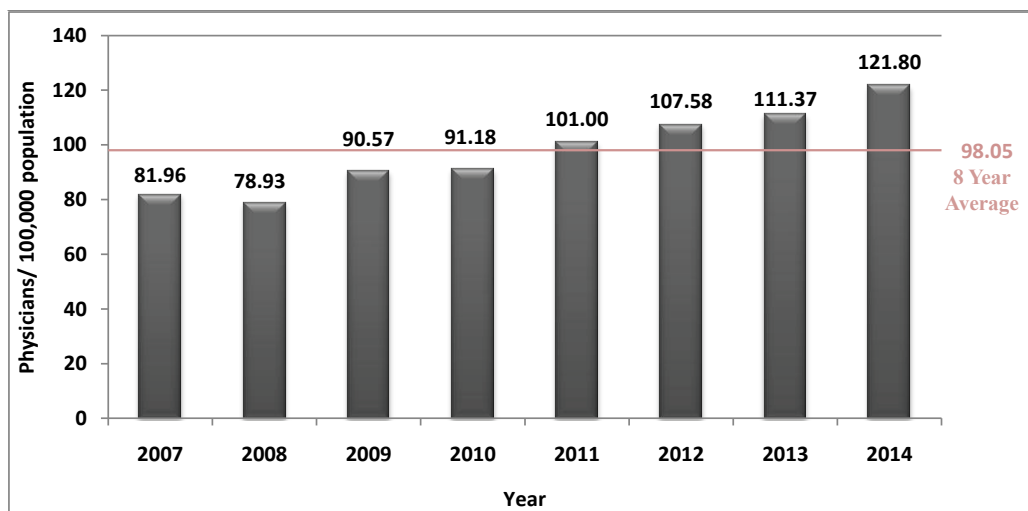
Trend



Access to adequately funded health care is an important component of community wellness. This indicator identifies the annual operating cost to provide public health on a per capita basis.

## General/Family Physicians per 100,000 Population

Figure 8(b) - Source: Canadian Institute of Health Information



Goal



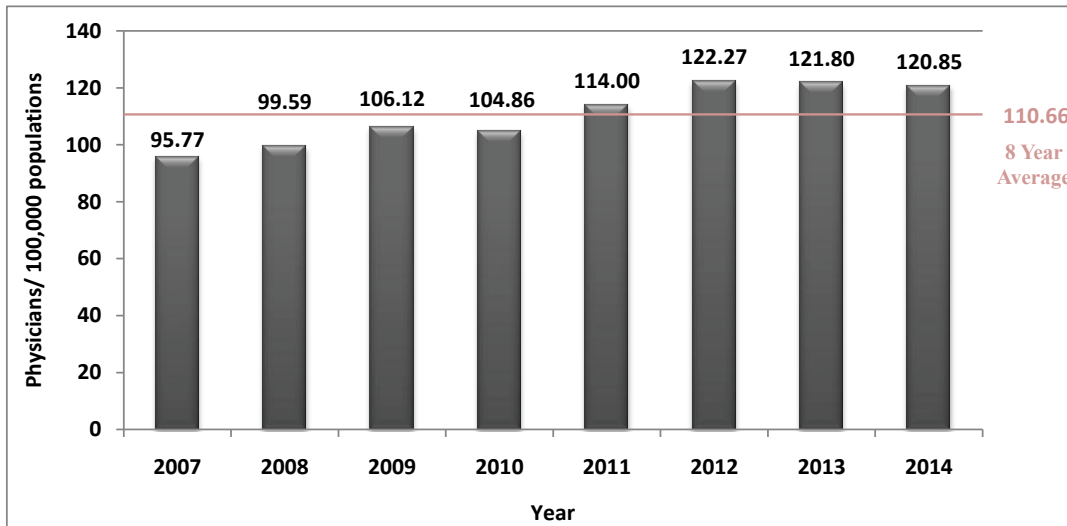
Trend



The number of general/family physicians includes active physicians in clinical and non-clinical practice (including researchers and academics) who have a medical doctorate degree, are registered with a jurisdictional medical college. This indicator illustrates the availability of health care professionals to residents of the City of Windsor.

## Specialist Physicians per 100,000 Population

Figure 8(c) - Source: Canadian Institute of Health Information



Goal



Trend



Specialist physicians include members of the Royal College of Physicians and Surgeons of Canada and/or College des Medecins du Quebec. All other physicians are recorded as general/family physicians. This indicator monitors the availability of specialized health care service within the City of Windsor.

### Objective 9

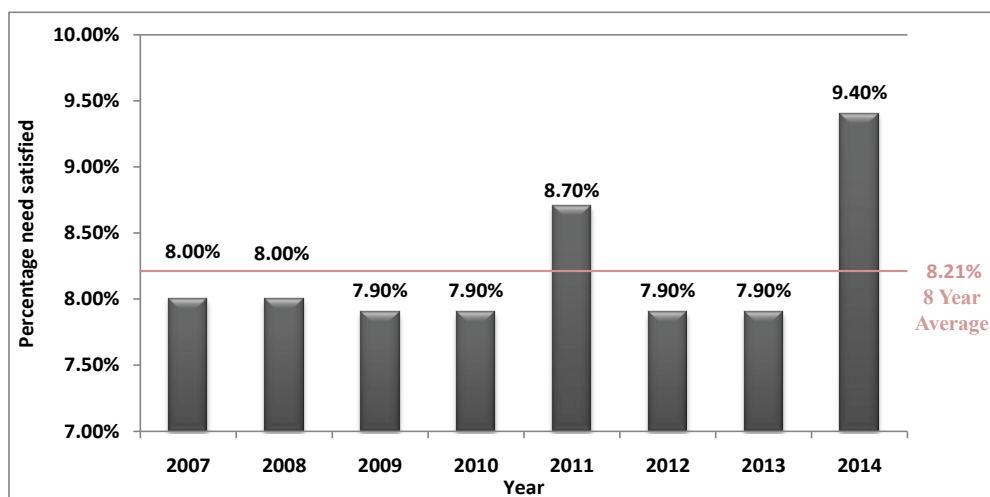
#### Strengthen the Social Fabric

Take care of the basic needs of our residents, including shelter, accessibility to services, and programs to assist the most vulnerable among us.



## Percentage of Long Term Care Community Need Satisfied

Figure 9(a) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



Goal



Trend

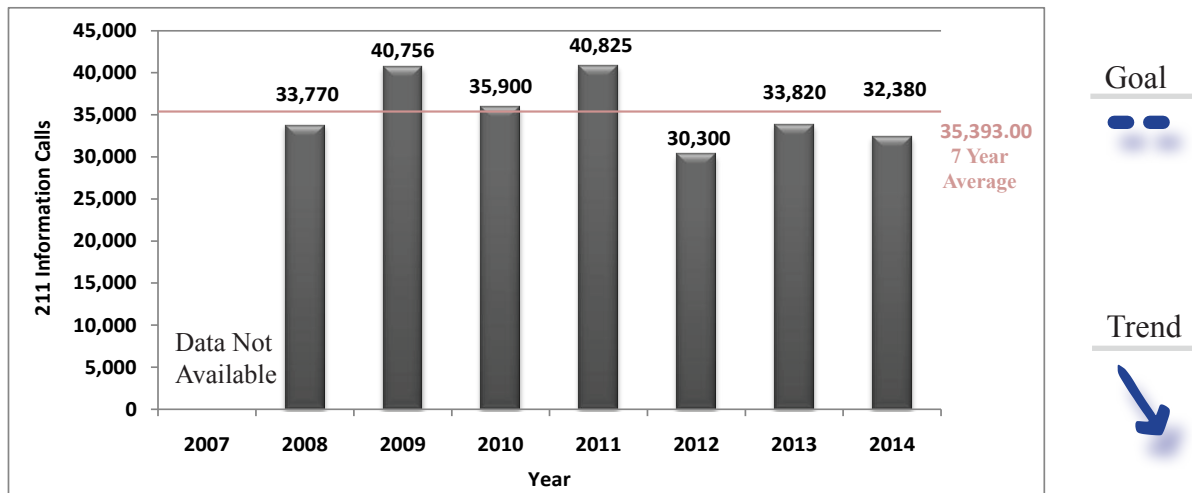


This indicator is based on the total number of long term care beds within the community as well as the number of residents aged 75 or older. It is understood that not all residents aged 75 or older will require long term care facilities but the goal is to ensure that all levels of government plan for and contribute funding needed to accommodate Windsor's aging population.



## Windsor Residents Calling for 211 Service Information

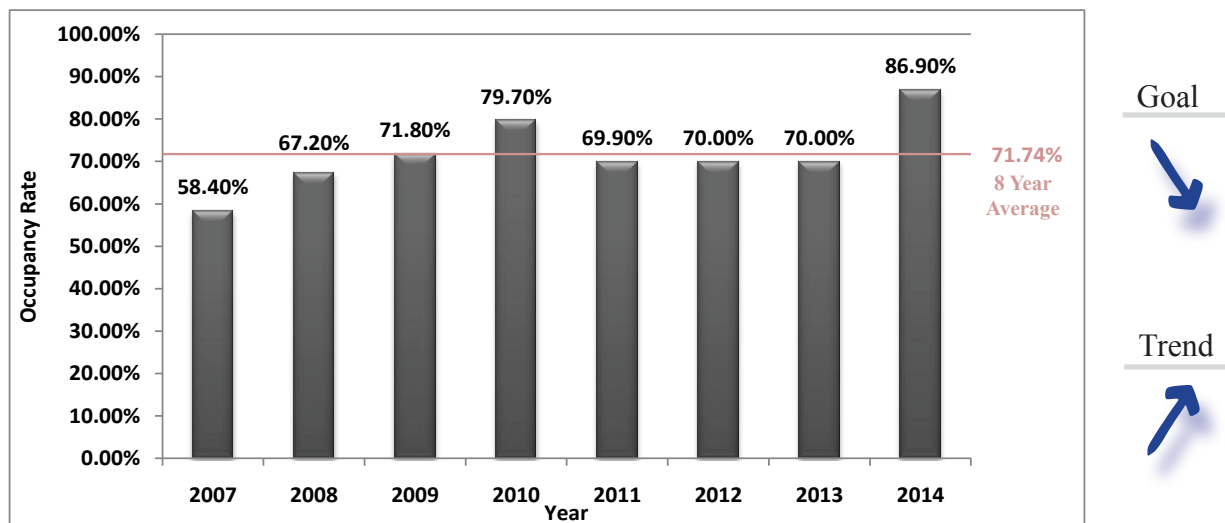
Figure 9(b) - Source: City of Windsor, Communications & Customer Service



211 South West provides information about a wide array of community, social, health and government services for the residents of Southwestern Ontario. This indicator is determined based on the total number of calls answered by the 211 South West service, during regular business hours and after-hours, multiplied by the percentage of calls from the City of Windsor. 211 South West helps promote the accessibility to services and programs.

## Average Nightly Bed Occupancy Rate of Emergency Shelters

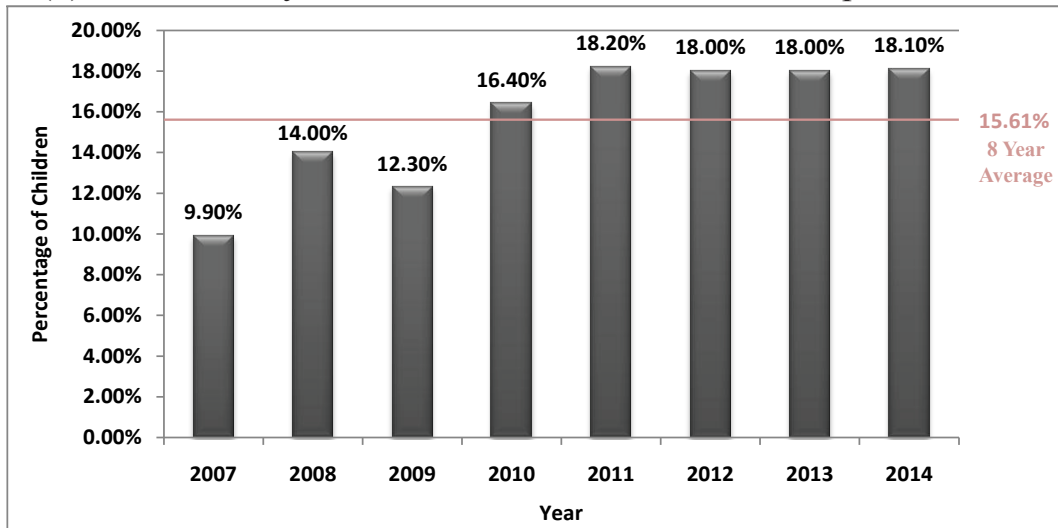
Figure 9(c) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



This indicator records the number of occupied beds per night as measured against the total number of emergency shelter beds available within the City (both City managed and contracted). This indicates the percentage of available beds filled each night throughout the year, and can be used as a measure to ensure basic shelter assistance with activities of daily living and needs are being met.

## Percentage of Children (0-12) that are Low Income

Figure 9(d) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



Goal



Trend



The number of children under 12 years of age that are in households below the low income cut-off is divided by the total population of children under the age of 12 in the City of Windsor. This indicator measures the level of childhood poverty within the City and can assist to ensure that all required government programs and initiatives are in place to help reduce this value.

### Objective 10

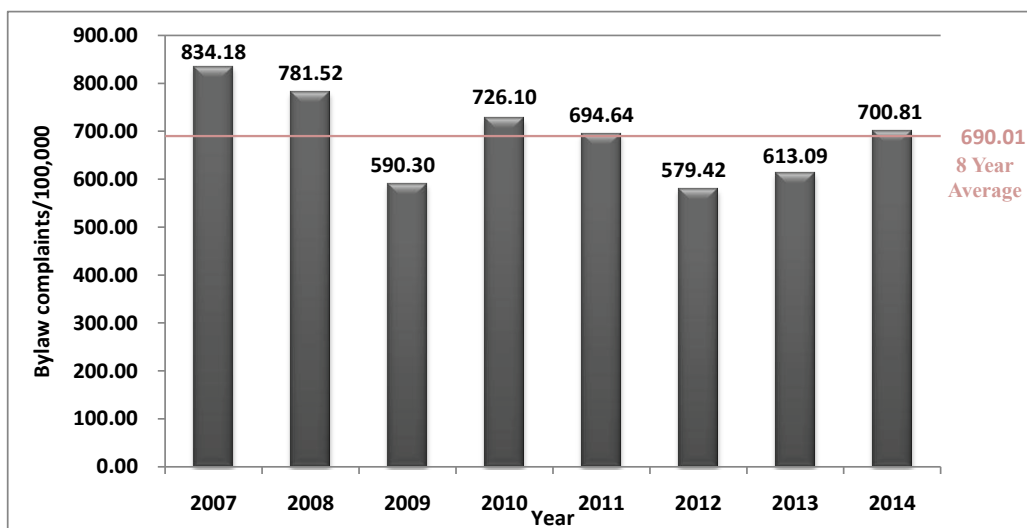
#### Create Complete Neighbourhoods

Encourage the development of quality neighbourhoods that are well integrated with shopping, workplaces, and recreation, and make sure those who need assistance have decent and convenient places to live.



## Number of Property Standard By-Law Complaints per 100,000 Population

Figure 10(a) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



Goal



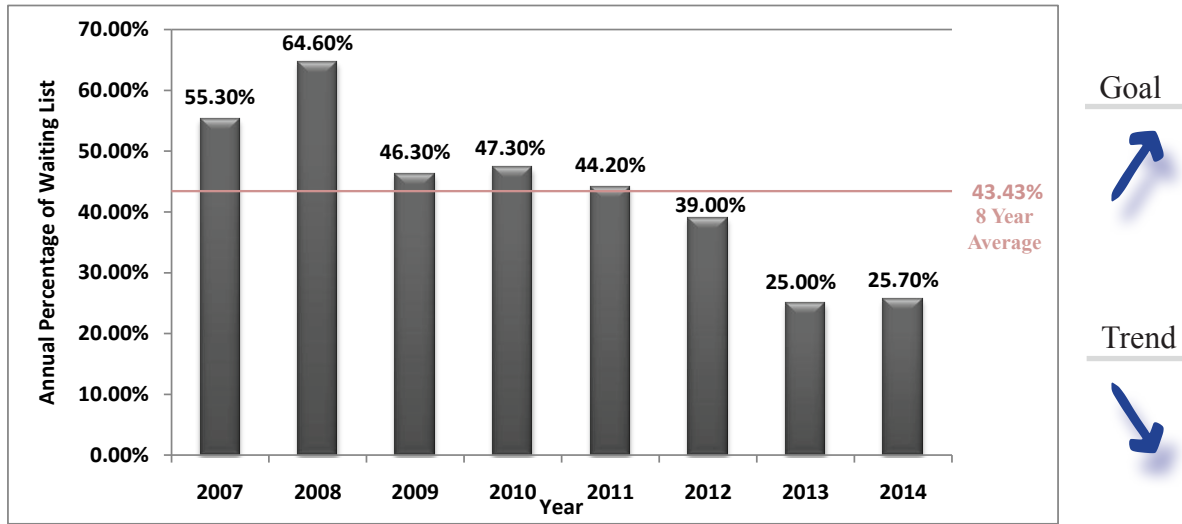
Trend



This indicator identifies the number of complaints received for properties that are not meeting the requirements of the Property Maintenance Standards and Occupancy By-law. By ensuring that properties are properly maintained our neighbourhoods can provide for safer places to live, work and play.

# Percentage of Social Housing Waiting List Placed Annually

Figure 10(b) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



This indicator identifies the number of households that are placed in social housing on an annual basis through the Windsor Essex centralized waiting list. Households seeking subsidized housing apply and are placed in non-profit accommodation at rates based on their ability to pay. Ensuring that residents of Windsor Essex have safe, affordable shelter strengthens the social fabric of our community and allows citizens to pursue a healthy lifestyle and to reach their full potential.

## Objective 11

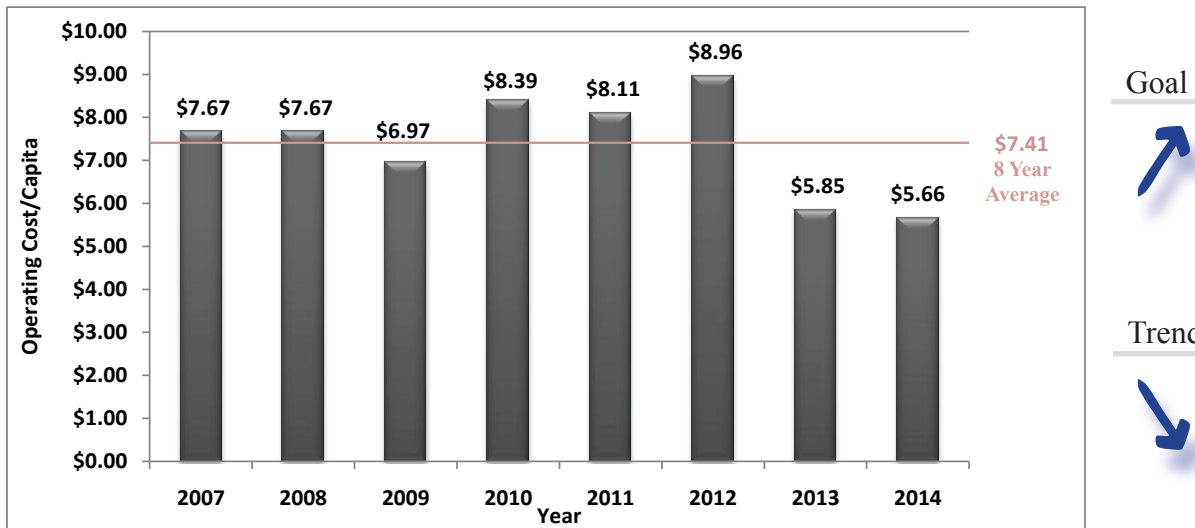


### Celebrate Diversity

Recognize and celebrate our richly diverse culture and heritage.

# Culture Operating Cost (Gross) Including Grants per Capita

Figure 11(a) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



This indicator relates closely with the efforts of the Municipal Cultural Master Plan created in 2010 for the City of Windsor. Operating costs such as staff, facilities and community art are included as well as grants for annual projects, festivals and awards. Recognizing the importance of culture within the City is key to a strong community and improving the quality of life.

## Objective 12

### Honour Heritage

Preserve heritage structures that tell the story of our past.



## Total Number of Properties on the Heritage Register

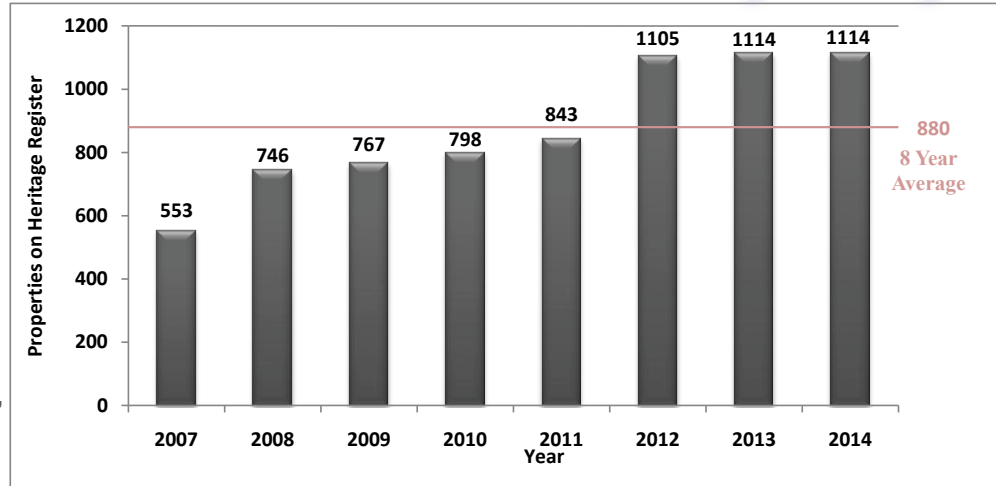
Figure 12(a) - Source: City of Windsor, Planning & Building Services

Goal

Trend



Properties of cultural heritage value or interest are listed on the Windsor Municipal Heritage Register. Only designated properties were on the Register until 2007-08, when Windsor added Inventory properties. Since 2008, a net 130 individual properties were added for their architectural, historical and landmark values.



## Objective 13

### Value Art

Promote the arts, support local artists and ensure that our citizens have many opportunities to experience a wide variety of expression and performance



## Operating Arts Grants per Capita

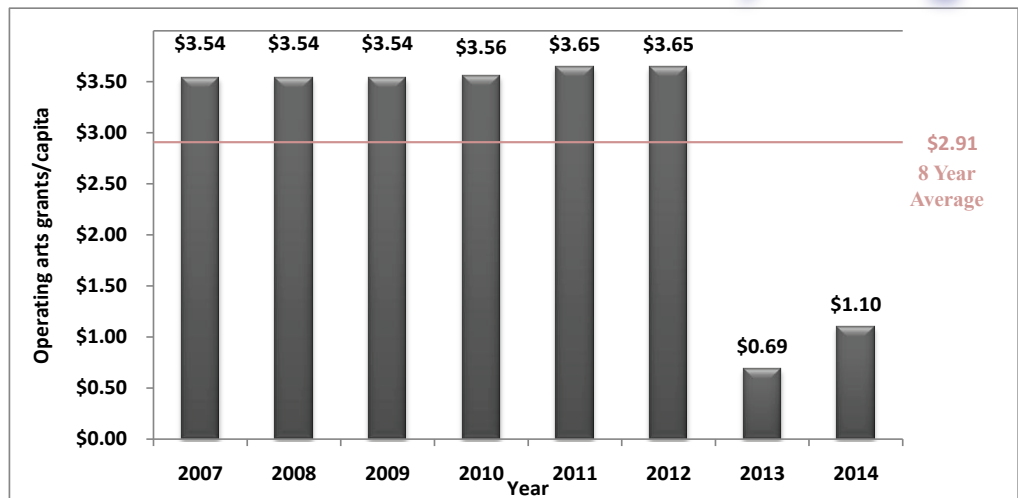
Figure 13(a) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative

Goal

Trend



This indicator monitors the funding dollars available for annual projects, awards and services agreements related to the arts in Windsor. It excludes any funding related to festival, heritage, capital, administration and any indirect costs. Grants for the arts support the creative and cultural aspects of our society brought forward by our local artists. \*2





# Clean & Efficient

- That the City of Windsor work with residents, government and industry stakeholders to develop and implement a border route and crossing solution that improves the flow of cross border traffic, protects our neighbourhoods, enhances our quality of life and improves our environment.
- That the City of Windsor develop and implement an infrastructure master plan that is systematic and sustainable and will first target the alleviation of basement flooding throughout the city.

## Objective 14

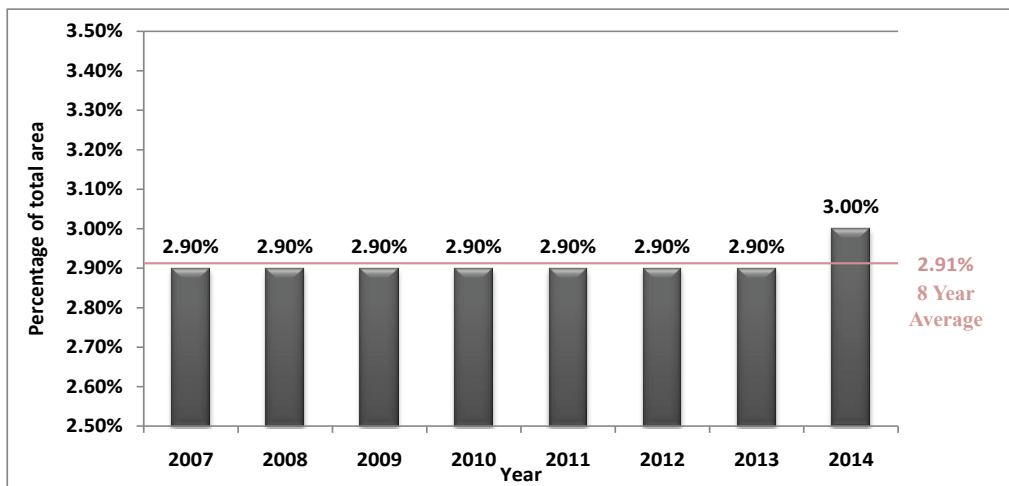


### Improve our Environment

Preserve and enhance the natural environment and our urban green spaces.

## Natural Parkland in Municipality as a Percentage of Total Area of Municipality

Figure 14(a) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



Goal



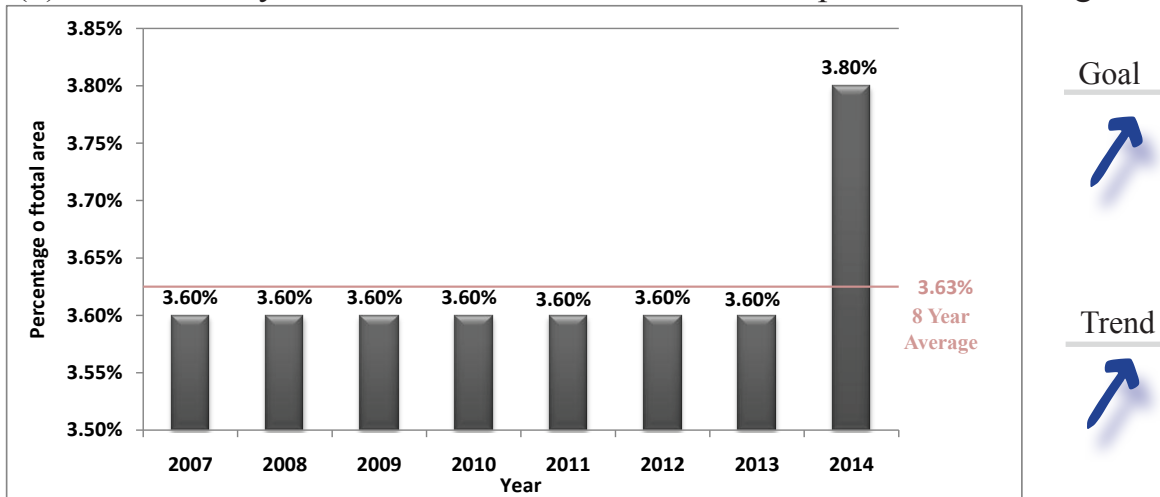
Trend



Areas within the City that are considered natural parkland include forests, meadows, storm water management buffers, land incorporated into trail systems and open space systems. Areas considered for natural parkland must require minimal maintenance (grass cutting, fertilizing, and weed/pest control) as well as costs to the municipality. Natural parkland shall be available for public use, but excludes roadside vegetation. Increasing natural parkland within the City creates a healthy environment for our community.

## Maintained Parkland in Municipality as a Percentage of Total Area of Municipality

Figure 14(b) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



Maintained parkland includes areas within the City that require more frequent maintenance in regard to mowing, tree trimming, and planting. Maintained parklands are City owned areas that are accessible to the public and can include areas such as community gardens, flower and floral displays, horticultural areas, playgrounds, public squares, sports fields, splash pads and high profile parks. Increasing the percentage of maintained parkland supports the opportunity for active lifestyles while creating visually attractive community spaces and corridors.

### Objective 15

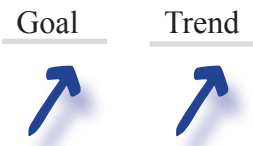
#### Develop Responsibly

Develop land efficiently, attractively, and in ways that protect the environment.

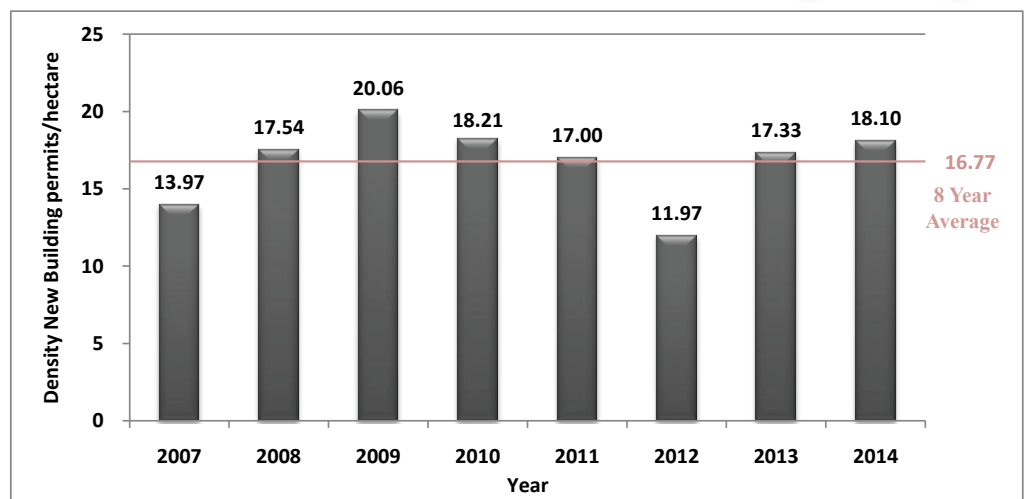


## Density of New Residential Development - Properties with Issued Building Permits for New Development per Hectare

Figure 15(a) - Source: City of Windsor, Planning & Building Services

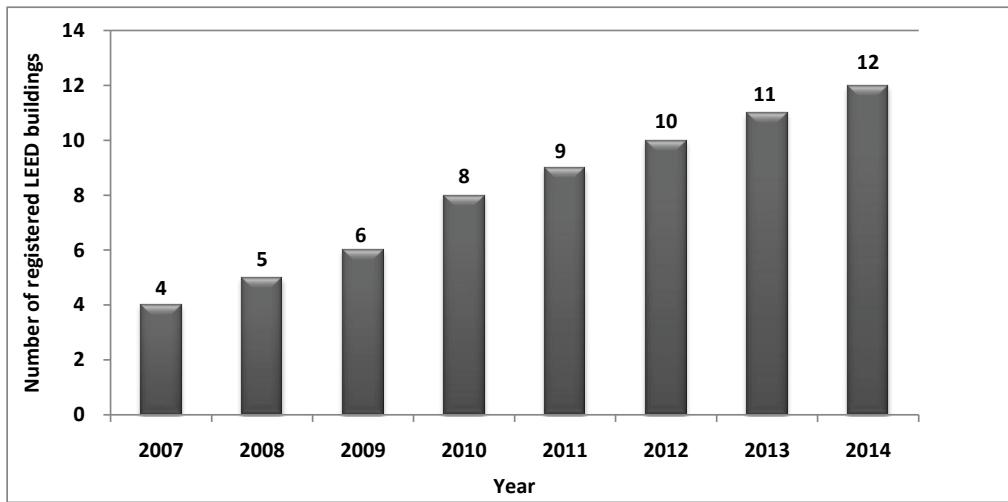


This indicator looks at building permits issued within the City and the parcel areas for which each permit is issued. Encouraging a more compact urban form leads to improved efficiency of land use and increases the ease at which services can be provided to residents. Concentrating our growth will create a more sustainable City for the future.



## Total Number of Registered LEED Buildings

Figure 15(b) - Source: City of Windsor, Planning & Building Services



Goal



Trend

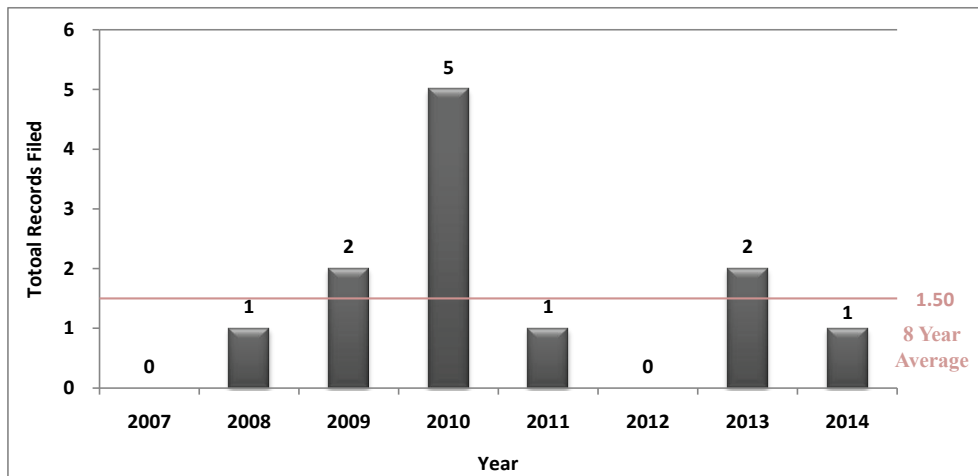


The Leadership in Energy and Environmental Design (LEED) Green Building Rating System® encourages sustainable development through the creation and implementation of tools and measurable performance criteria. The total number of buildings that are registered with LEED is recorded each year. In the first stages of development an interest to become LEED certified can be expressed however, certification occurs only when the building has been completed and an evaluation of the sustainable design elements is completed. For this indicator, buildings that are LEED certified are included in the total.



## Records of Site Condition Filed

Figure 15(c) - Source: Ministry of the Environment, Environmental Site Registry



Goal



Trend



Brownfields are properties which are likely contaminated due to a previous industrial or commercial use such as a manufacturing plant or gas station. Redevelopment of these properties typically involves some form of environmental cleanup that is documented in a Record of Site Condition (RSC). Once complete, a RSC is filed with Ontario's Ministry of the Environment. Redeveloping Brownfield sites is an excellent way to create a healthier environment and reduce urban sprawl through the reuse of land and infrastructure.

## Objective 16

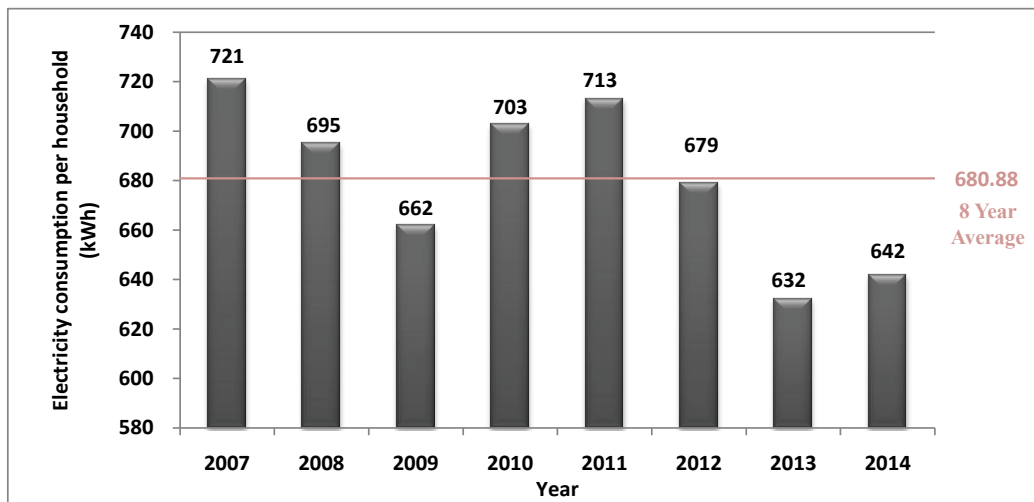
### Conserve Energy

Be an energy-efficient community.



## Residential Electricity Consumption (kWh) per Household

Figure 16(a) - Source: EnWin Utilities Ltd.



Goal



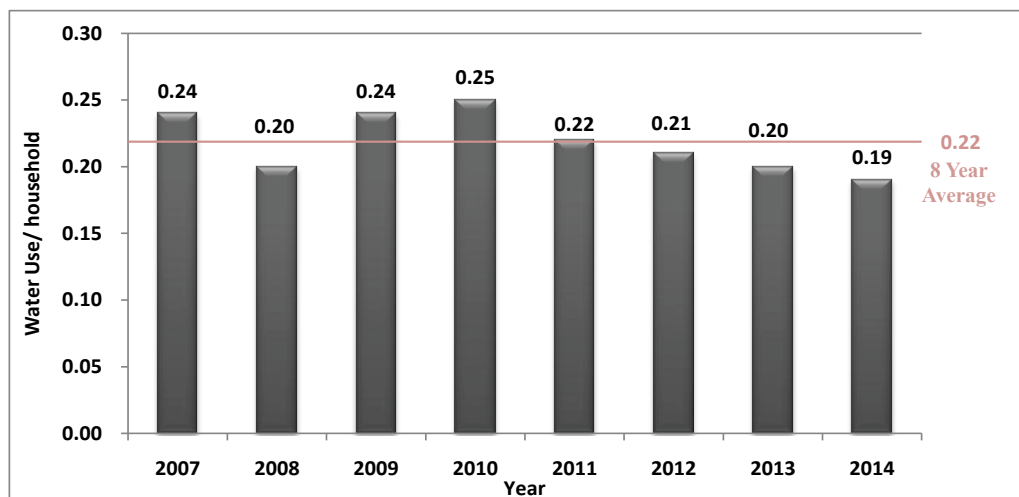
Trend



One measure of energy conservation is electricity use. This value records the average monthly consumption of electricity for residential households, in kilowatt hours. As energy conservation awareness increases, it is expected that the measure of electrical use will decrease.

## Water Use (Megalitres Distributed) per Household

Figure 16(b) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



Goal



Trend

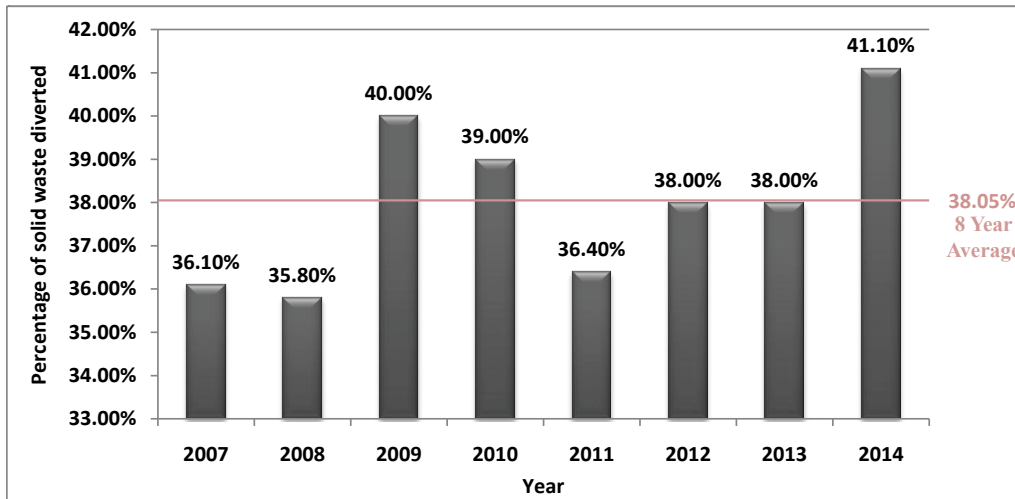


This indicator identifies the average amount of municipally supplied water consumed per residential household per year in megalitres (1 megalitre = 1million litres). By utilizing less water per household, the City of Windsor becomes more sustainable and environmentally friendly.



## Percentage of Solid Waste Diverted

Figure 16(c) - Source: City of Windsor data for the Ontario Municipal Benchmarking Initiative



Goal



Trend



Percentage of solid waste diverted refers to waste emanating from residential, multi-residential and commercial establishments that is diverted from the landfill. Methods available to keep waste from landfills include blue bin recycling programs, leaf and yard waste collection, backyard composting and community recycling centres or depots. Increasing the percentage of solid waste diverted reduces land fill usage and promotes more sustainable alternatives.

### Objective 17

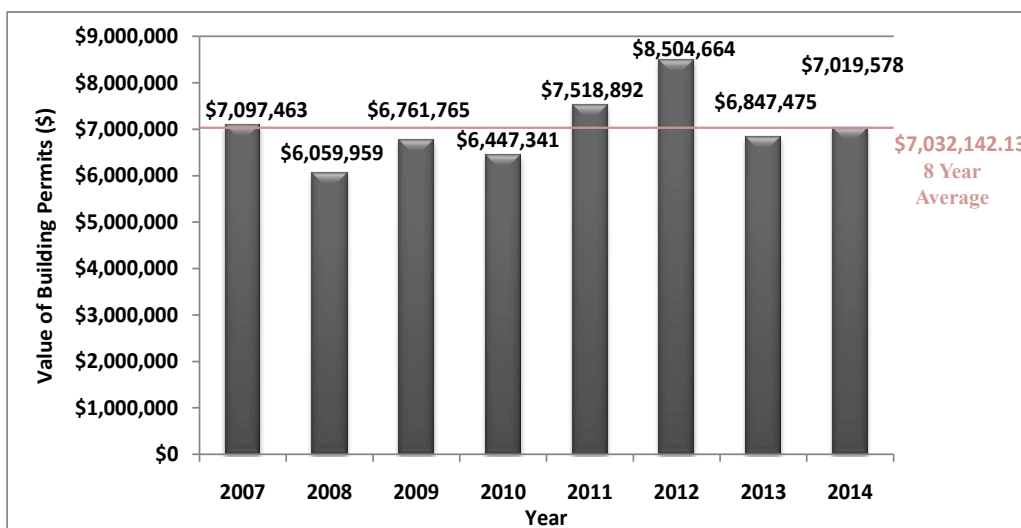


#### Maintain Infrastructure

Improve the physical infrastructure, buildings and public structures.

## Value of Building Permits Issued for Repairs and Renovations, Under \$50,000

Figure 17(a) - Source: City of Windsor, Planning & Building Services



Goal



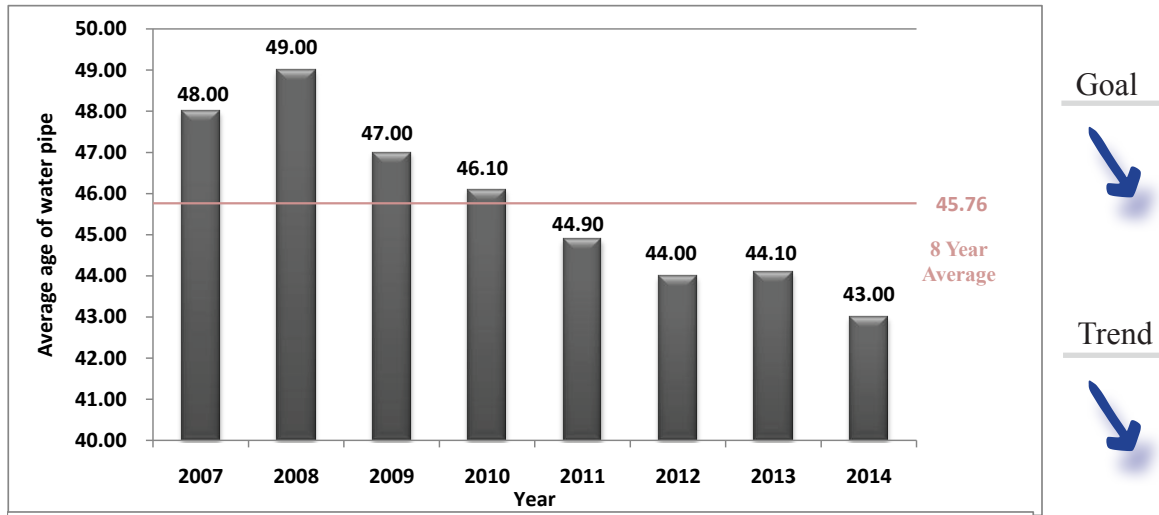
Trend



This indicator is a total of the value of all building permits issued for repairs or alterations within the calendar year. The permits were limited to construction values under \$50,000 to include only those permits issued for minor changes and general maintenance rather than entirely new developments. Maintaining the existing building stock is an important element towards a safe and healthy community.

## Average Age of Water Pipe

Figure 17(b) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative

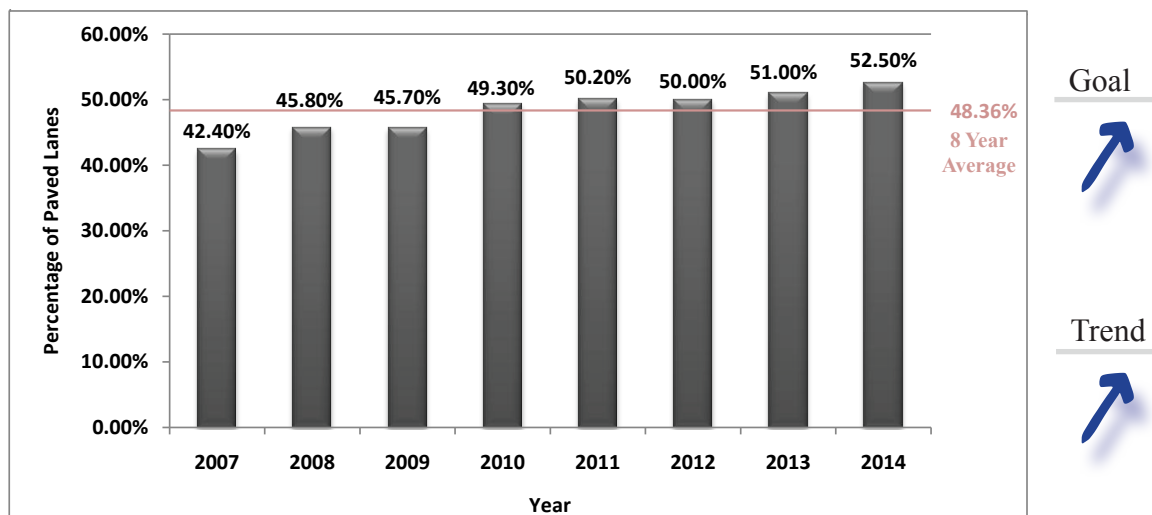


The average age of water pipe measures the age of the water supply infrastructure. A lower average age of water pipes throughout the City indicates improved physical infrastructure, which indicates an improvement to the quality of life.



## Percentage of Paved Lanes Where Condition is Rated Good to Very Good

Figure 17(c) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



The percentage of paved lanes as a total of all paved lanes within the City of Windsor is recorded in this measure. The condition of “good to very good” is determined based on road surfaces where distress is minimal and where no maintenance or rehabilitation action is required, with the exception of minor surface maintenance. Roads which will not require resurfacing for five years or more are also included. The quality of our roads is important to maintaining our physical infrastructure.



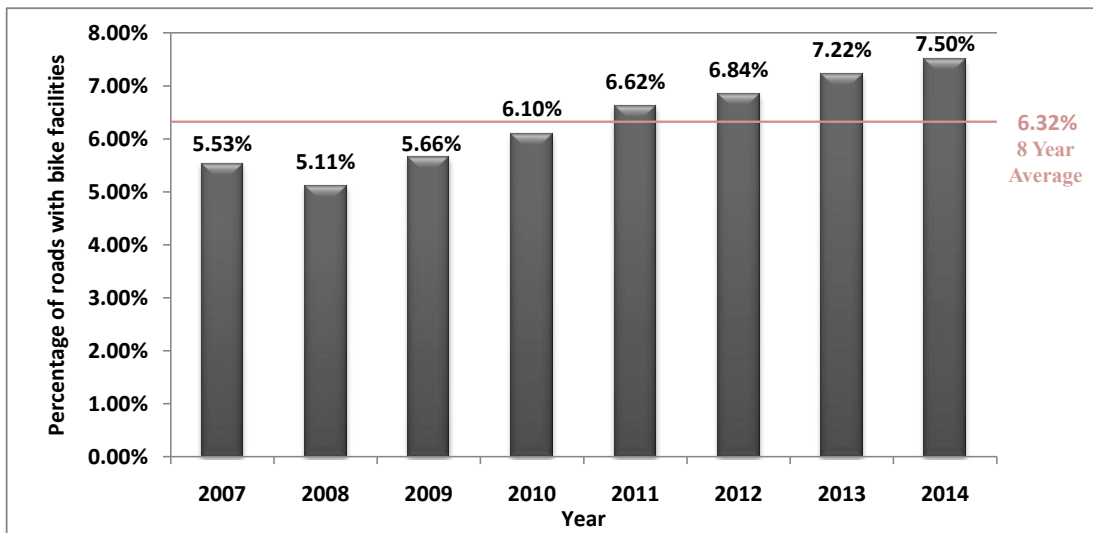
## Objective 18

### Make Transportation Efficient and Convenient

Provide transportation systems that enhance physical mobility and better serve the economic and social needs of all citizens.

## Percentage of Road Length with Bike Facilities

Figure 18(a) - Source: City of Windsor, Public Works Operations



Goal



Trend



This indicator on the total length of roads and total kilometres of signed bicycle routes, bicycle lanes and sharrows in the City. Increasing the bicycle network throughout the City improves our transportation options to better serve residents.

Figure A designates a bicycle route or a shared roadway by both motorists and cyclists. Where the sign is the only bicycle-related provision, this is known as a 'Signed Only' route. Shared use lane markings or sharrows may be applied as an option. Figure B designates a reserved bicycle lane. A bicycle lane contains pavement markings & signage for the exclusive use of cyclists.



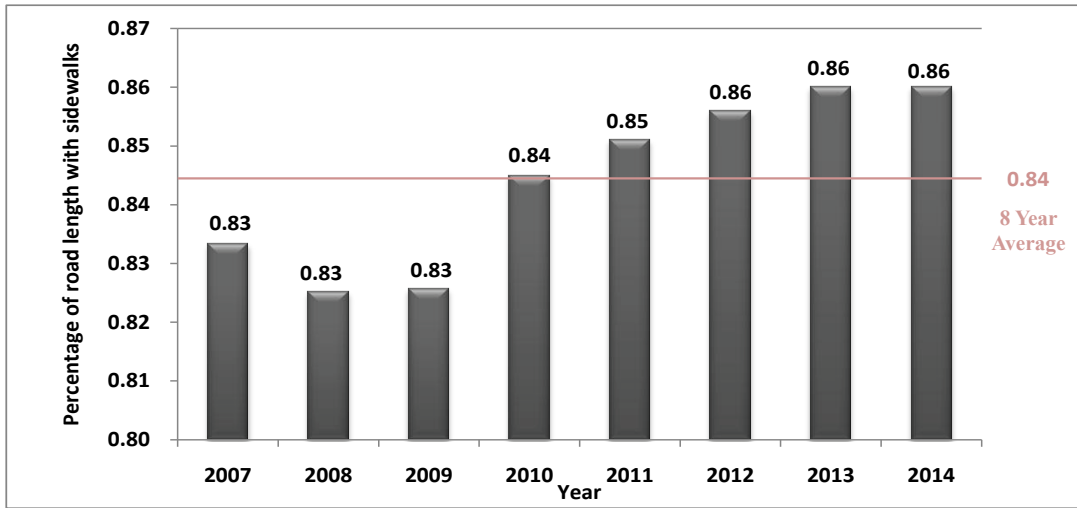
Figure A



Figure B

## Ratio of Sidewalk Lengths to Road Lengths

18(b) - Source: City of Windsor, Public Works Operations



Goal



Trend

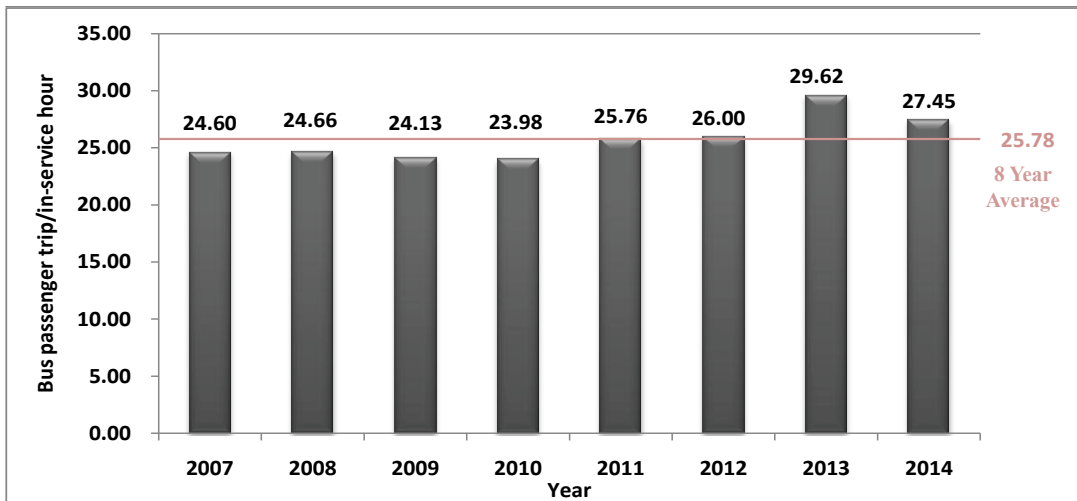


This indicator compares the total length of sidewalks to the total length of roads (along the centre line) in the City. Increasing this ratio creates a more pedestrian friendly environment. Sidewalks are an important part of our City’s infrastructure; they make our streets safer and more active for everyone.



## Bus Passenger Trips per In-Service Vehicle Hour

Figure 18(c) - Source: Transit Windsor



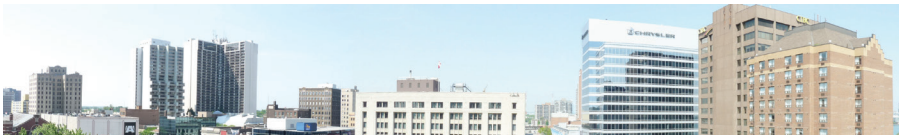
Goal



Trend



The indicator of bus passenger trips per in-service hours is determined based on the hours of operation of Transit Windsor and the total number of passengers travelling. This indicator monitors the use of public transit within the City of Windsor and an increase in usage creates a healthier community as individual car traffic should decrease.



# Responsive & Responsible

- That the City of Windsor work cooperatively with its regional partners including the County of Essex, and its constituent municipalities, in Southwestern Ontario, Detroit and Southeastern Michigan to achieve economic, social and environmental improvements.
- That the City of Windsor commit to greater communication with residents, businesses and stakeholders to improve the awareness of and participation in community programs and services.

## Objective 19

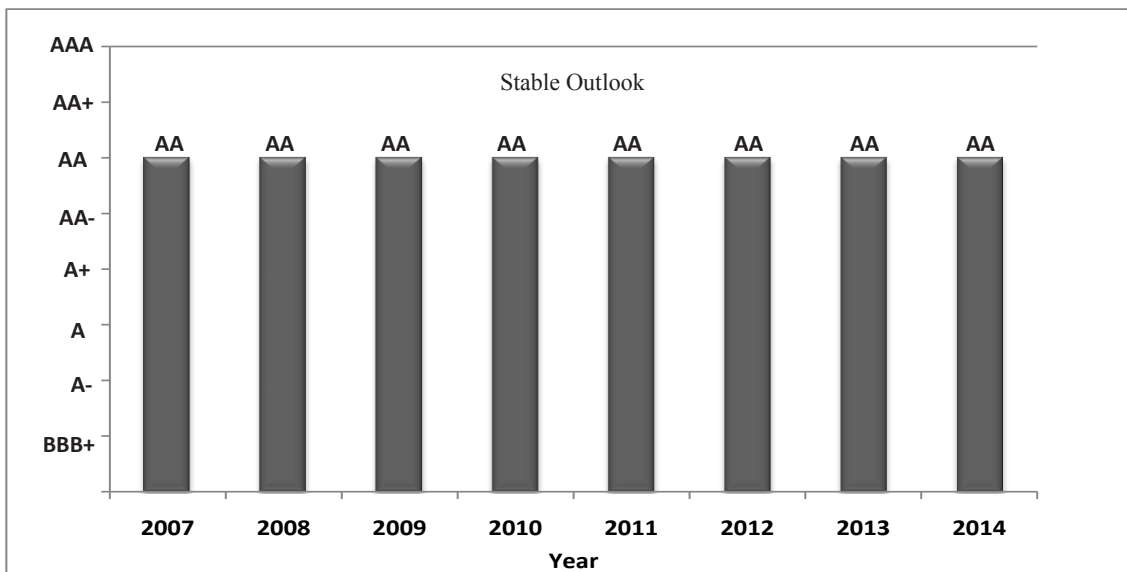


### Improve Financial Success

Maintain and improve the City's financial health.

## Municipal Bond Rating

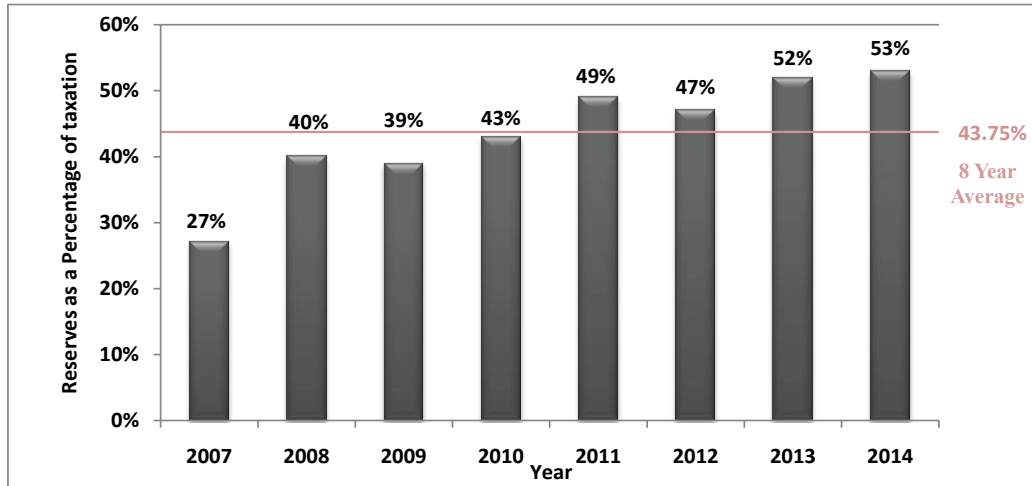
Figure 19(a) - Source: City of Windsor, Financial Accounting



The City's Bond Rating is updated annually by the independent rating agency Standard and Poors. It is an assessment of the overall risk that would be assumed by a bondholder lending money to the City. It can be viewed as proxy for the overall financial strength of the municipality.

## Reserves as a Percentage of Taxation

Figure 19(b) - Source: City of Windsor, Financial Accounting



Goal



Trend

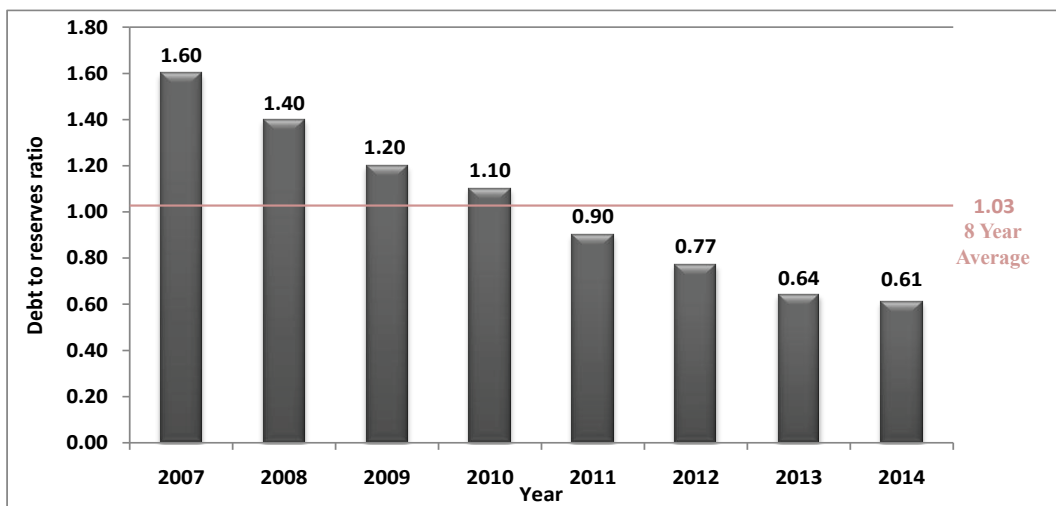


Reserves allow for financial flexibility by way of having “rainy day funds” set aside. By comparing the level of reserves to the related tax levy, it provides relative context to the measure, the higher the ratio the better.\*3



## Debt to Reserves Ratio

Figure 19(c) - Source: City of Windsor, Financial Accounting



Goal



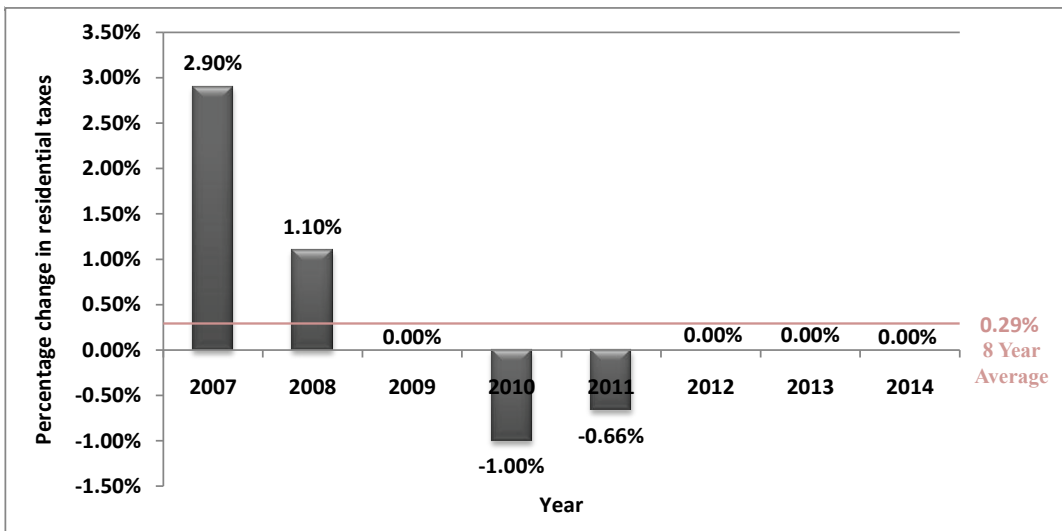
Trend



Unlike reserves, debt reduces financial flexibility as scarce funds are committed during the debt’s repayment period. The lower the ratio the more financial flexibility is present.

# Percentage Change in Residential Taxes

Figure 19(d) - Source: City of Windsor, Taxation & Financial Projects



Goal



Trend



The percentage change in residential taxes measures the change in what an average residential taxpayer; defined as a homeowner with a property assessment value of approximately \$150,000, pays in property taxes in the current year as compared to a prior year.

## Objective 20

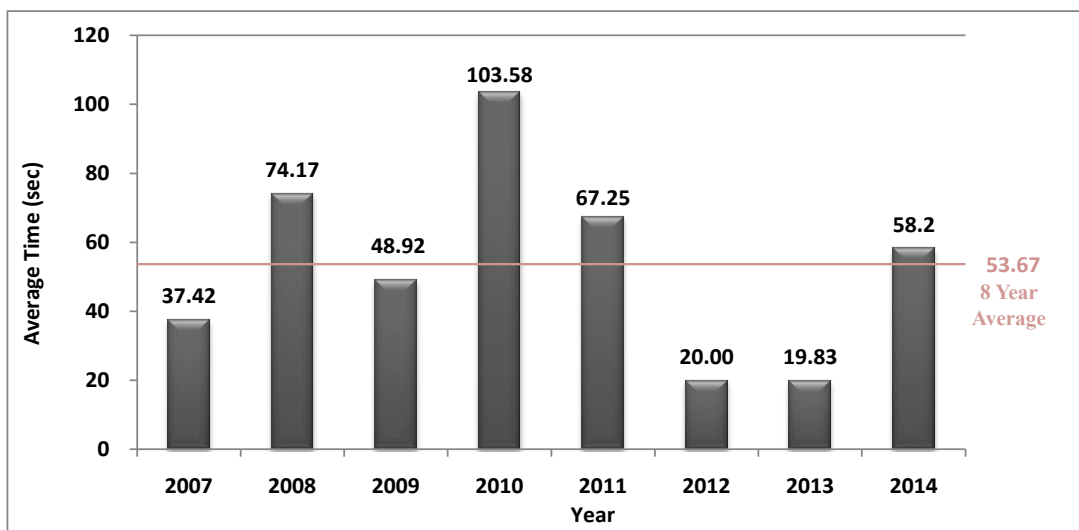


### Make Services Responsive

Be accountable for providing top-quality municipal services that serve citizens better.

## Average Time to Answer 311 Calls

Figure 20(a) - Source: City of Windsor, Communications & Customer Services



Goal



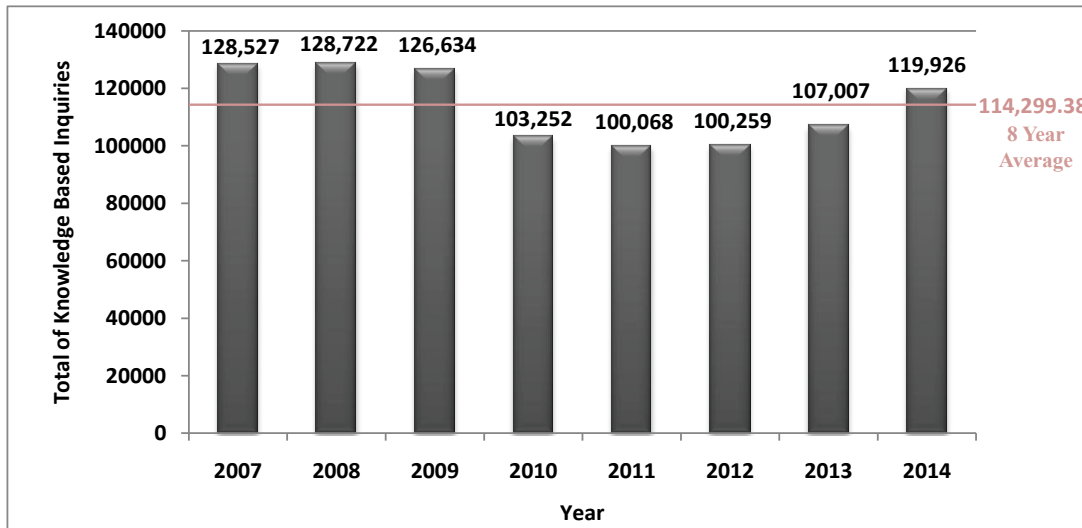
Trend



The average time to answer each individual 311 call is monitored to ensure we are providing top-quality services to residents of the City of Windsor. The target average time to answer a 311 call is 45 seconds.

## Volume of Knowledge Based Inquiries to 311

Figure 20(b) - Source: City of Windsor, Communications & Customer Services



Goal



Trend

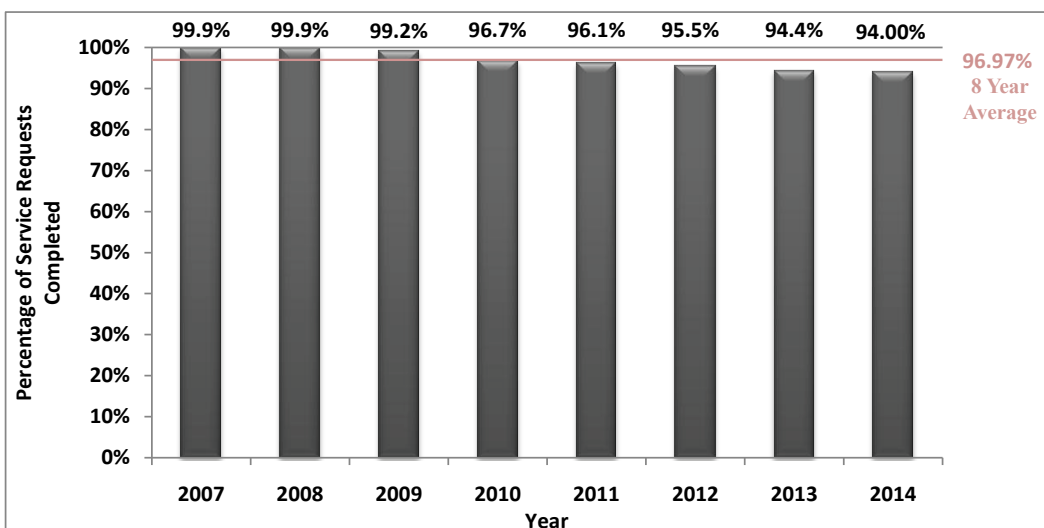


Knowledge based inquiries refer to calls made to the 311 service where information is provided but where no other departmental action is required. Knowledge based inquiries demonstrate the 311 services ability to provide residents with first call resolution, helping them avoid searching through departmental directories for someone to contact. Departments also benefit by avoiding interruption for calls of a more routine nature.



## Completion Rate for Service Requests

Figure 20(c) - Source: City of Windsor, Communications & Customer Services



Goal



Trend



Residents contact 311 to initiate a request for municipal services. Information is collected and then transferred electronically to departments where action is taken. The completion rate for service requests demonstrates the percentage of requests municipal departments have dealt with to conclusion in a given year.



## Objective 21

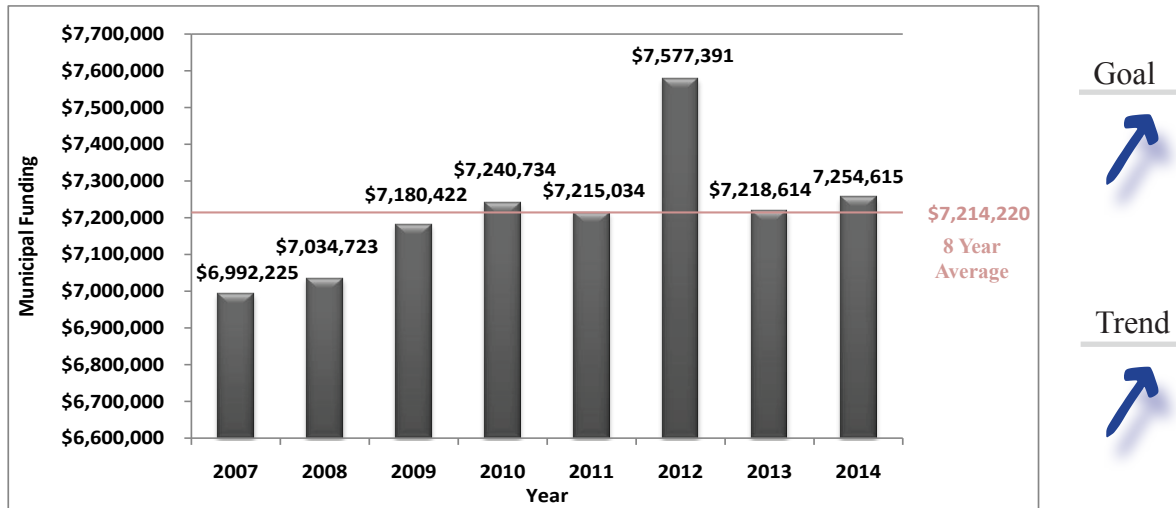


### Form Beneficial Partnerships

Develop innovative partnerships between the public, private, and not-for-profit sectors.

## Total Municipal Funding Provided to Non-Profit Groups

Figure 21(a) - Source: City of Windsor, Financial Planning



Non-profit groups represent an important component of the local community. Financial support provided by the City to these groups contributes to the development of partnerships and recognizes their role in creating a strong community.

## Objective 22



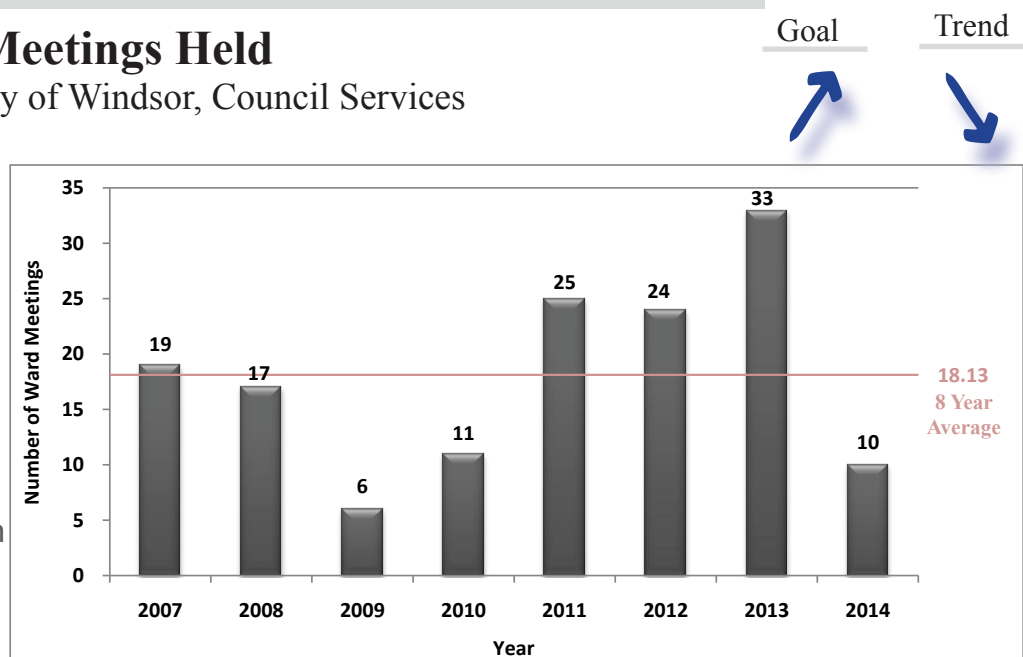
### Encourage Public Engagement

Engage citizens openly and frequently in decisions that affect their lives.

## Number of Ward Meetings Held

Figure 22(a) - Source: City of Windsor, Council Services

Members of City Council are committed to meeting with their constituents on a regular basis. With the assistance of the City Clerk, meetings can be scheduled at the request of a Councillor to address either a city-wide or ward specific issue. Notification of a scheduled meeting can be provided in the Windsor Star, by mail, and on the City's website and social media sites.\*<sup>4</sup>



## Objective 23

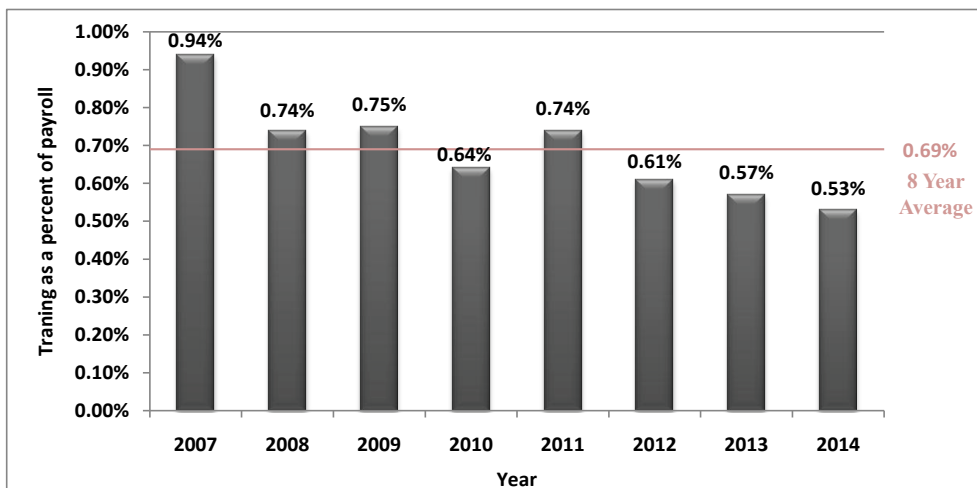
### Cultivate Administrative Talent

Build and maintain a dynamic administrative team.



## Average Training, Learning and Development as a Percent of Payroll

Figure 23(a) - Source: City of Windsor, Human Resources



Goal



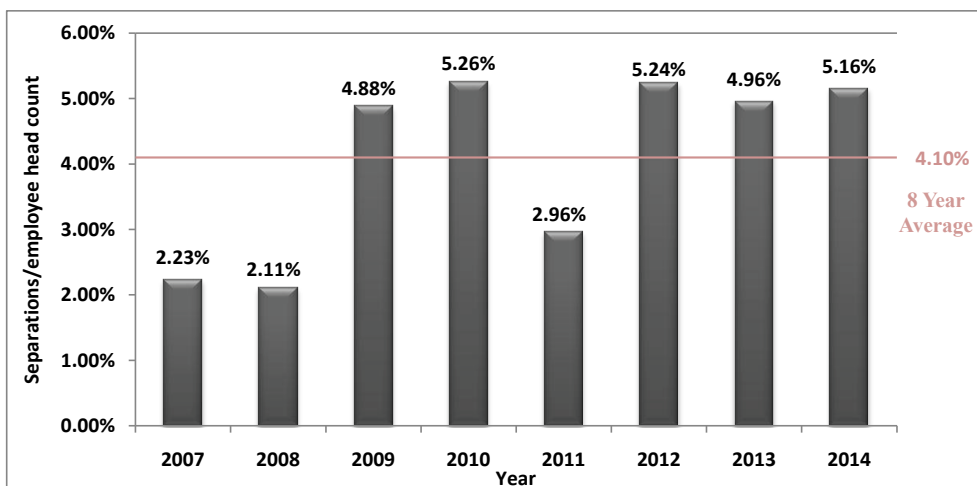
Trend



Corporate Staff Development provides training and development opportunities as a means of equipping workers with the tools they need to adapt to changing skill requirements, organizational change and increasingly complex workforce planning initiatives. At the very core, training and development programs are designed to successfully carry out our organization's mission and values.

## Number of Municipal Employee Voluntary Permanent Separations per Average Permanent Employee Head Count

Figure 23(b) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



Goal



Trend



This indicator provides the ratio of the number of permanent employees choosing to end their employment with the Corporation of the City of Windsor in comparison to the number of permanent employees. This measure can be used to determine the turnover rate for permanent employees and includes retirees .



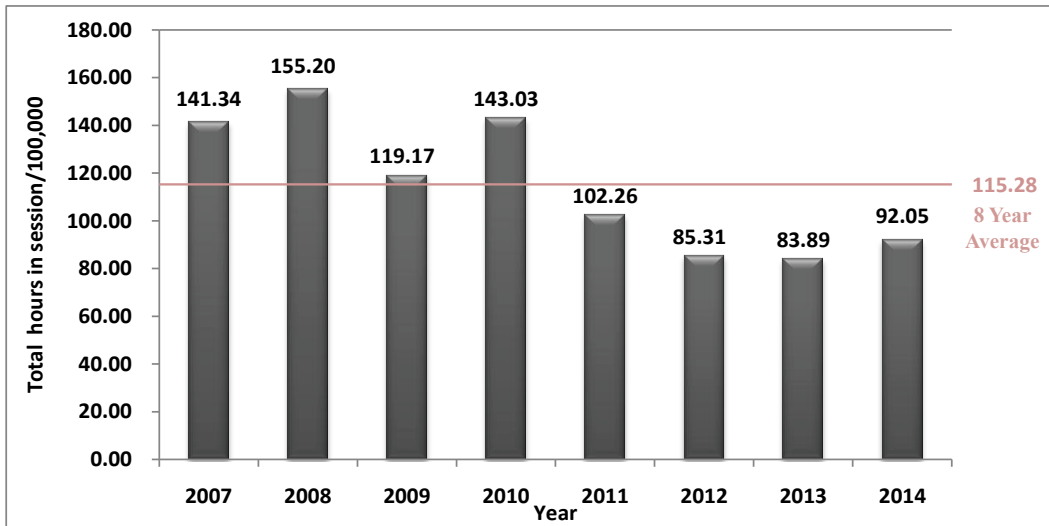
## Objective 24

### Build Political Leadership

Support City Council to collaborate, cooperate and creatively lead Windsor into its next great era.

## Council and Committees - Total Hours in Session per 100,000 Population

Figure 24(a) - Source: City of Windsor, Council Services



This indicator monitors the total number of hours for City Council and Committee meetings which required administrative assistance. These meetings help to build a strong political awareness for the residents of the City and foster transparency in government. It is important to note that in May 2011 Council adopted a new governance structure which includes Standing Committees in this indicator. These figures should be looked at in the context of a complete 4-year term of Council.





## Acknowledgements

This Report Card has been made possible through the collaboration and contributions of many people. The staff of the Planning Department would like to thank the following groups for their assistance:

### **Community Organizations:**

Canadian Institute of Health Indicators  
Enwin Utilities Ltd.  
Essex Region Conservation Authority  
United Way of Windsor-Essex County  
Windsor Essex Economic Development Corporation

### **The Corporation of the City of Windsor:**

Mayor Dilkens and Members of City Council  
Office of the Chief Administrative Officer  
Office of the Chief Financial Officer & City Treasurer  
Office of the City Engineer  
Office of Community Development and Health Services Commissioner  
Office of the City Clerk & License Commissioner  
Office of the City Solicitor



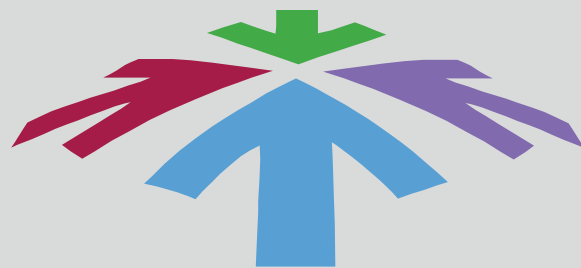


## Footnotes



1. Figure 5a - Due to the implementation of a new Ontario Works database (SAMS) in November, all 2014 data was not available. The Ontario Works related data covers 10 months of activity (i.e., ending October 31, 2014). The Employment Ontario data covers a full year.
2. Figure 13a - Windsor's decrease in Arts Grants per Capita is due to a change in the funding model for the Art Gallery of Windsor and the Windsor Symphony Orchestra. The City now provides in kind facility services for both of these facilities in lieu of direct grants.
3. Figure 19b - The 2014 Report erroneously displayed the 2013, 2012 and 2011 amounts. The 2013 amount is 52%, the 2012 amount is 47% and the 2011 amount is 49%.
4. Figure 22a - The year 2014 was an election year.





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Print Date  
11/06/2015