



OUR ECONOMY



OUR SOCIETY



OUR ENVIRONMENT

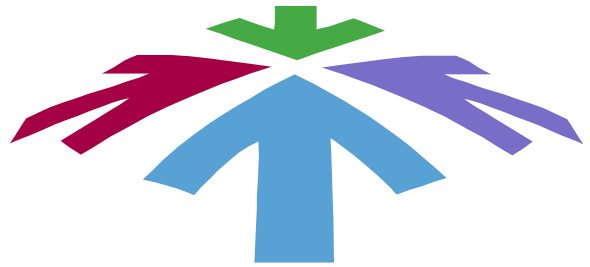


OUR GOVERNMENT

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# Report Card Community Strategic Plan

December 2011



Planning Department



# A Message from Windsor City Council



Councillor  
Dilkens



Councillor  
Gignac

Message from Mayor and Council,



Councillor  
Jones

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.



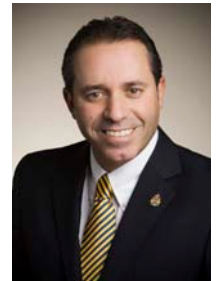
Councillor  
Hatfield

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 this Report Card. In doing so, we can translate the lessons of the past 4 years into further refinements to our strategic process going forward.



Councillor  
Valentinis

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  
Marra



Councillor  
Halberstadt

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!

Sincerely,



Councillor  
Payne

Mayor Eddie Francis



Councillor  
Sleiman



Mayor  
Francis



Councillor  
Maghnieh



# How to Interpret the Graphs

## Legend



an upward goal or trend



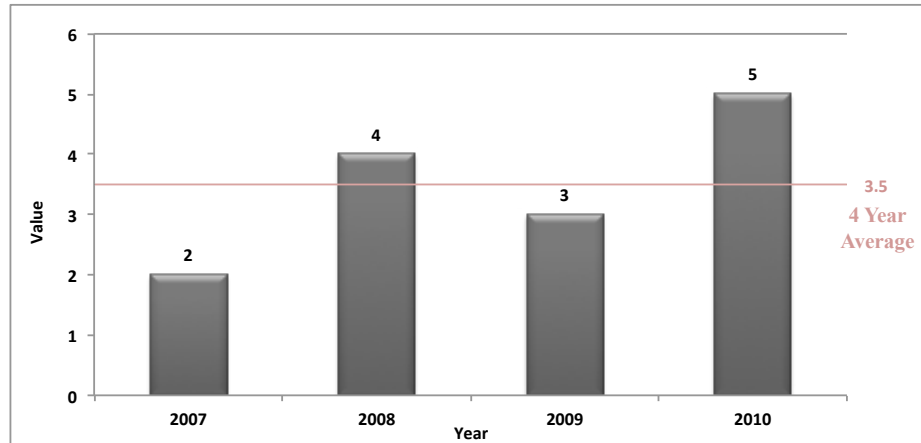
a trend that is unchanged from a previous year



a goal that is undefined (neither upward or downward)

a downward goal or trend

## Sample Graph (A)



Goal

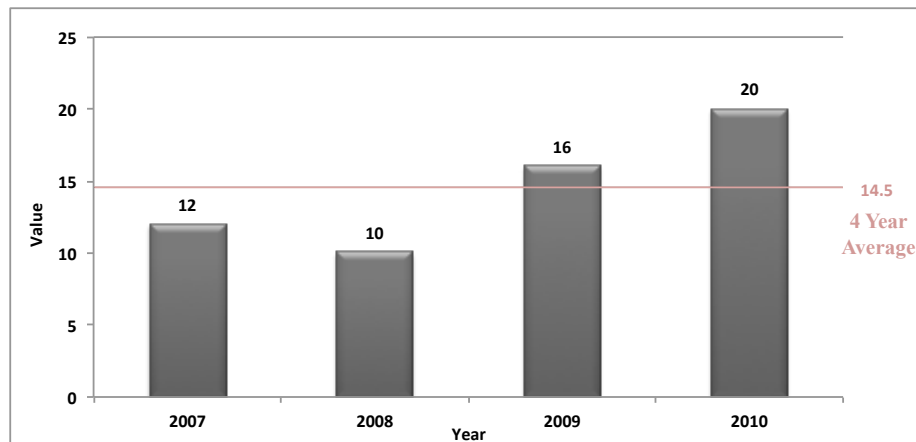


Trend



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 2010 is also upward since the value of '5' is above the 4 year average line of 3.5. 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 2010 is upward since the value of '20' is above the 4 year average line of 14.5. 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 (e.g. call volumes for 211 or 311 services, operating costs associated with changing programs or services).

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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 Report Card has been created 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

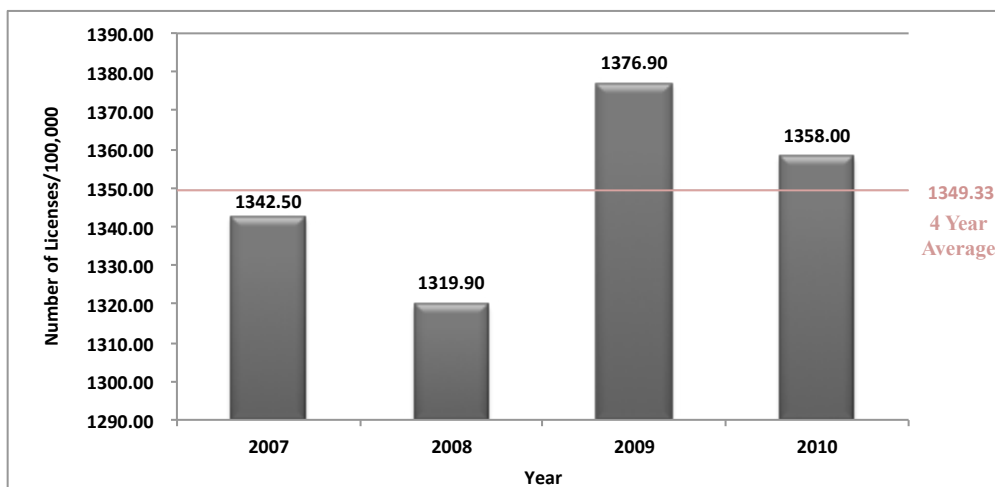


### Grow Business:

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



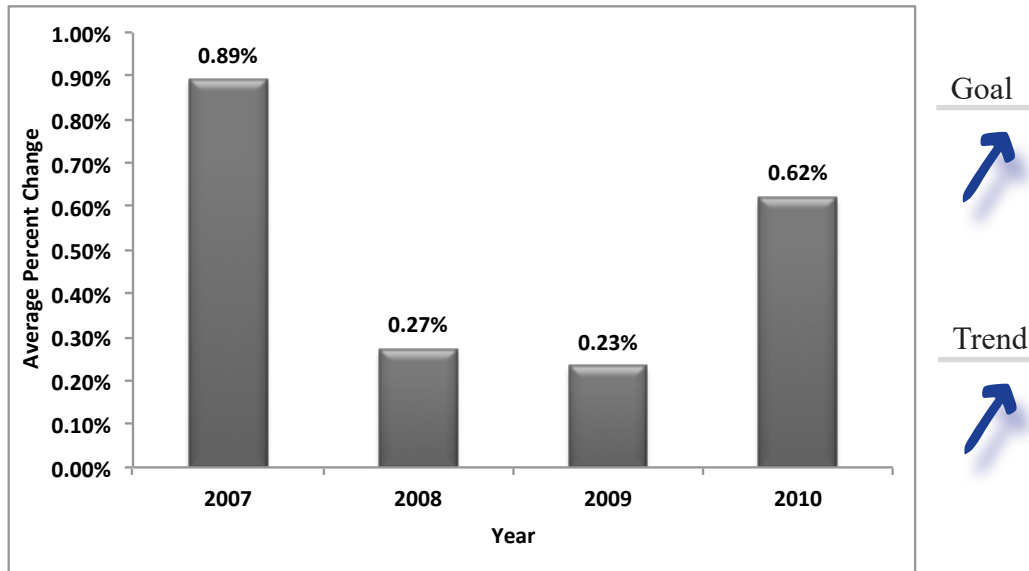
Trend



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.

# Average Percentage of Assessment Growth for All Classes of Development

Figure 1(b) - Source: City of Windsor, Office of the Chief Financial Officer

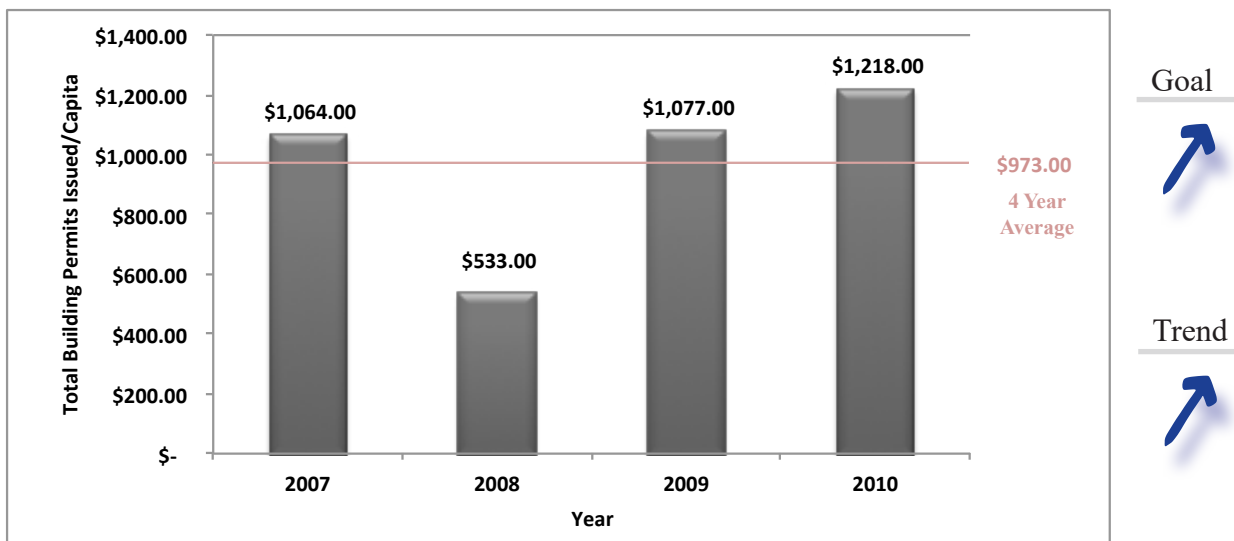


This indicator identifies the change in all property classes' total assessment value as calculated at the beginning of the year compared to the value at the end of the year. It measures the net impact on assessment value due to items such as building additions and new construction, which add value, less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

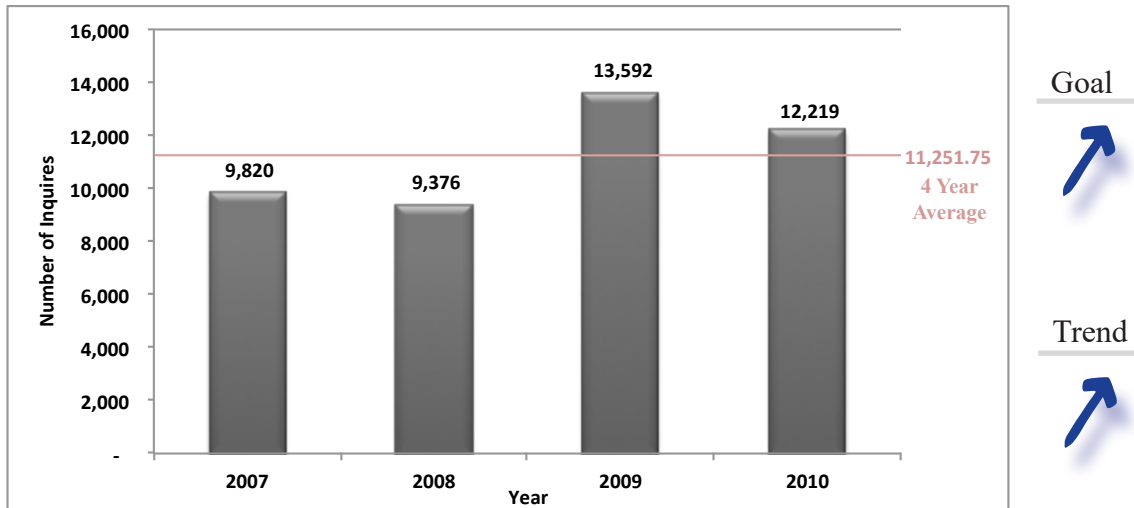


### Partner Productively:

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

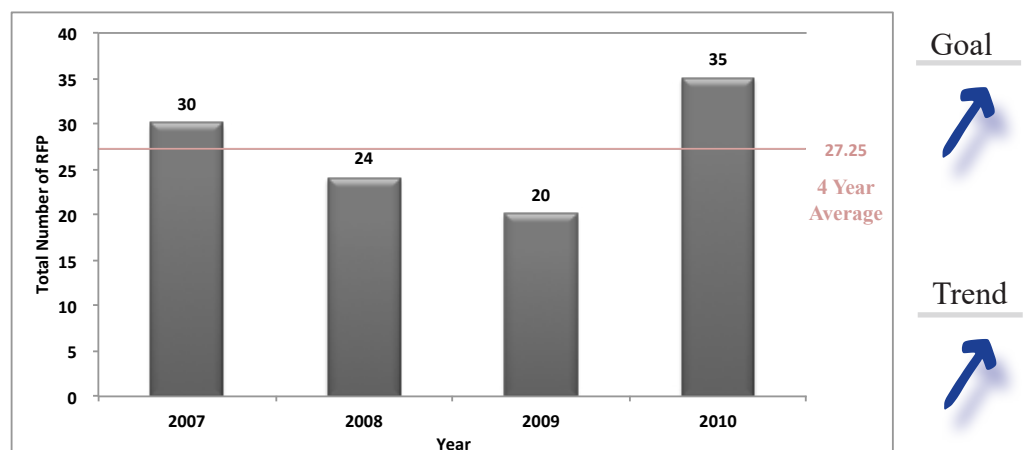


The Windsor Essex Small Business Centre is a service of the Windsor Essex Economic Development Corporation (WEEDC). The Centre is a source of information, guidance and professional advice for new and developing small businesses. The number of inquiries received annually can be viewed as one indicator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

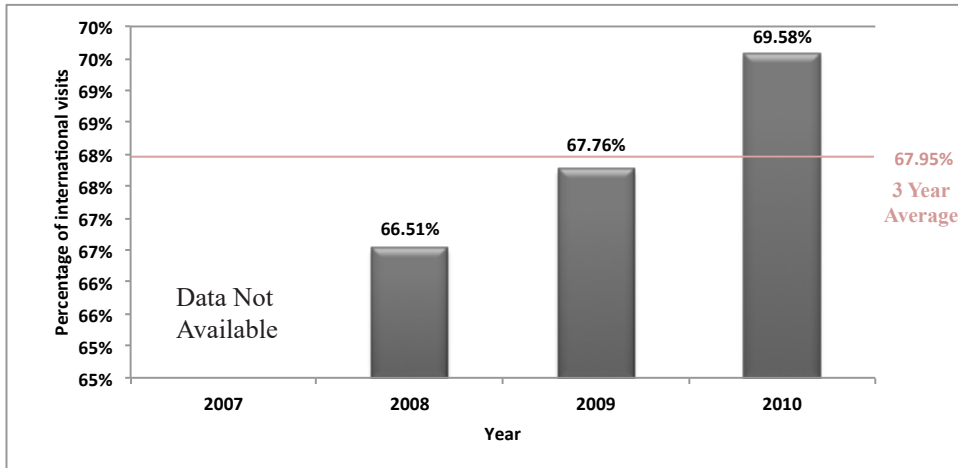
#### Capitalize on Our Strengths:

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 Maintained Recreation Trails

Figure 4(a) - Source: City of Windsor, Office of the City Engineer

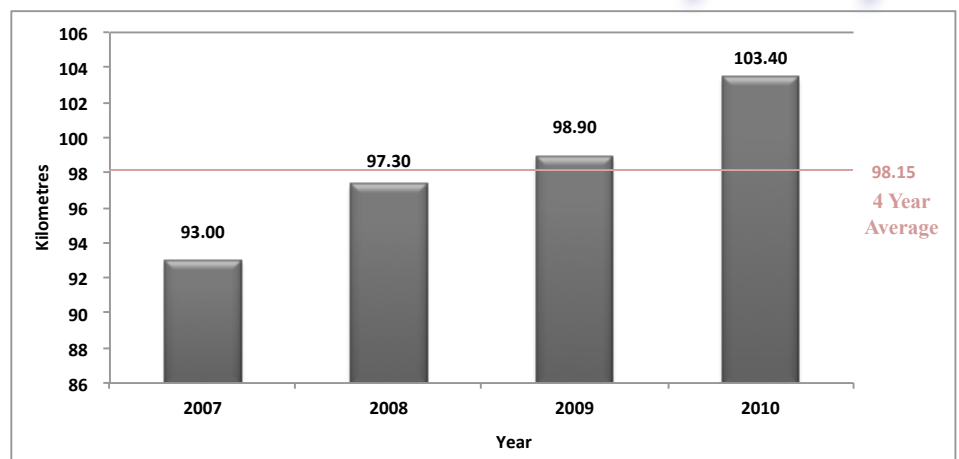
Goal



Trend



This indicator monitors the total kilometres of multi-use recreational trails available throughout the City. These are dedicated trails located off-road that may be used for walking, running or bicycling. This indicator demonstrates the City's interest to provide opportunities for healthy lifestyles to residents, visitors and those considering Windsor as their new home.



## Objective 5

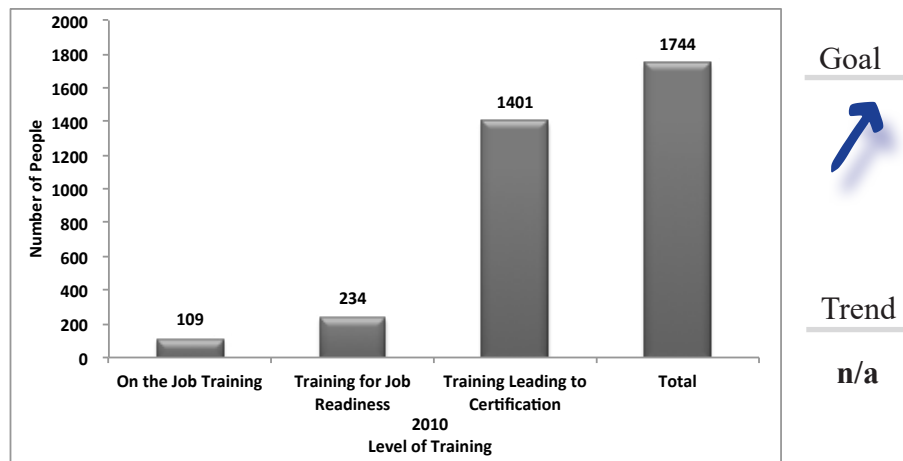


### Develop Skills:

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: Office of Community Development and Health Services



In 2010, the Office of Community Development and Health Services assumed responsibility for the administration of the Employment Ontario programs. This indicator shows the total number of Ontario Works and Employment Ontario clients who participated in retraining activities. A detailed breakdown of participants is as follows: recipients of on the job training (109); training for job readiness without certification (234); training leading to certification (1401). This indicator depicts categories of retraining programs that can be accessed by clients to assist them in becoming more skilled.





# 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

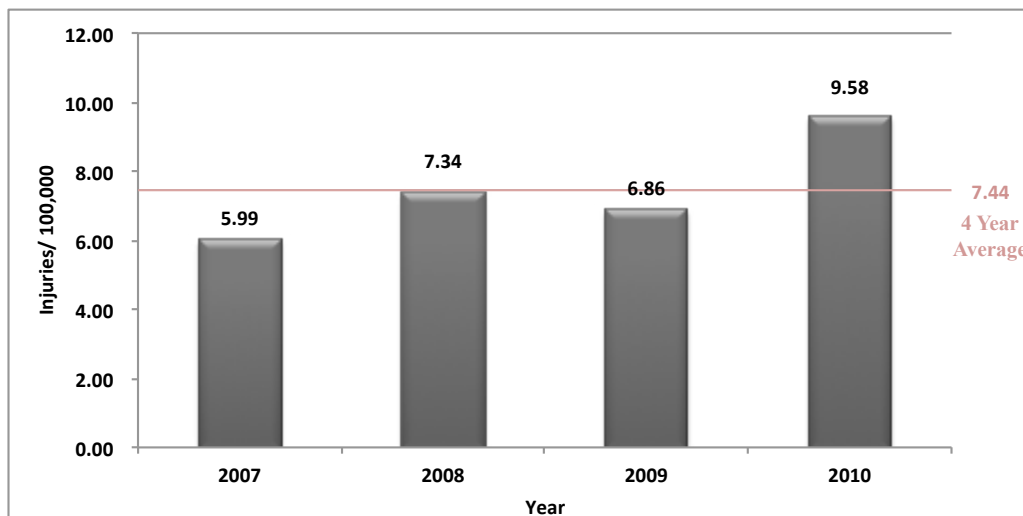
#### Stay Safe:

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



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

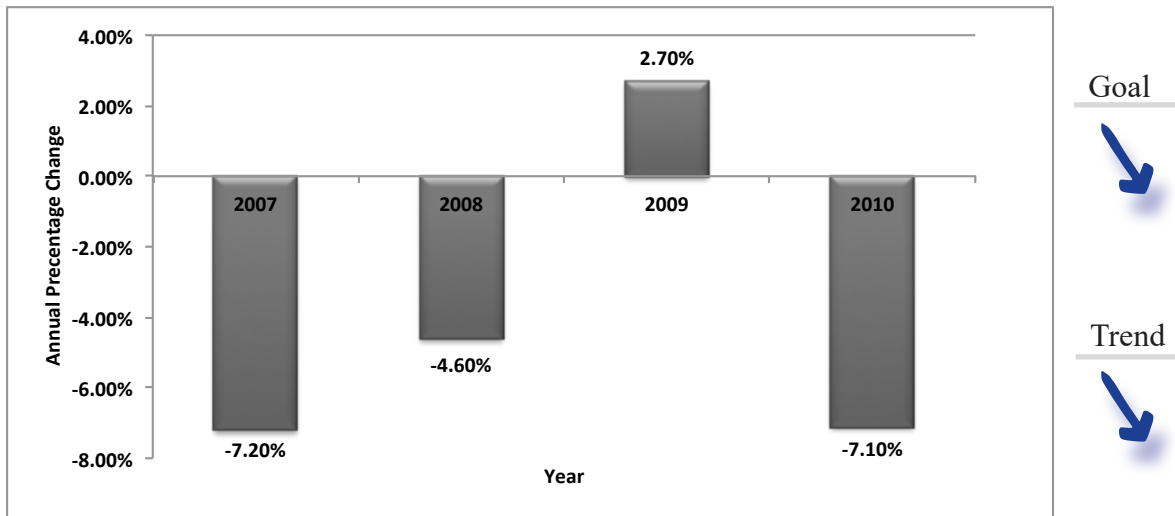
Figure 6(a) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



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.

## Annual Percentage Change in Rate of Violent Crime

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

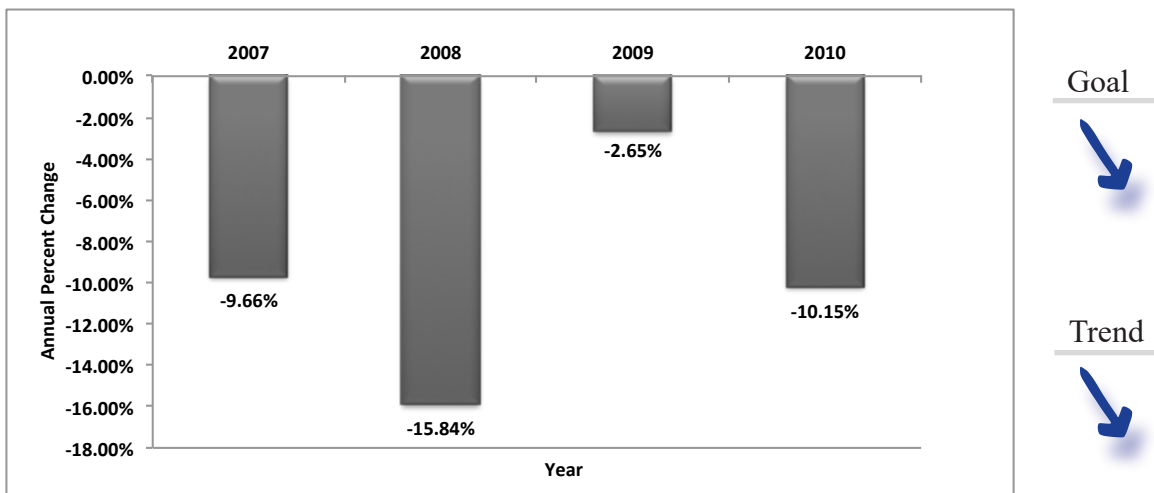


This indicator measures the percentage change in the number of reported violent criminal code incidents from the previous year. Each annual value is reported on a per 100,000 population basis. When viewed over a multi-year period, this measure provides an indicator of safety in the community. When viewed 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: City of Windsor data for Ontario Municipal Benchmarking Initiative



This indicator monitors the change in property crime each year; calculated as the current year's property crime rate, minus the previous year's crime rate. Because a drastic increase or decrease in one year will affect the values of the adjacent year therefore it is best to use this indicator to monitor over an extended period of time. Reducing property crimes makes our community a safer place.

## Objective 7

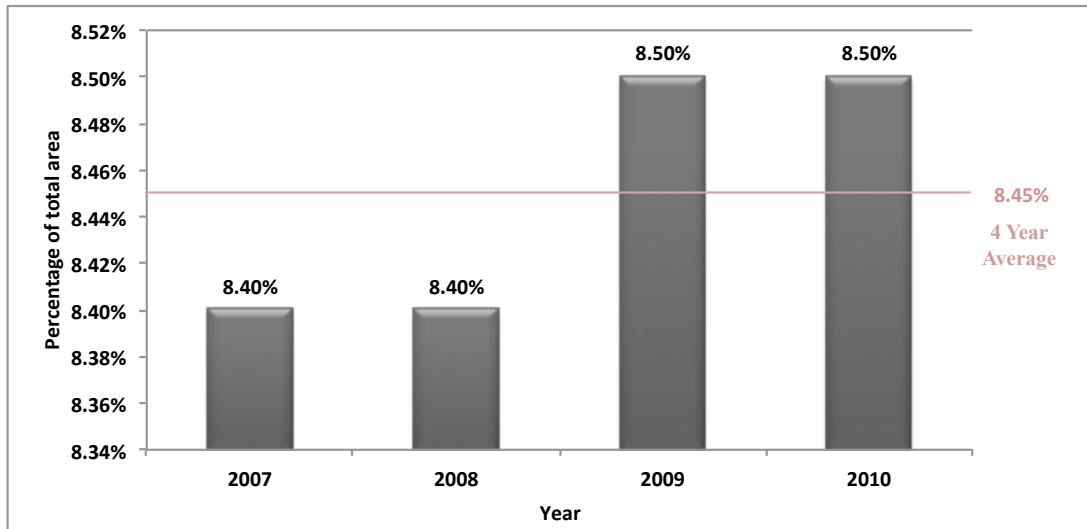
### Invest in Quality Living:

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

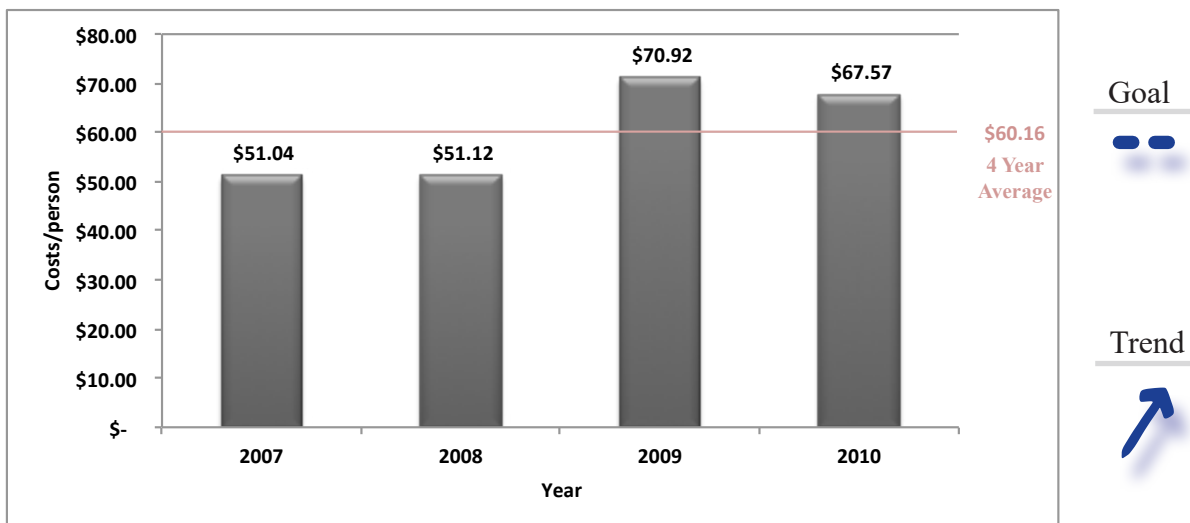


This indicator measures the total area of publically accessible parks and natural areas when compared to the total area of the City of Windsor. The more public spaces available within a City, the more attractive it is to its residents and visitors, while providing for a more sustainable environment.



## 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

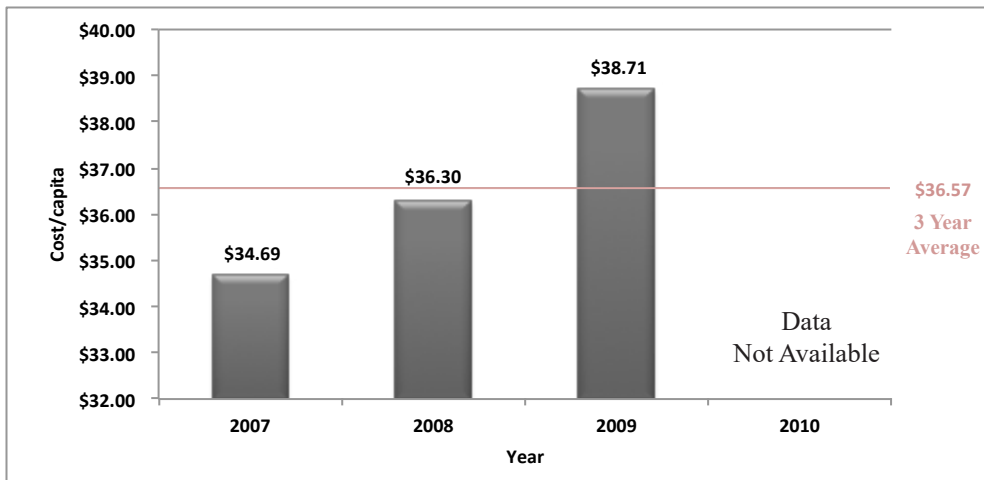


### Protect Community Wellness:

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

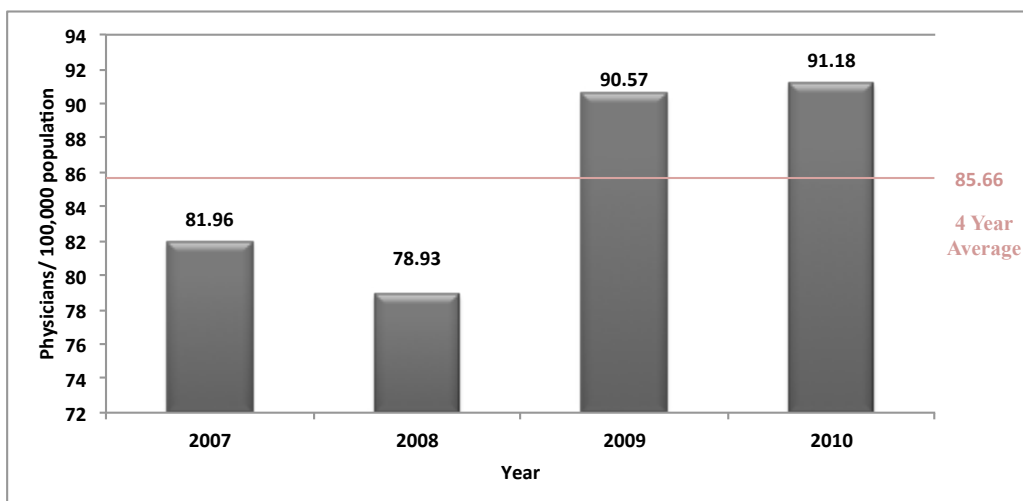
Figure 8(a) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



Access to 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

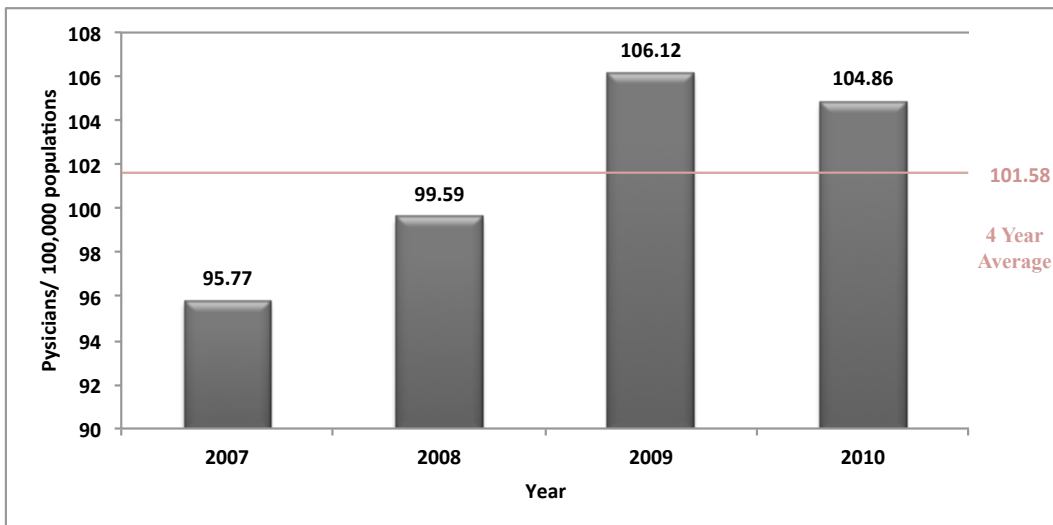
Figure 8(b) - Source: Canadian Institute of Health Indicators



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 Indicators



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

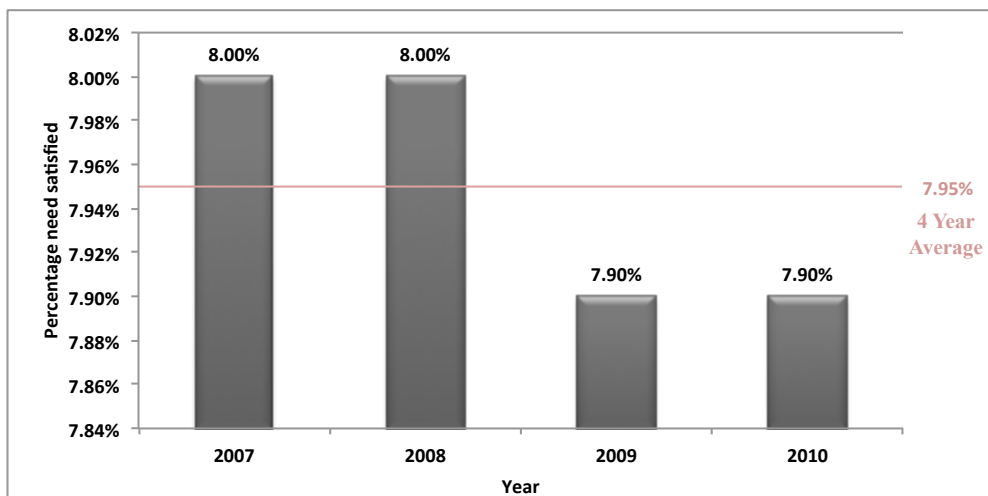
### Strengthen the Social Fabric:

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

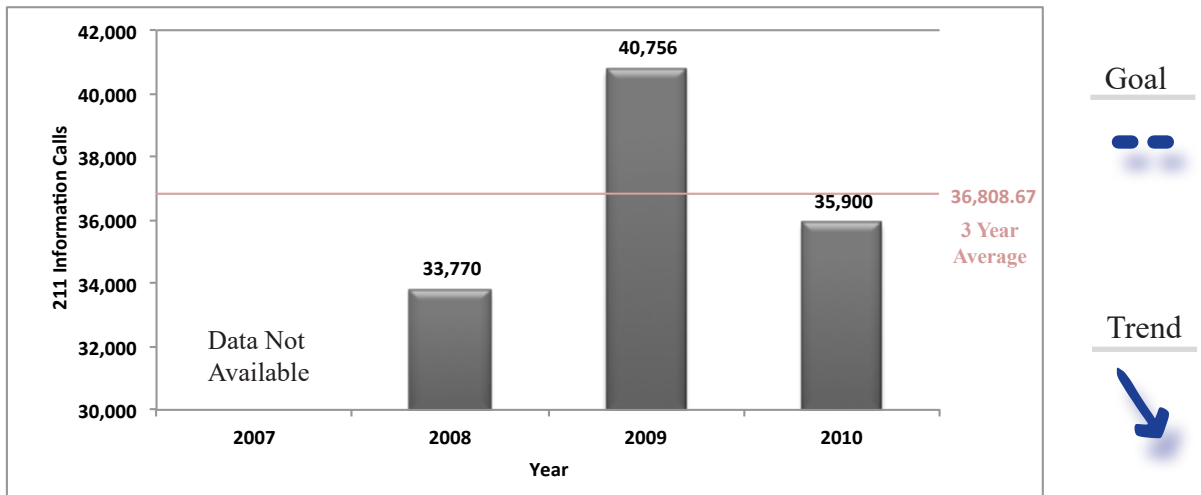


This indicator is based on the total number of long term care beds within the community as well as the number of residents aged 75 or older. It is understood that not all residents aged 75 or older will require long term care facilities but the goal is to be prepared as the life expectancy of Canadians increases.



# Windsor Residents Calling for 211 Service Information

Figure 9(b) - Source: 211 South West Ontario

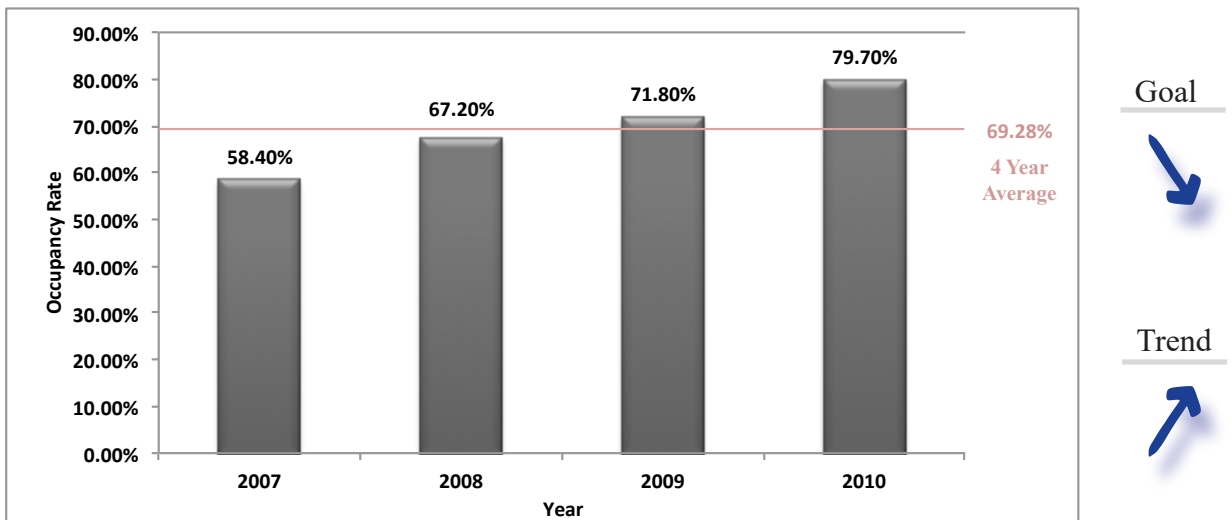


211 South West provides information about a wide array of community, social, health and government services for the residents of Southwestern Ontario. This indicator is determined based on the total number of calls received by the 211 South West service multiplied by the percentage of calls from the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



# Average Nightly Bed Occupancy Rate of Emergency Shelters

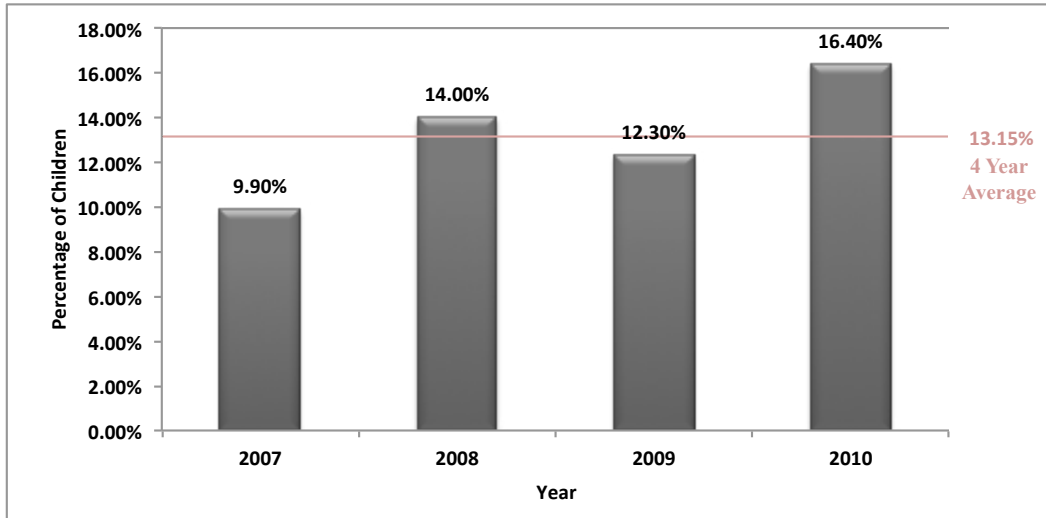
Figure 9(c) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



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 the appropriate programs are in place to help reduce this value.

### Objective 10

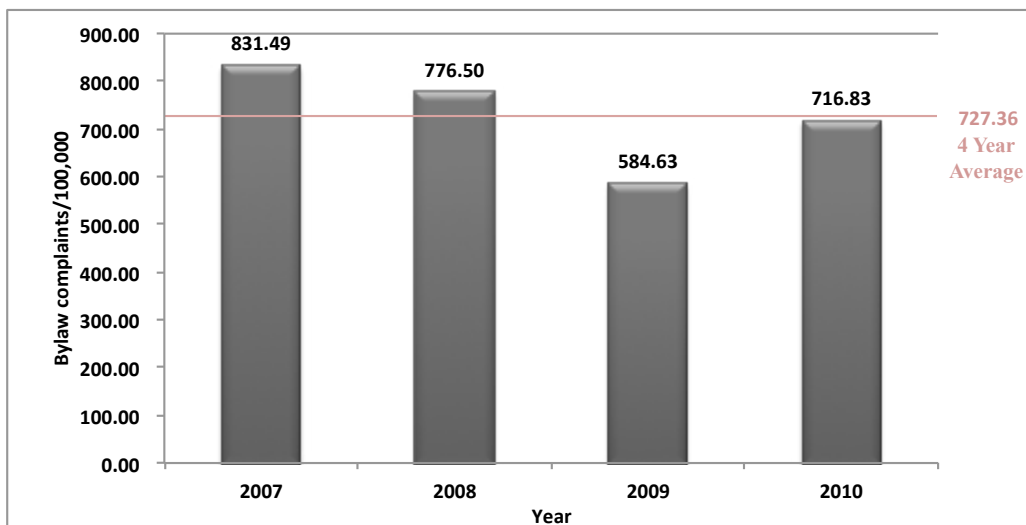
#### Create Complete Neighbourhoods:

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



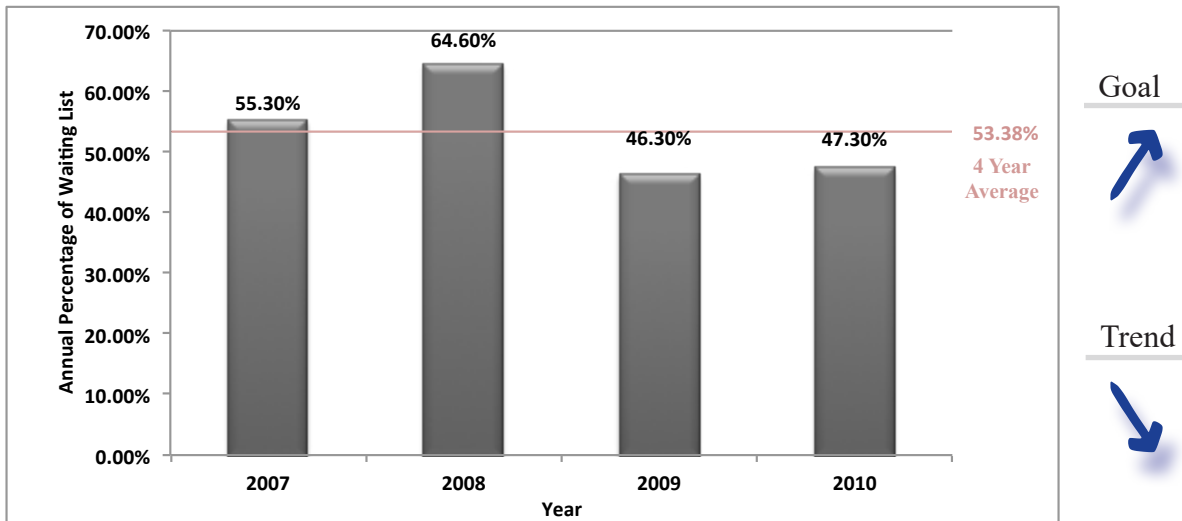
Trend



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

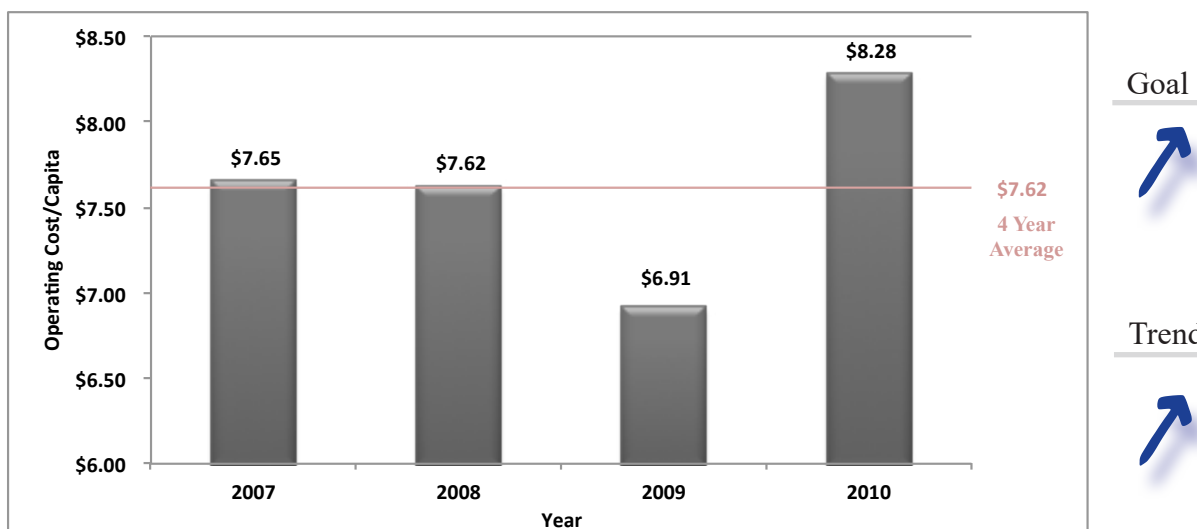


#### Celebrate Diversity:

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

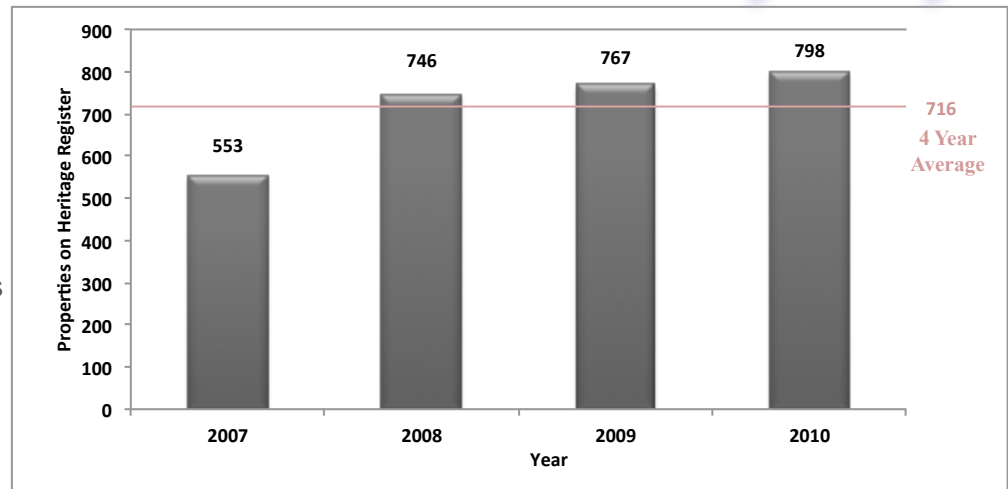
Figure 12(a) - Source: City of Windsor Planning Department

Goal

Trend



Cultural heritage resources of architectural or historical interest are identified, evaluated, and inventoried on the Municipal Heritage Register. The list was formerly known as the Windsor Heritage Properties Inventory but a recent change to the Ontario Heritage Act caused the City to create the Heritage Register. As such, the 2007



value of Heritage Properties are affected as the conversion of the list was not completed until 2008. Designated properties, with specific elements to be preserved, are also included in the total number of registered properties.

## 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

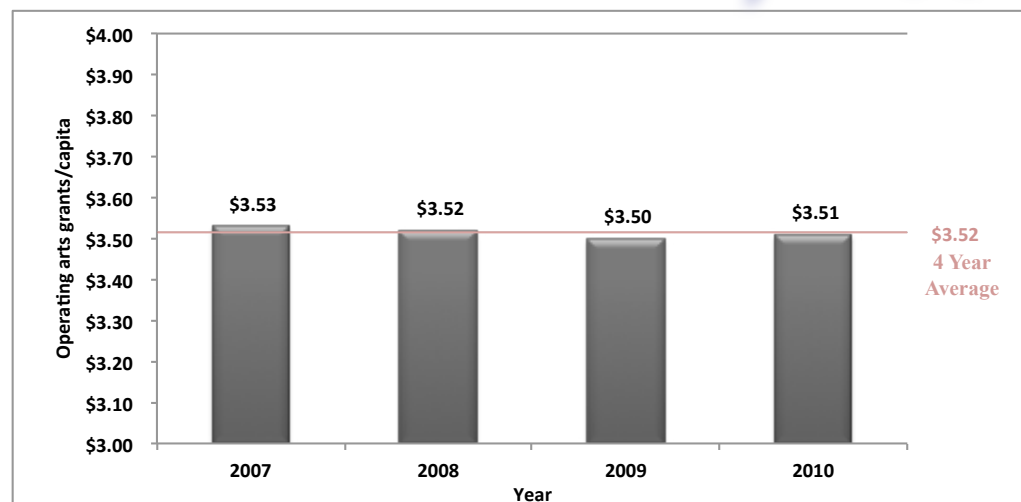
Figure 13(a) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative

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.





## 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

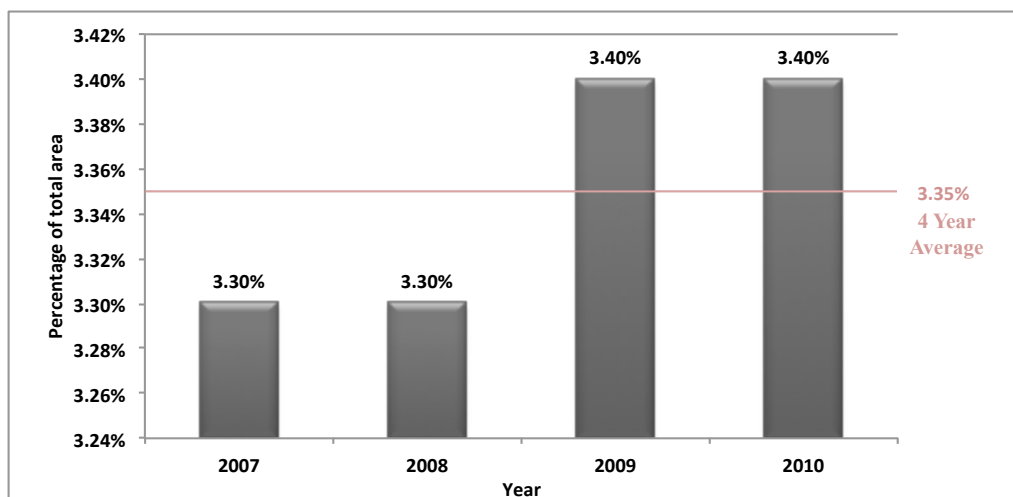


#### Improve our Environment:

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

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

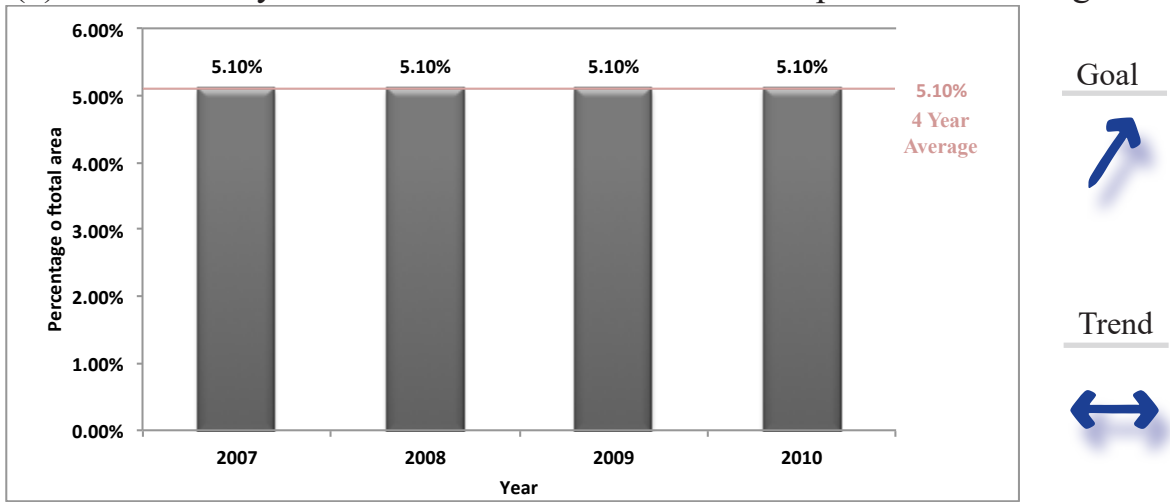
Figure 14(a) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



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

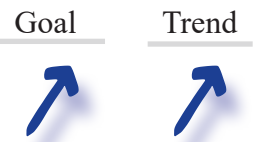
### Develop Responsibly:

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

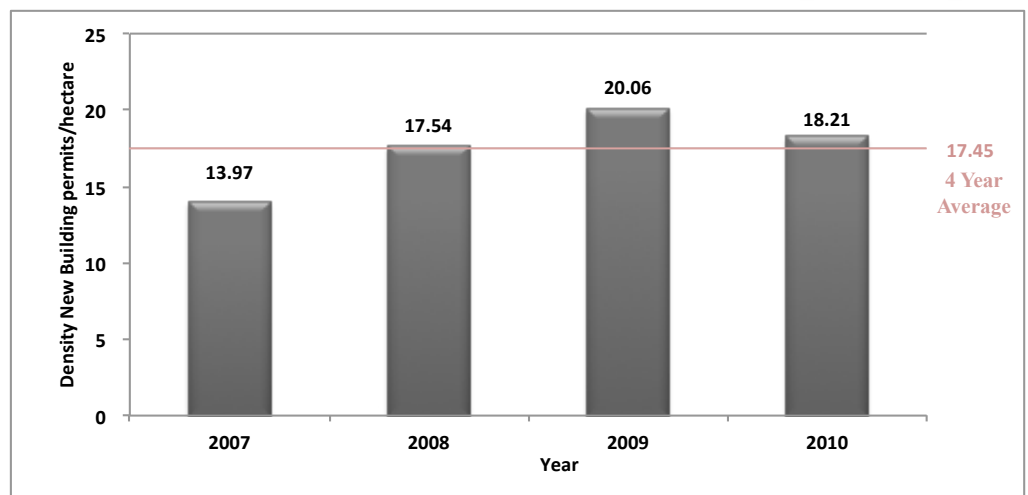


# Density of New Residential Development - Properties with Issued Building Permits for New Development per Hectare

Figure 15(a) - Source: City of Windsor Planning and Building Departments

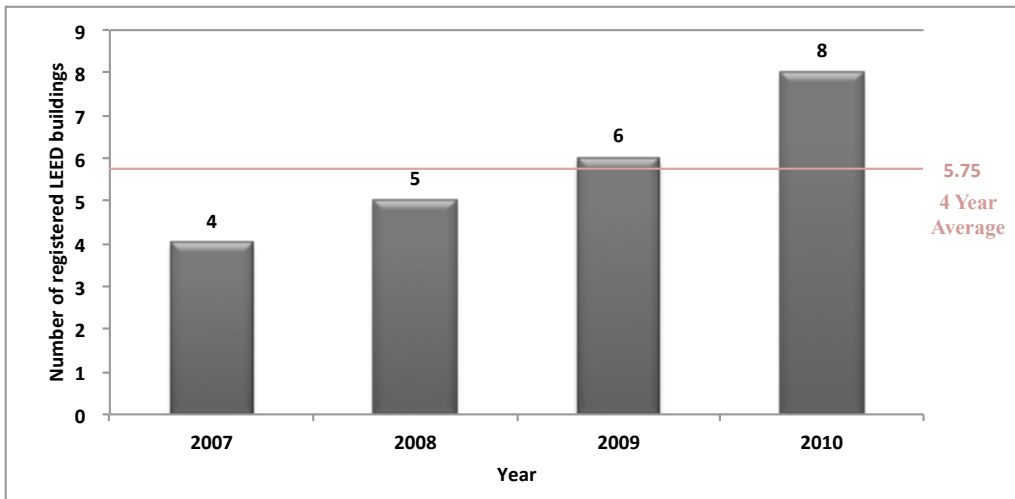


This indicator looks at building permits issued within the City and the parcel areas for which each permit is issued. Allowing for a more compact urban form permits land to be used more efficiently and increases the ease at which services can be provided to residents. Concentrating our growth will create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

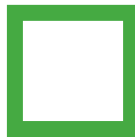


## Total Number of Registered LEED Buildings

Figure 15(b) - Source: City of Windsor Planning Department

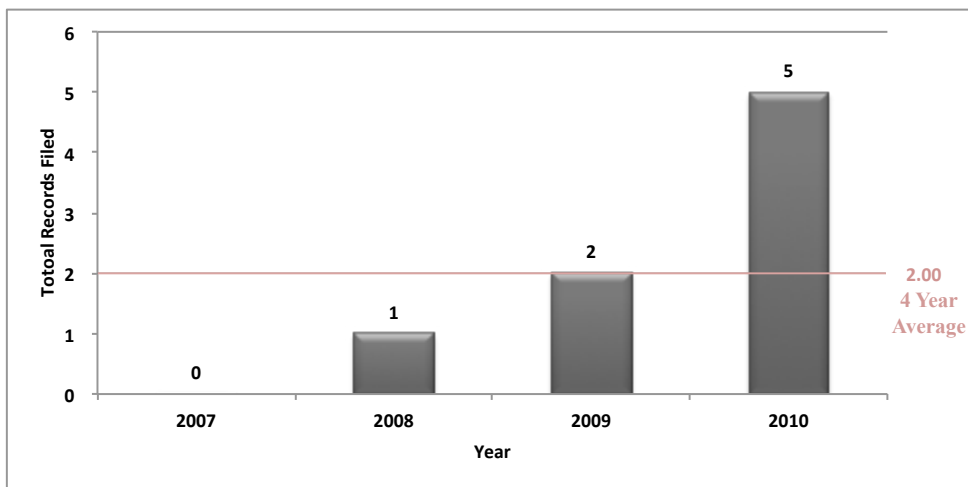


The Leadership in Energy and Environmental Design (LEED) Green Building Rating System® encourages sustainable development through the creation and implementation of tools and measurable performance criteria. The total number of buildings that are registered with LEED is recorded each year. In the first 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



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

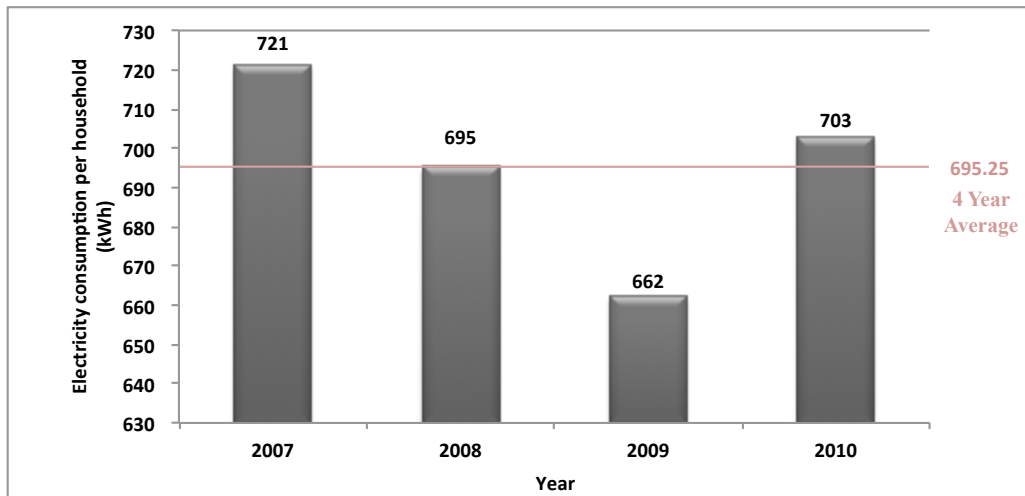
### Conserve Energy:

Be an energy-efficient community.



## Residential Electricity Consumption (kWh) per Household

Figure 16(a) - Source: EnWin Utilities



Goal



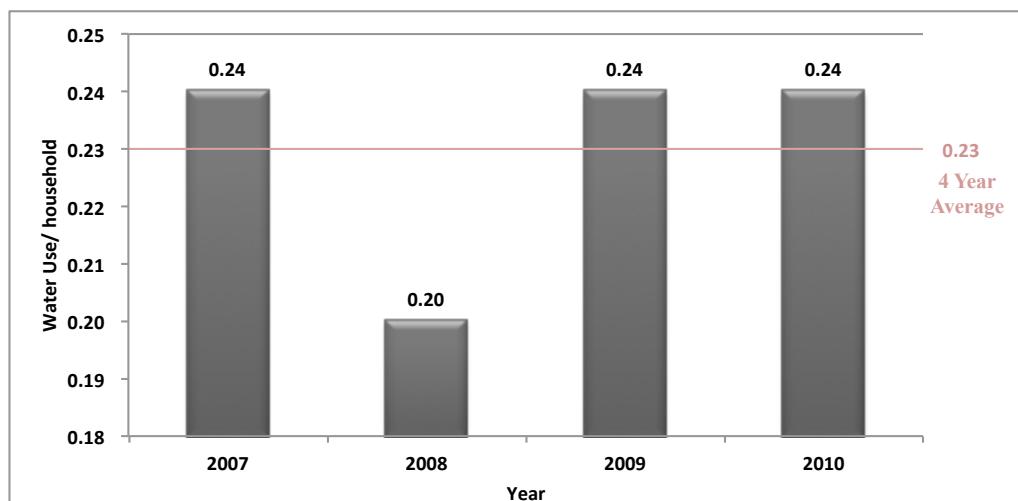
Trend



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 efforts increase, 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

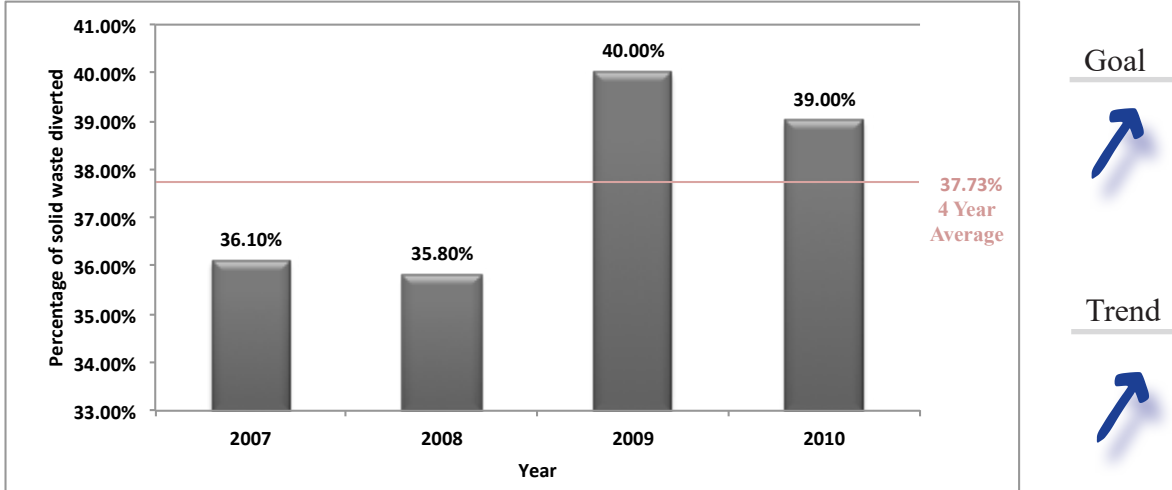


This indicator identifies the average amount of municipally supplied water consumed per residential household per year in megalitres (1 megalitre=1million litres). By utilizing less water per household, the City of Windsor becomes more sustainable and environmentally friendly.



# Percentage of Solid Waste Diverted

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



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

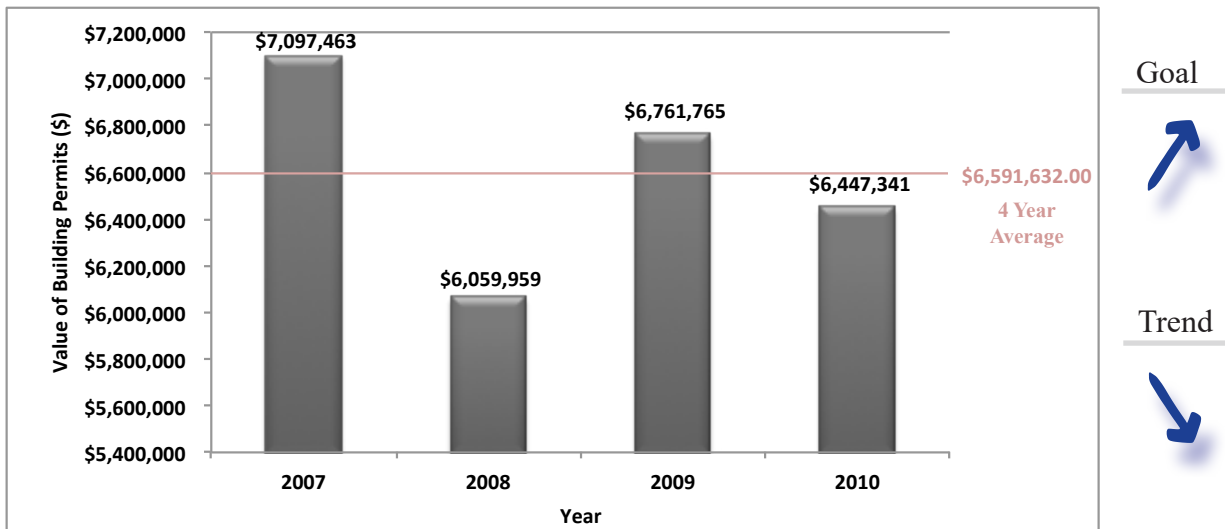


### Maintain Infrastructure:

Improve the physical infrastructure, buildings and public structures.

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

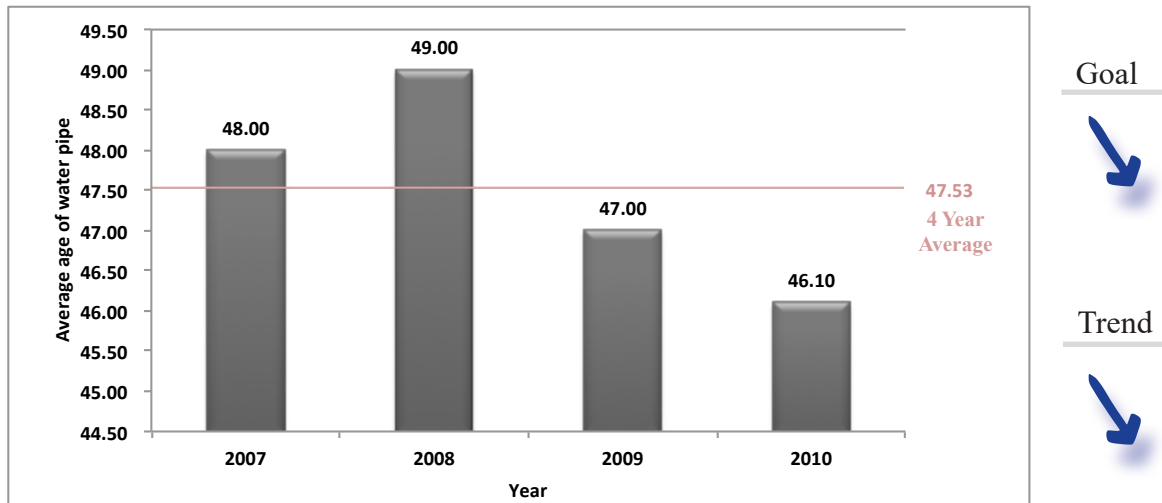
Figure 17(a) - Source: City of Windsor Building Department



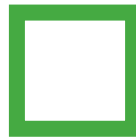
This indicator is a total of the value of all building permits issued for repairs or alterations within the calendar year. The permits were limited to construction values under \$50,000 to include only those permits issued for minor changes and general maintenance rather than entirely new developments.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

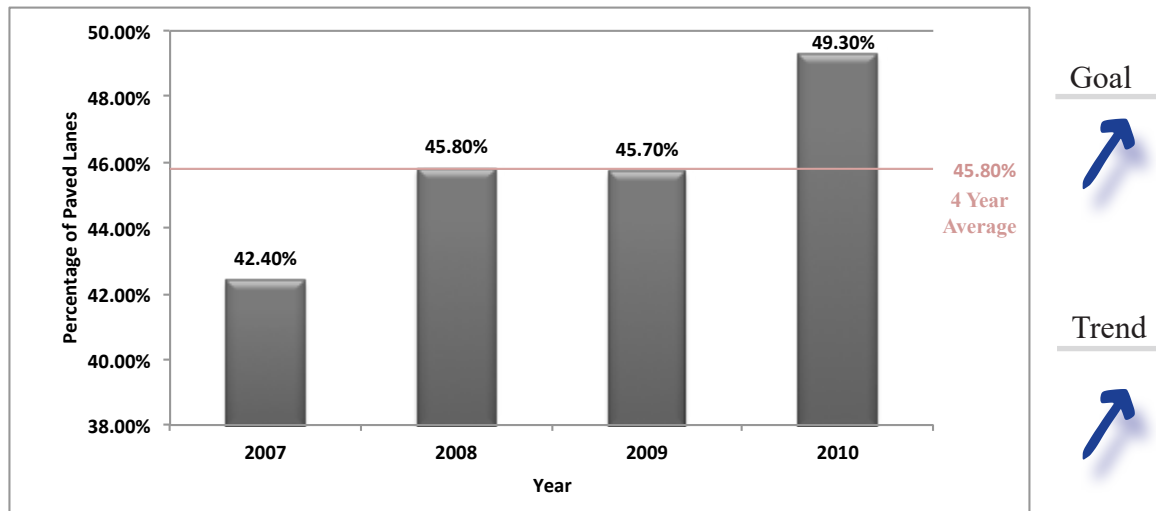


The average age of water pipe measures the age of the water supply infrastructure. A lower average age of water pipes throughout the City indicates improved physical infrastructure, which indicates an improvement to the quality of life.



## 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

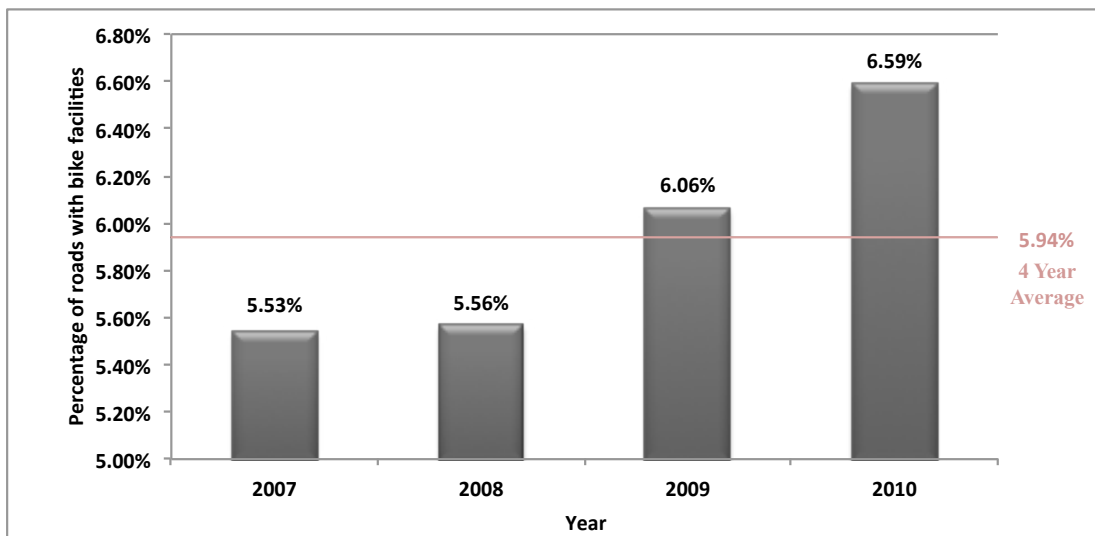


### **Make Transportation Efficient and Convenient:**

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 Engineering Department



Goal



Trend



This indicator is based on the total length of roads (along the centre line) and total kilometres of bicycle routes and lanes in the City. Bicycle routes are marked with green bike signs (Figure A) meaning the roadway is a part of the official bicycle route and must be shared between motorists and cyclists. Bicycle lanes are marked by a black and white sign (Figure B) designating a reserved lane for the use of cyclists. Increasing the size of the bicycle system throughout the City of Windsor improves our transportation network to better serve residents.



Figure A

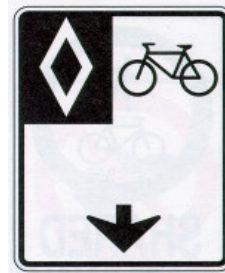
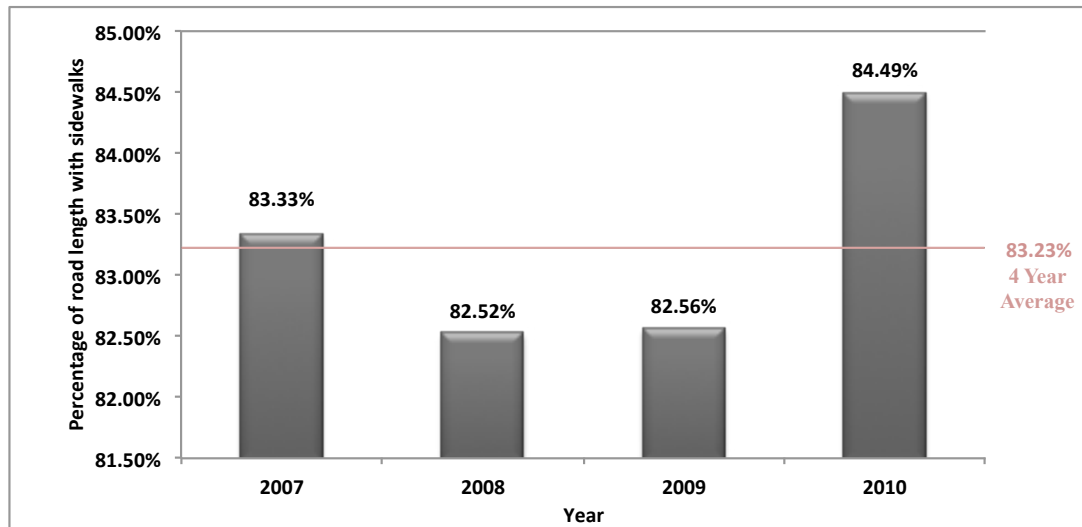


Figure B

## Percentage of Road Length With Sidewalks

Figure 18(b) - Source: City of Windsor Public Works Department



Goal



Trend

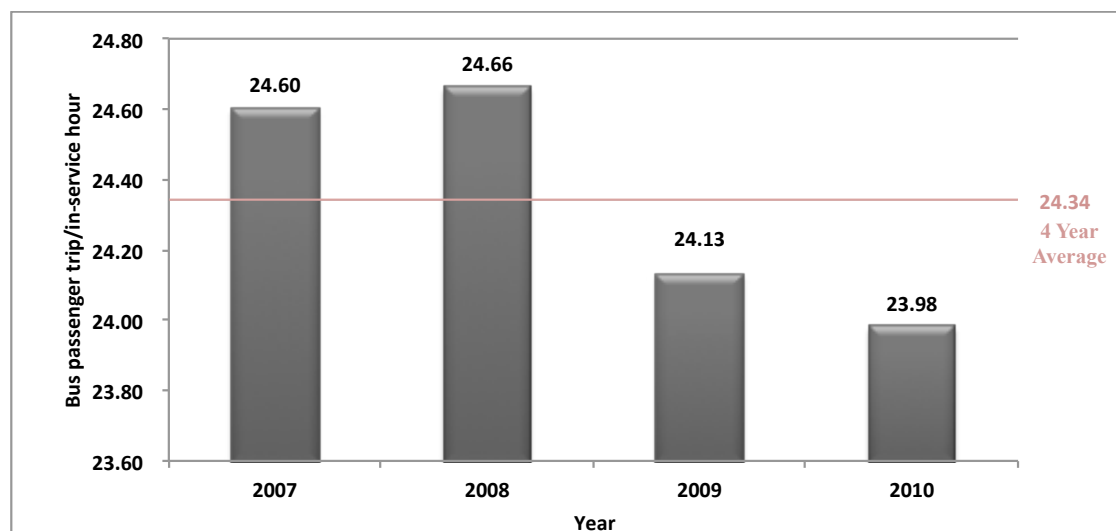


This indicator is based on the total length of roads (along the centre line) and total kilometres of sidewalks in the City. The 2010 values were affected by the land transfer to the Ministry of Transportation for the work on the Windsor-Essex Parkway. Increasing the percentage of roads within the City that provide sidewalks 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: City of Windsor data for Ontario Municipal Benchmarking Initiative



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

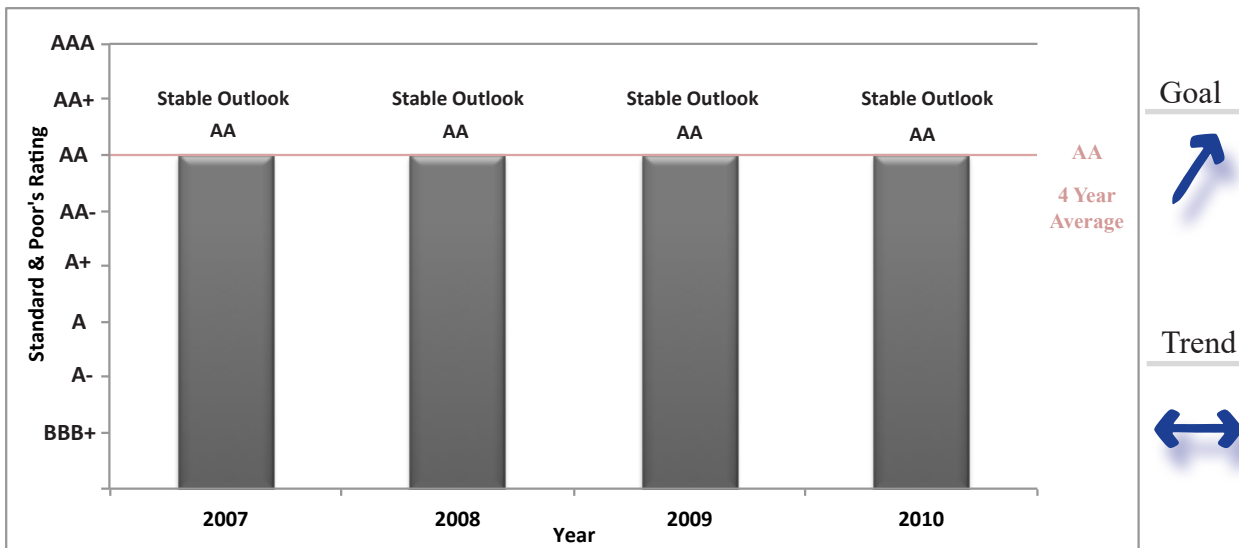


### Improve Financial Success:

Maintain and improve the City's financial health.

## Municipal Bond Rating

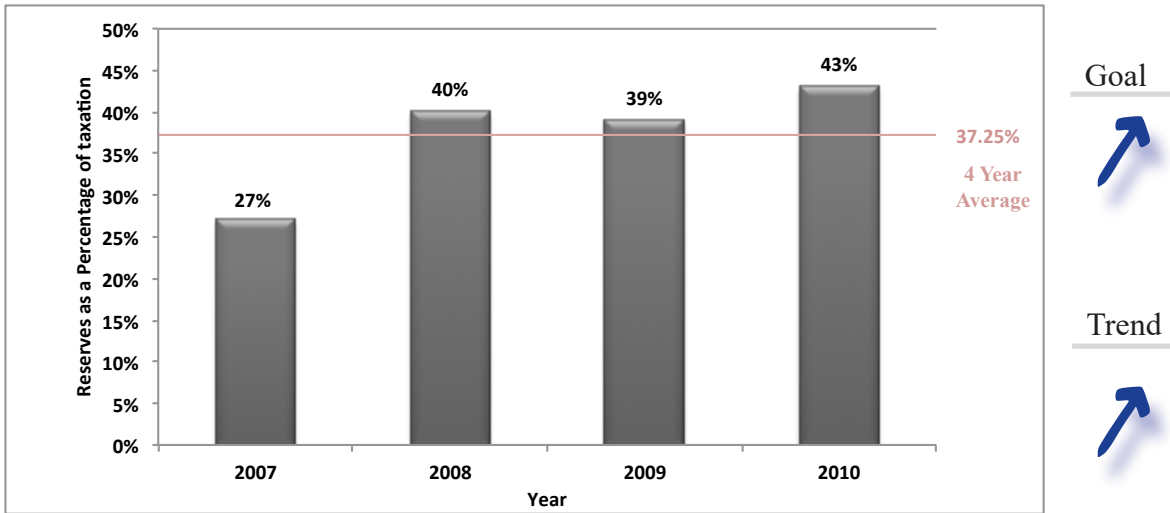
Figure 19(a) - Source: City of Windsor, Office of the Chief Financial Officer



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, Office of the Chief Financial Officer

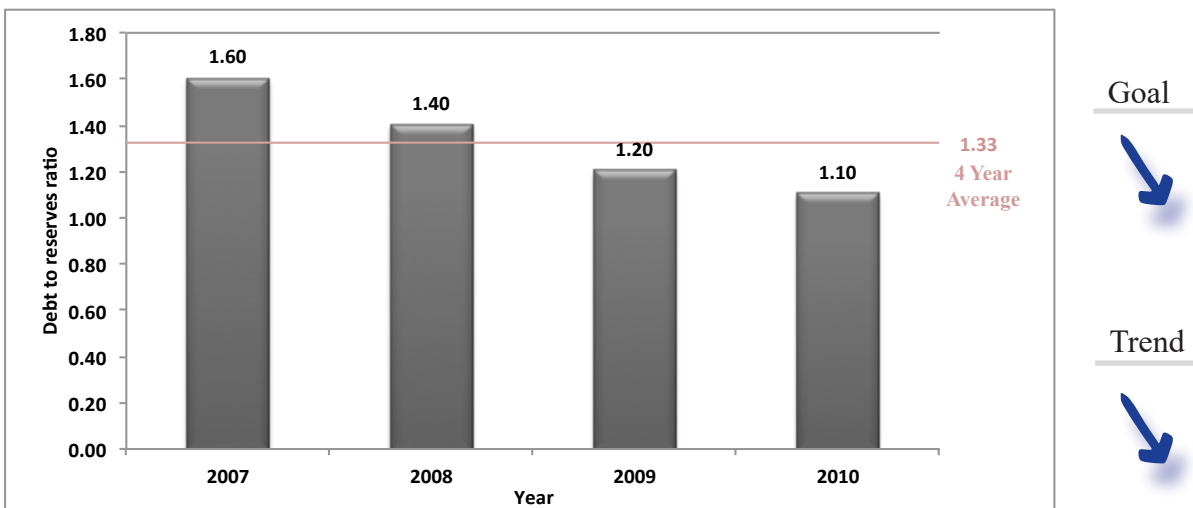


Reserves allow for financial flexibility by way of having “rainy day funds” set aside. By comparing the level of reserves to the related tax levy, it provides relative context to the measure, the higher the ratio the better.



# Debt to Reserves Ratio

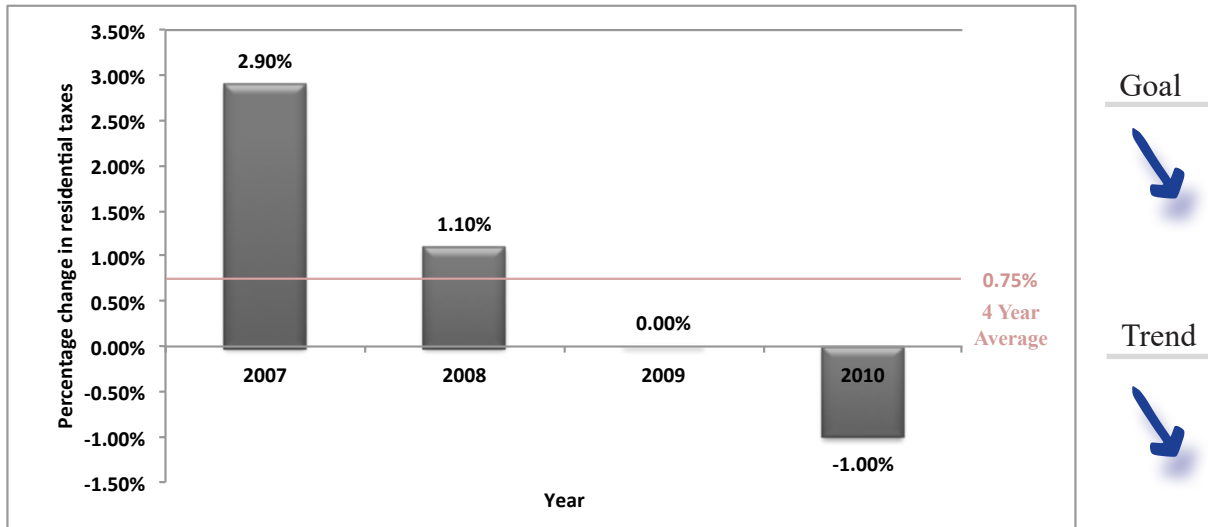
Figure 19(c) - Source: City of Windsor, Office of the Chief Financial Officer



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, Office of the Chief Financial Officer



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

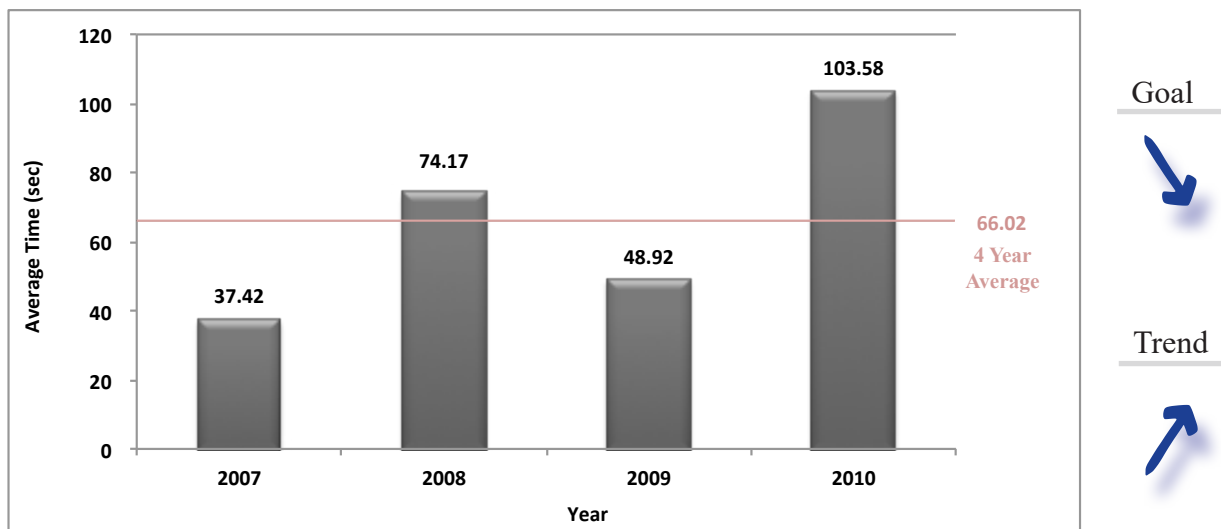


#### Make Services Responsive:

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

## Average Time to Answer 311 Calls

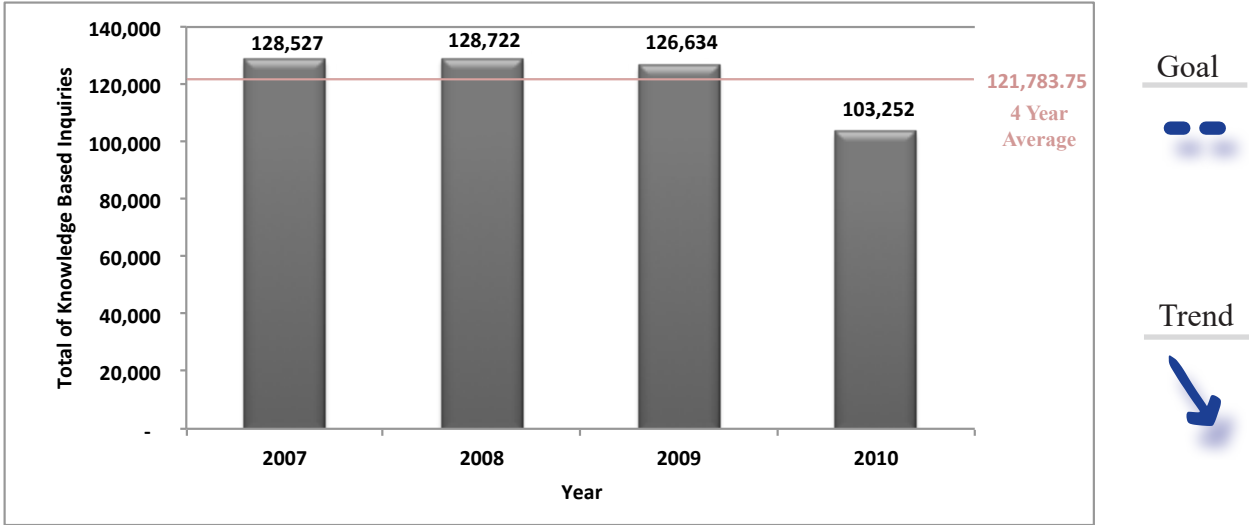
Figure 20(a) - Source: City of Windsor 311 Service



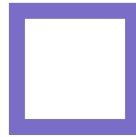
The average time to answer each individual 311 call is monitored to ensure we are providing top-quality services to residents of the City of Windsor. The target average time to answer a 311 call is 45 seconds.

# Volume of Knowledge Based Inquiries to 311

Figure 20(b) - Source: City of Windsor 311 Service

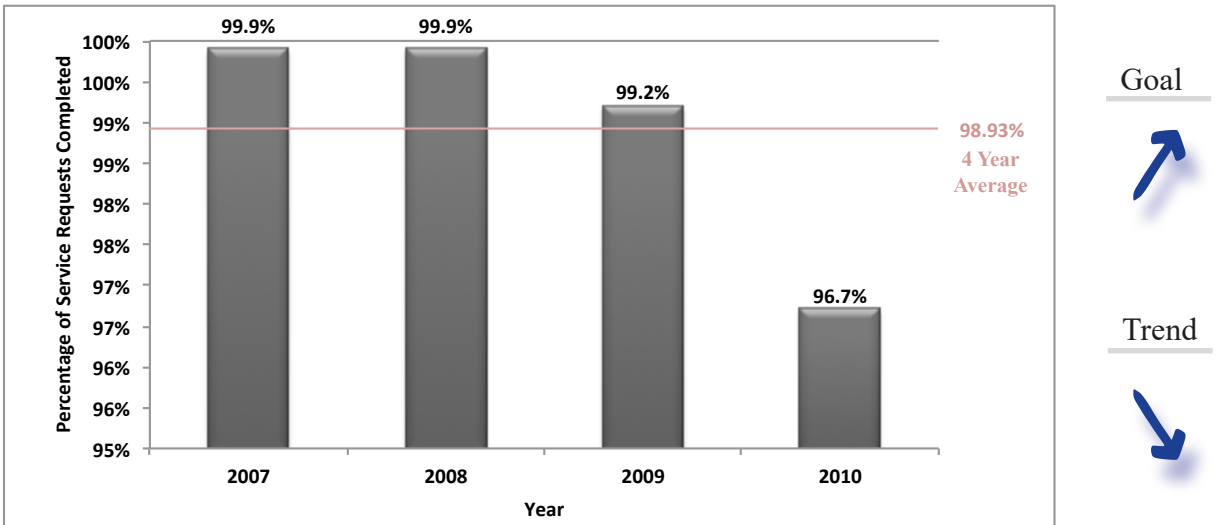


Knowledge based inquiries refers to calls made to the 311 service where information is provided but where no other departmental action is required. Knowledge based inquiries demonstrates the 311 services ability to provide residents with information immediately, helping them avoid searching through departmental 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 311 Service



Service Requests begin with the easy to remember 311 number. Residents call 311 where an operator gathers a caller's information and then transfers the information 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

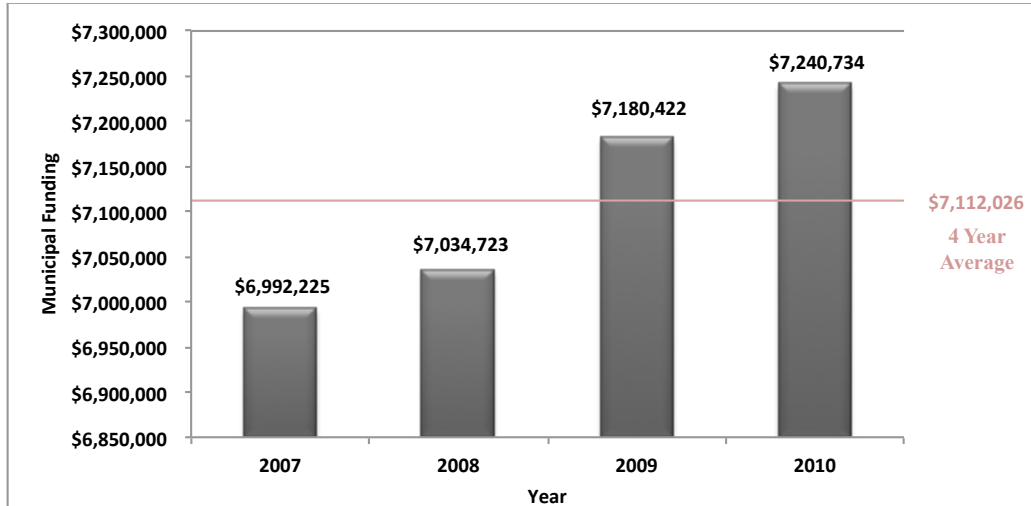


### Form Beneficial Partnerships:

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, Office of the Chief Financial Officer



Goal



Trend



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



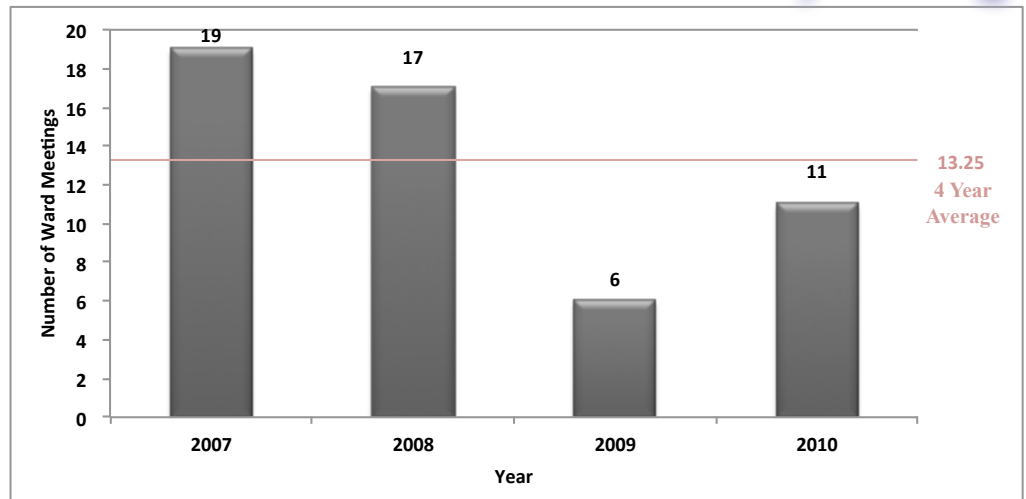
### Encourage Public Engagement:

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

## Number of Ward Meetings Held

Figure 22(a) - Source: City of Windsor, Office of the City Clerk

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 is typically provided in the Windsor Star and can include direct mailing and posting on the City's website.



Goal



Trend



## Objective 23

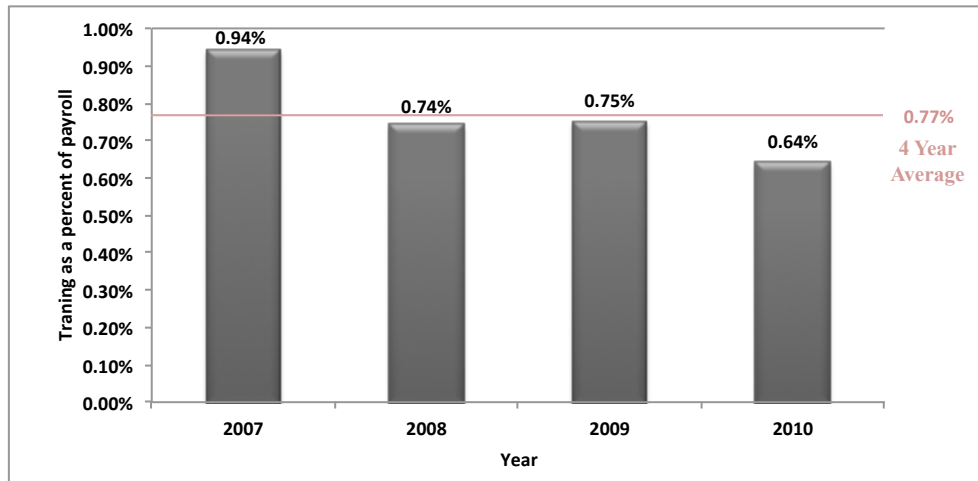
### Cultivate Administrative Talent:

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 Department



Goal



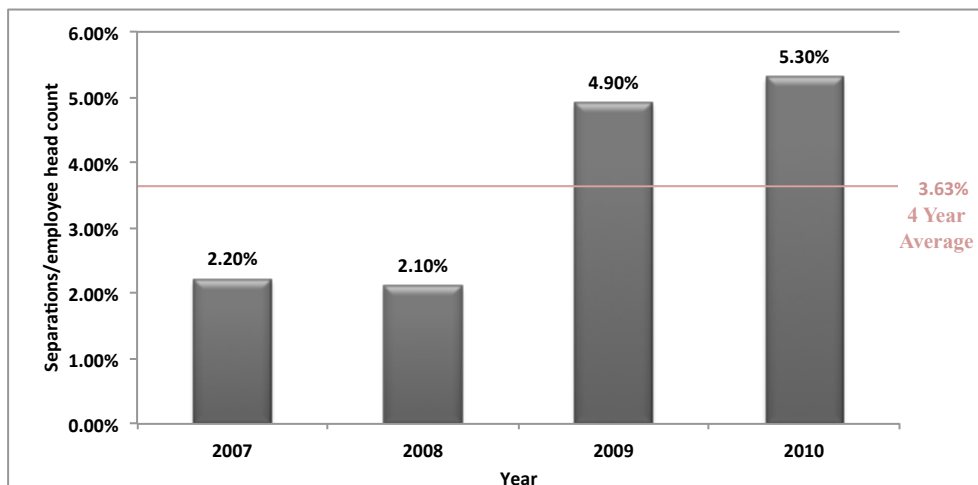
Trend



Corporate Staff Development plays a critical, integrative role alongside departments by offering employees the training and skill sets that are required to perform new duties developed as a result of jobs being redesigned and continually improved. Training itself is a process – a series of steps designed to enhance performance in order to assist our customers.

## 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.



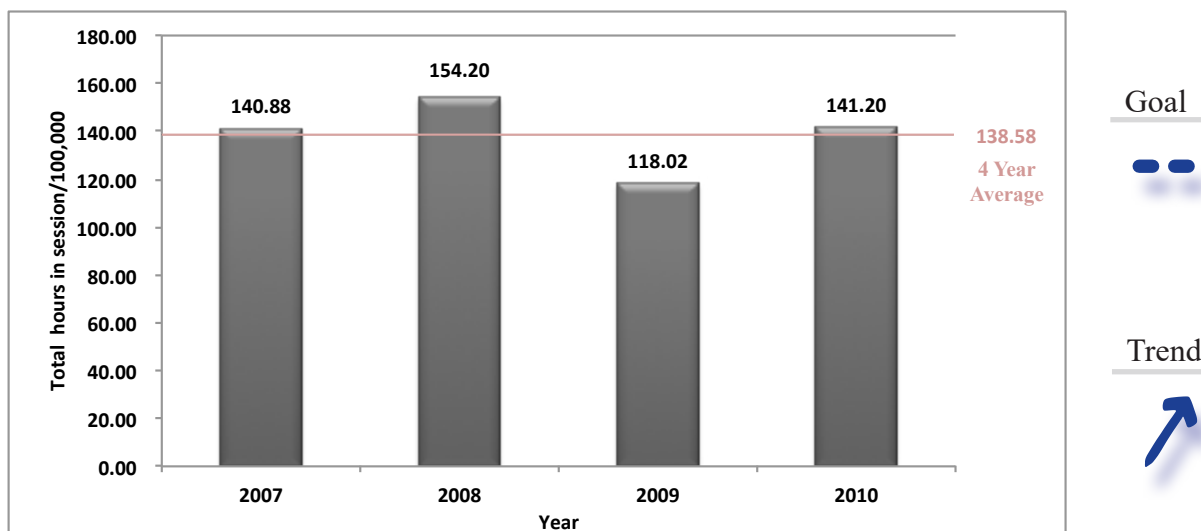
## Objective 24

### Build Political Leadership:

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

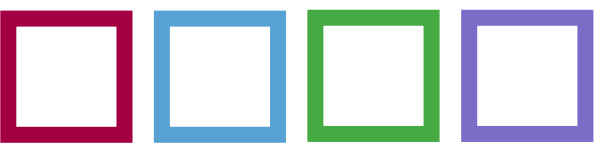
## Council and Committees - Total Hours in Session per 100,000 Population

Figure 24(a) - Source: City of Windsor data for Ontario Municipal Benchmarking Initiative



This indicator monitors the total number of hours for meetings held which required administrative assistance. This included City Council meetings as well as Committees of Council. Council and Committee public meetings help to build a strong political awareness for the residents of the City and foster transparency in government





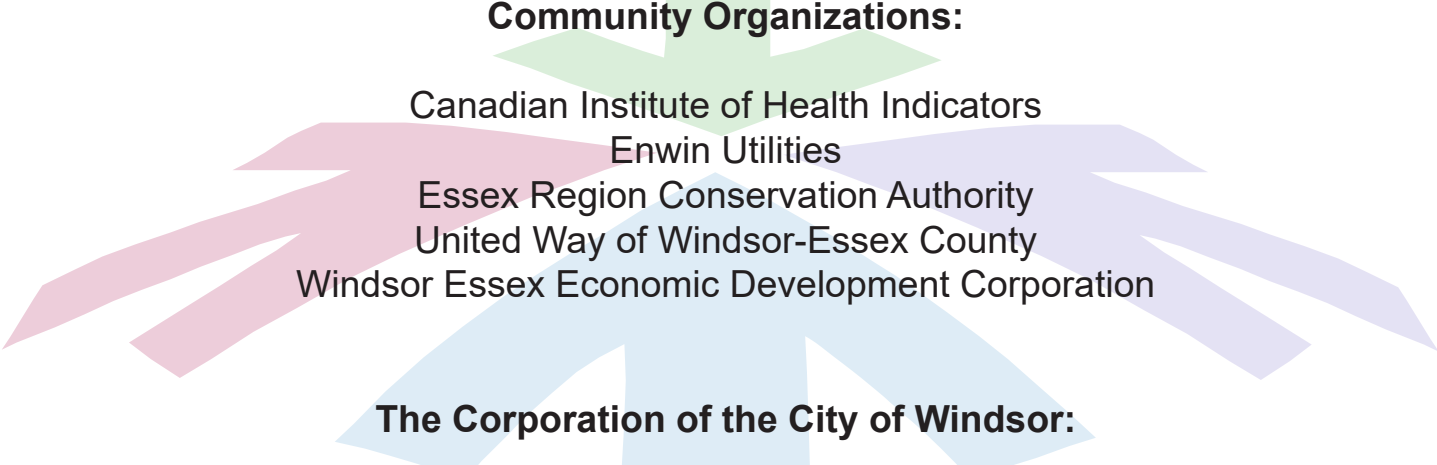
## Acknowledgements

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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:

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### **Community Organizations:**



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

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

Mayor Francis and Members of City Council  
Office of the Chief Administrative Officer  
Office of Community Development and Health Services  
Office of the City Clerk  
Office of the City Engineer  
Office of the Chief Financial Officer  
Office of the City Solicitor

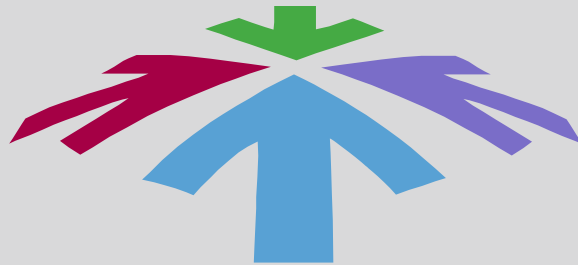
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Planning Department

**Suite 404, 400 City Hall Square East  
Windsor, Ontario N9A 7K6**

**T. (519) 255-6543**

**F. (519) 255-6544**

**[planningdept@city.windsor.on.ca](mailto:planningdept@city.windsor.on.ca)**