

**THE CORPORATION OF THE CITY OF WINDSOR**  
**Office of Chief Administrative Officer**

**MISSION STATEMENT:**

*"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."*

<b>LiveLink REPORT #: 16867 GP/9577</b>	<b>Report Date: December 18, 2013</b>
<b>Author's Name: Arundhati Mohile, Executive Initiatives Co-ordinator (A)</b>	<b>Date to Council: January 6, 2014</b>
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**To: Mayor and Members of City Council**

**Subject: MUNICIPAL ACCOMPLISHMENTS – A SNAPSHOT**

**1. RECOMMENDATION: City Wide:  Ward(s): \_\_\_\_\_**

THAT City Council **RECEIVE** this report on accomplishments by the city staff and departments in the 2013 calendar year and surrounding time frame as led and supported by the vision and funding dedication of the Mayor and City Council.

**EXECUTIVE SUMMARY:**

N/A.

**2. BACKGROUND:**

The Chief Administrative Officer would like to reiterate the initiatives, directed and supported by City Council and accomplished by management and staff in 2013 or thereabouts and to provide an opportunity to collectively celebrate these achievements. These initiatives along with the day to day management of ongoing operations by city administration as a team are considered to have had a beneficial corporate impact as well as a broad positive impact in the community.

**3. DISCUSSION:**

It would be very difficult to capture all of the City's annual accomplishments in one list. Staff dedicate every day of their working life to providing good service to the community that cannot be simply described in a list, however, a sample is being provided in Appendix A. This is a random sample of achievements by the City departments, it is not intended to showcase any one area or compare between different areas nor is it claimed to be a comprehensive listing. Rather it is

intended to report to City Council and the public of what city administration has worked on over the past year under City Council's direction and with their support to enhance awareness and also, to provide an opportunity for further direction. Some items would span more than one department, particularly, those involving internal support services.

As advised in February 2013, the Manager of Corporate Administration/Assistant to the CAO initiated a staff-led event to formally recognize employee accomplishments and awards in 2013. The plan was to broaden the scope of the current award programs and create one annual event that would help foster greater awareness for the numerous awards regularly conferred upon the Corporation of the City of Windsor and its employees. Current programs such as The Fran Horvath Memorial Equal Opportunity Award, Customer Service and Mentoring Awards, along with other departmental and external recognitions were consolidated into one annual awards night held on November 6<sup>th</sup> at the Fogolar Furlan Club.

Members of City Council, the CAO and CLT took the opportunity to appreciate the good work being done by city staff and recognize the following 2013 award winners:

**Fran Horvath Memorial Equal Opportunity Award:**

*Fran Horvath, an employee of the Social Services department was committed to the principles of equal opportunity. City Council has endorsed this award to be presented annually to the employee who best exemplifies the principles of Equal Opportunity.*

**Mike Stamp, Manager of Real Estate Services**

Currently the President of CANUE, Mike has worked tirelessly for more than two decades, assisting staff through several re-organizations, countless Pay Equity Plans and times of downsizing. Mike's sensible and creative approach to equality and diversity has allowed for many positive discussions, some of which have resulted in workplace and / or policy changes that better reflect the diverse needs of the affected employees.

Outside of the workplace, Mike has been a board member of the MS Society and a spokesperson for the Accommodation Review of South Windsor Schools where he was applauded for his fairness and calm demeanour. He canvasses for the Heart and Stroke Foundation, offers his time and energy to the Annual Terry Fox events, joins his family in fundraising for Transition to Betterness and works at countless bingos to help raise funds for his daughter's elementary school. It is this dedication to community that showcases his selflessness, principle of empowering others and paying it forward.

**Mentor of the Year: Debbie Cercone, E.D.  
Housing & Children Services**

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

Debbie is the City's Executive Director of Housing & Children Services. Her protégé, Kelly Stuart, describes her as professional, knowledgeable, supportive and encouraging. In Kelly's words, Debbie "has inspired me" and "has gone above and beyond in her role as mentor".

**Protégé of the Year: Sahar Jamshidi, Planner II  
Research & Design Support**

*This award is for an individual who, through his / her values and attitudes, exceeded the mentor's expectations in efforts of personal or professional growth and/or attainment of goals.*

Sahar was a member of CUPE Local 543 during her mentoring partnership with Lee Anne Doyle, Chief Building Official. Her nomination noted that "Sahar always puts words into actions...seeks constructive feedback...and is making things happen."

**Pride in the Workplace:**

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

Rick Murdoch, Corporate Finance

On a daily basis, Rick, without hesitation lends himself to the betterment of others not only within the workplace but within the community.

Dave Tootill, Parks & Facilities

During his 35 years of service, Dave Tootill has demonstrated how valuable an innovative and thoughtful approach is to being an effective and beloved member of management.

**Exceptional Customer Service:**

*To acknowledge individuals or teams who have demonstrated outstanding customer service excellence over the past year.*

The Employment & Training Services Team

This team assists eligible residents to become job ready and get placed in successful positions. As of August 2013, 69% of their registered clients have found successful employment.

Andrew Wong, By-Law Enforcement Officer

Andrew works hard to develop a positive relationship with each resident by listening to them, following up and handling every complaint with an exceptional level of customer service.

Heather Stork, Financial Analyst-Budget

Heather is a true team player who is selfless in her intentions to provide internal customer service supports in a manner that allows others to learn, improve, tackle new situations and succeed in their work.

**CAO Awards of Excellence:**

*New to 2013 are the CAO Awards of Excellence which recognize outstanding acts of merit, big or small, individually or as a team, that all contribute to the exceptional services delivered by the City of Windsor. The 2013 Recipients are:*

Al Wheatley

Al is a member of CUPE Local 82. He performed an act of kindness in August by helping a resident whom he observed struggling to remove a shrub. His act prompted the resident to call the City with appreciation and we are pleased to recognize his efforts in going above and beyond.

New Funding, Inter-Departmental Team

A team of non-union staff from Housing and Children's Services and from Finance worked together to successfully lobby and secure additional provincial funding determined to be retroactively owed to the City. Their initiative, persistence and teamwork will eventually recoup \$895,521 to be used in the provision of ongoing services. The team includes:

Debbie Cercone  
Linda Higgins  
Shannon Hyatt  
Tony Ardovini

Diane Gaudette  
Nancy Jaekel  
Bev Panecaldo

Landscape Project, Team of Volunteers

A team of CUPE Local 82 members were recognized by the Executive Director of Assisted Living South-western Ontario for dedicating their time and talents to cutting down a dead tree, levelling ground, spreading topsoil and laying sod as part of a beautification facelift for the organization and for Sandwich Street. The project team includes:

Rob Kolody	Chad Goebel	Dominic Perrotta
Leilani Logronio	Matt Kosnik	Chet Salisbury
Kari Barnett	Guy Ladouceur	Rob Samrah
James Chacko	Lenny Lefreniere	Mark Schildroth
Bob Cook	Mark Lockwood	Giles Spina
Dave Dumoulin	Chris Lundy	Matt Zuccato
Alain Gauthier	Darko Milanovic	

The awards night also recognized the following honours bestowed on City staff:

Queen's Diamond Jubilee Medal:

Bruce Montone, Bridgette Chippit, Dave Ethier, Jeremy Soulliere, Jim Hewitt, Steve Laforet, Brian McLaughlin, Jim Romanko.

911 Community Service Award:

Doug Diet, Windsor Fire & Rescue

Call Centre World Class Certification (Dec. 2012):

Denise Meloche, 311/211

Ontario Building Officials Association Award:

Kevin Mayville

Huron Lodge John Hart / Brenda Benza Award (for going above and beyond):

Bill Gamble, Huron Lodge

Huron Lodge Staff Acknowledgement Award for Excellent Care of Residents:

Diana Amaro, RPN, Huron Lodge

1<sup>st</sup> Canadian woman to receive the Certified Public Fleet Professional Designation:

Angela Marazita, Public Works Operations

1<sup>st</sup> City employee to receive the CMO (Certified Municipal Officer) Designation from AMCTO:

Diane Ryan, Office of the CAO

1<sup>st</sup> City employee to be Certified Heritage Tree Evaluator:

Stefan Fediuk, Planning

1<sup>st</sup> appointed municipal Co-Chair to the Public Sector Chief Information Officer Council:

Harry Turnbull, Information Technology

Leadership Windsor Essex Participants:

Cathy Masterson, Recreation & Culture (2012-13)

Greg Atkinson, Planning (2013-14)

Masters Certificate in Municipal Leadership 2013 Graduates:

Mike Taylor, Recreation & Culture

Andrew Lewis, Public Works Operations

#### Management Windsor Certificate Program

*All non-union managers and supervisors are required to complete this program within a 5-year timeframe and every 5 years thereafter. The courses in this program (five "mandatory" and three "electives") represent a series of essential skills intended to ensure consistency and compliance amongst all non-union management staff.*

75 employees were awarded the Management Windsor Certificate in 2013.

#### Computer Technology Level III Certification:

*The Computer Technology Certificate is designed to provide employees with the knowledge and tools required to effectively perform their job duties using Corporate Technology (software and hardware). The Certificate is set up in 3 progressive skill levels. In order to move to the next level, the courses at the previous level must be completed with at least a 70% grade.*

32 employees successfully completed Level III of the Computer Technology Certification in 2013.

The City of Windsor has been feted for the following initiatives or projects:

- 2013 Bike Friendly Workplace Award (2<sup>nd</sup> year winning gold)**
- United Way I Believe in My Community Award**
- 2013 Gord Smith Healthy Workplace Award Diamond Winners (for 3 years at Platinum Level)**
- Award of Excellence Consulting Engineers of Ontario - Riverfront Treatment Basin (RTB) Project**
- Award of Excellence Parks & Recreation Ontario – Ojibway Nature Centre**
- LEED Silver Certification: Fire Station # 7 & Ojibway Nature Centre**
- Ontario Ophea Award Healthy Schools Healthy Communities**

These awards would not have happened but for the inspiration and funding by City Council and the dedication and innovation shown by city staff.

#### **Bond Rating for the Corporation of the City of Windsor:**

*Credit ratings are forward-looking opinions about credit risk. Standard & Poor's credit ratings express the agency's opinion about the ability and willingness of an issuer, such as a corporation or state or city government, to meet its financial obligations in full and on time.*

Bond Rating for the City of Windsor has been "AA" (*Very strong capacity to meet financial commitments*) with a "Stable Outlook" for 6 years in a row.

#### Simply Brilliant Employee Suggestion Program

*The City of Windsor encourages employees to think creatively about their job and bring forward any ideas which they may have to improve the City's operations.*

- *All creative ideas receive a letter of recognition signed by the CAO and their Executive Director, with a copy in the employee's personnel file.*
- *All implemented creative ideas receive a monetary award (\$50) presented at a departmental meeting.*
- *Financial savings/revenue generation ideas are monitored for up to a one-year period in order to determine actual financial savings/revenue generated.*
- *Where savings have materialized or revenues been generated, an award in the amount of ten percent of the first year's savings/revenues to a maximum of \$5,000 per individual.*

Up until the time of writing this report in 2013, 43 ideas were received and 7 recognized as simply brilliant and implemented to the benefit of the city's operations or customer service delivery.

Special mention deserves to be made of Frank Morneau, Mike Soulliere and Robert Kenny. Their suggestion submitted in 2010, regarding grit bin buildings at the Little River Plant was monitored for financial savings. In 2013, it was recognized that the suggestion has realized approximately \$7,900 in annual savings of electricity and natural gas.

**Years of Service Pins**

*Service Pins are given out each year to recognize staff with years of long service to the City. In 2013, a total of 321 pins were distributed to staff across the corporation.*

Years of Service completed	# of Staff
5	51
10	99
15	50
20	34
25	47
30	23
35	14
40	3

**Committees:**

Staff volunteer to participate in various committees that assist employees with their personal growth, professional development, personal and family health and wellness and that show appreciation to fellow employees. They also volunteer their time for community benefit initiatives such as the United Way, Goodfellows, Breast Cancer awareness, Sparky's Toy Drive, to name a few.

**Employee Mentoring Program Committee**

The Employee Mentoring Program was launched in 2006 as part of the Corporation's overall succession planning strategy. Since then, 183 employees have participated at least once in the program either as a mentor or protégé. The success of the program is a credit to all participants, and especially the mentors who have volunteered their time to help other employees further their professional development goals.

In 2013, the program's achievements include:

- Welcomed 18 new mentor-protégé partnerships (36 participants)
- Presented its 4th annual mentoring awards
- Shared information about the program with four organizations or municipalities in Canada
- Launched a new peer-mentoring initiative for employees to meet in groups
- Produced a video highlighting mentors and protégés, used in the annual information session
- Assisted Women's Enterprise Skills Training (WEST) to find City of Windsor mentors in the field of accounting

**Staff Appreciation and Recognition (STAR) Committee:**

The goal of the Employee Recognition Committee is to recognize and show appreciation to employees for their commitment and service to the Corporation of the City of Windsor and the citizens of Windsor.

The STAR Committee manages the customer service awards which are given in categories of *Pride In Workplace* and *Exceptional Customer Service*. Years of Service pins are also awarded by the committee for those employees who have achieved service anniversary milestones.

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

Some highlighted STAR events of 2013 are the Random Gift Card Draw held during Employee Appreciation Week (10 gift cards of \$10 each drawn randomly each of the five days), the Fall Wine Tour and Dinner, Customer Service Awards which were presented as part of the Employee Recognition Banquet, and Holiday Planter Lunch and Learn Sessions. The largest of STAR's event endeavours for 2013 is the Holiday/Skating Party which allows for all employees and their families to come together during the holidays to enjoy some fun and refreshments and celebrate the season.

**Health and Wellness Committee:**

<http://www.citywellness.ca/>

The City of Windsor Wellness Program is designed to improve the overall health and wellbeing of all City of Windsor employees, retirees and family members. The program is provided in conjunction with the Windsor-Essex County Health Unit and the Employee & Family Assistance Program (EFAP) provider.

- The City of Windsor Wellness Program is overseen by a Steering Committee comprised of City of Windsor Union and Non-Union representatives, as well as key external agencies. A Working Committee, comprised of a smaller subset of individuals from the Steering Committee and other City departments, has been established with the objective of ensuring that the quality wellness program, approved by the Steering Committee, is rolled out to employees, retirees and family members, in an effective and efficient manner.
- Due to the large number of geographically spread out City of Windsor worksites, Wellness Hubs have been created. Wellness Hubs are locations where wellness information is displayed and distributed, and where special events may be held.
- Each Wellness Hub has its own Wellness Champion. This individual works closely with the Working Committee to ensure that the program is smoothly carried out at each Wellness Hub and its attached worksites.
- The wellness program is made-up of 10 core components. These pieces are implemented three times each year, and include newsletters, health guides, online information, e-bulletins, contests, educational presentations, kick-off events, special events, wellness centres & displays, and environmental support. The newsletters and health guides are mailed home 3 times per year.

Since 2010, the Wellness Committee has organized annual flu shots and wellness screening clinics at multiple locations for city staff. In 2013, over 200 staff made use of this convenient opportunity to be screened for blood glucose, cholesterol and blood pressure, Body Mass Index and Waist Circumference. 187 flu shots were administered in total, at Transit Windsor, Fire, Crawford Yard, City Hall and McDougall Ave.

Through the efforts of the Wellness Committee, the City has been the recipient of several awards such as the Gord Smith Healthy Workplace Award, Bike Friendly Workplace Award and Workplace Wellness Awards as noted earlier in this report.

#### **Take Our Kids to Work Day:**

Take Our Kids to Work™ is the signature program of The Learning Partnership, a national charitable organization dedicated to championing a strong public education system in Canada. Now in its 19th year, the program provides Grade nine students with the opportunity to experience and learn about the world of work as they begin to explore possible career paths. More than 250,000 Grade 9 students and at least 75,000 employers across Canada participated this year.

Having hosted this very successful event for 14 years, the City of Windsor's Take Our Kids to Work Day has become a tradition that many City staff and their children look forward to. The number fluctuates as per the Grade 9 students that year: in 2012 there were 71 students, 62 in 2011 and 49 in 2010. The event begins with a "Kick-Off" in which the Mayor is invited to provide welcoming remarks and students receive Welcome Packages containing a t-shirt and swag contributed by various departments. This year, 44 students participated and had the option to tour 13 different departments ranging from Fire and Lou Romano to Planning and Finance. Next year's students will have the option to tour the Aquatics Centre as well.

To quote from the feedback received from the students and parents:

*"People have fun while working hard."*

*"I truly appreciate the opportunity to bring my son to my workplace. My boss, my co-workers and all the city people we interacted with throughout the day were more than helpful, pleasant and happy to answer any questions the kids had. I'm sure a lot of people come together to plan a day like this, so thank you all."*

#### **4. RISK ANALYSIS:**

N/A

#### **5. FINANCIAL MATTERS:**

N/A

#### **6. CONSULTATIONS:**

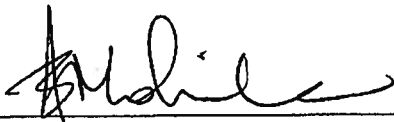
City departments; Diane Ryan, Manager of Corporate Administration/ Assistant to the CAO.



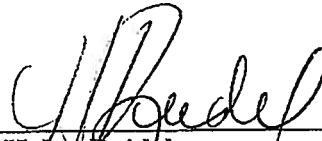
**7. CONCLUSION:**

The Corporation of the City of Windsor has been able to succeed in its service delivery initiatives despite the economic and fiscal challenges faced in our community. Thanks to the dedication and vision of the Mayor and City Council, and the expertise of municipal staff within the Corporation, the City of Windsor is emerging as a leader for innovation in the municipal sector.

City of Windsor staff will continue to deliver service to the residents as mandated by the City Council, for which they deserve to be complimented by the corporate leaders and City Council. This annual overview of municipal achievements is but a moment taken to recognize the good work of dedicated staff.



**Arundhati Mohile**  
Executive Initiatives Co-ordinator (A)



**Helga Reidel**  
Chief Administrative Officer

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**APPENDICES:**

**Appendix A: Sample of Accomplishments by the City of Windsor staff**

**DEPARTMENTS/OTHERS CONSULTED:**

**Name:**

**Phone #: 519                      ext.**

**NOTIFICATION :**

Name	Address	Email Address	Telephone	FAX

**APPENDIX A  
SAMPLE OF MUNICIPAL ACCOMPLISHMENTS**

This is a random sample of achievements by the City departments, it is not intended to showcase any one area or compare between different areas nor is it claimed to be a comprehensive listing. Some items would span more than one department, particularly, those involving internal support services.

*Source of Data: Departments, Council reports, 2012 OMBI report*

<b>Program Area</b>	<b>Day to Day Special Accomplishments</b>
<b>INFORMATION TECHNOLOGY</b>	Created a Corporate Mobile Strategy
	Implemented Audio Visual, Security and IT infrastructure at new Family Aquatic Centre
	Implemented Shared Service for IT for YQG and Windsor Public Library
	Major upgrade to our HR/Payroll environment completed
	Implemented Electronic Funds Transfers for payment of bills by Accounts Payable Department.
	Implemented the first phase of the Development Tracking improvements for Building and Planning
	Improved the Marriage License process
	Implemented Phase I of Utility Cuts with Building and Enwin
	Implemented Accidental Death Benefit in PeopleSoft HRMS
	Re-inspection fees for Building implemented
	Significantly improved the integration of photo's into the building and by-law enforcement process
	Ontario Renovates phase 1 implemented
	Upgrade to Fleet system and integration to PeopleSoft Financials
	Automated Building Permit Violations and Courtesy Inspections
	Finalized the Facility 360 implementation for Preventive and Reactive facility maintenance
	Finalized the first phase of the HR/Payroll business process review
	Added several new sites to our Corporate network, including Art Gallery, Family Aquatic Centre, Windsor Airport and Windsor Public Library
	Significant improvements to network for Lou Romano and Fire Station 3 and 8
	Improved the Infrastructure for unstructured file storage
	Upgraded corporate email system to a more stable and robust environment
	Implemented network trust to Police so they can access corporate resources such as Dashboard
	Replaced aging Telephone system at Lou Romano
	Deployed 282 Desktop and 76 laptop computers
<b>CORPORATE FINANCE</b>	Completed Upgrade of PeopleSoft HRMS system to Version 9.1
	Completed the Payroll Business Process Review Project Phase 1
	Completed Implementation of EFT payments for Corporate Accounts Payable
	Bond Rating for City of Windsor reaffirmed at AA Rating with a "Stable Outlook" for 6 years in a row (since 2007).
	Completed a successful CRA audit of the City's Donation Receipts Policies & Procedures.
	Over 9,000 invoices paid per Accounts Payable FTE. 70% of invoices paid within 30 days and 90% within 60 days. (2012 OMBI)
	Total Cancellation, Reduction or Refund of Tax to Residential, Commercial,

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*Source of Data: Departments, Council reports, 2012 OMBI report*

Program Area	Day to Day Special Accomplishments
	Industrial and Multi Res \$271,520 of which Municipal share is \$193,640 and Education share is \$78,280. (as reported for 2013 in report#16829)
	Organized and successfully implemented the 2013 OMBI Spring Forum in Windsor (Caesars Windsor).
	Completed two budgets (2013 & 2014) in 9 months.
	Upgraded the Quarterly Operating Variance Report.
	Part of the team of non-union staff from Housing and Children's Services and from Finance that worked together to successfully lobby and secure \$895,521 in provincial funding determined to be retroactively owed to the City.
	Operationalized and established a process, roles & responsibilities for the annual reporting to Council of the Corporate Strategic Action Plan, including KPIs.
	Successfully completed the 2012 OMBI data call and issued a public report.
	Transformation & implementation of the new Ministry of Education funding model for Childcare Services and the Community Homelessness Prevention Initiative (CHPI).
	The Financial Planning Division provides financial support, including the development of business cases for most corporate initiatives. Some notable examples are listed below:
	Development of the financial business case for the conversion of streetlights from HPS to LED.
	Financial support for consolidation/repurposing of recreation facilities (i.e. Adie Knox, Oakwood, Water world, Windsor International Aquatic and Training Centre)
	Financial support of consolidation of WPL IT support with City
	Financial support for the business case for the new City Hall
	Financial support on arbitration files
	Financial support on the renegotiated contract with Global Spectrum
	Financial support on developing the pilot project for offering incentives to close alleys.
	3 years of approved SOAR grant funding in Recreation & Culture
	Assisted in the CARF certification process at Huron Lodge (financial section)
	Implemented a new leasing reconciliation process, for revenue recognition
	Museum Expansion Report
	Restructuring of the sewer surcharge rates from percentages of water bill, to stand alone rates.
<b>Community Development &amp; Health Administration</b>	Implemented a First Aid/CPR signage program to easily identify staff trained in First Aid / CPR.
<b>EMPLOYMENT &amp; SOCIAL SERVICES</b>	Housing Stability Plan developed to mitigate potential impact of the elimination of Community Start-Up Maintenance Benefits (CSUMB) and the introduction of

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*Source of Data: Departments, Council reports, 2012 OMBI report*

Program Area	Day to Day Special Accomplishments
	the Community Homelessness Prevention Initiative (CHPI).
	Selected as 1 of 20 pilot sites (out of 60 possible locations) for the new Social Assistance Management System (SAMS) computer system, expected to roll out in 2014.
	Meeting of Employment Targets : Employment Ontario – 2012/13: 804 jobs found for clients. Ontario Works – On average 108 jobs per month found for clients – approximately 1,300 jobs per year. Contracts held with over 150 employers.
	Decrease in average monthly OW caseload: In 2012 the average caseload of OW clients was 9,756 per month. In 2013, that average decreased to 9,482 caseloads per month (as at Sep 30).
	In May 2013 an error with the provincial system for “pay direct” clients resulted in payments being issued to clients instead of direct to landlords and utility companies. The response from the City of Windsor was targeted and timely and ultimately adopted by the Province and in the other affected municipalities.
	E.D. interviewed, along with Toronto, by Organization of Economic Development and Collaboration to highlight best practices and recommendations for effective employment programs. Windsor and Toronto highlighted as a best practice.
	As a result of CR18/2013, a Oral Health and Education Advisory Group of dental professionals and departmental staff formed to promote oral health.
	\$10,600 worth of “Market Dollars” issued to OW clients to make purchases at the Downtown Farmers’ Market. The program was made possible through contributions by Pathway to Potential, the United Way and the CDHS Senior Leadership Team’s Christmas contributions.
<b>HOUSING &amp; CHILDREN’S SERVICES</b>	10 Year Housing and Homelessness Plan as required under the Housing Services Act developed
	Implementation of Year 3 of the Investment in Affordable Housing Program <ul style="list-style-type: none"> <li>• Ontario Renovates: 41 homeowners and 4 landlords assisted and collaboration with Community partners and Building department</li> <li>• Homeownership Down payment Assistance Program: 47 households assisted</li> <li>• Rent Supplement Program: 35 units created</li> </ul>
	Housing Stability Plan developed to mitigate potential impact of the elimination of Community Start-Up Maintenance Benefits (CSUMB) and the introduction of the Community Homelessness Prevention Initiative (CHPI).
	Implementation of the Windsor-Essex Children and Youth Planning Committee: Funding received from the Ministry of Children and Youth Services for Community capacity building. A survey of parents was conducted and the System Integration for Children 0-12 was launched.
	Implementation of the Aboriginal Planning Table for Children 0-12

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*Source of Data: Departments, Council reports, 2012 OMBI report*

Program Area	Day to Day Special Accomplishments
	Funding received from Human Resources and Skills Development Canada for the implementation of Homelessness Individuals and Families Information System (HIFIS)
	Additional funding received from EDU for the Administration of Child Care
	Development of a Social Housing IT Solution in collaboration with 7 other municipalities in Ontario.
	Funding Framework for Child Care developed in collaboration with the child care sector to serve children who are 0 to 3.8 years
	National Housing Day Celebration via free Forum on Dec 6 by the City, County of Essex and Canada Mortgage & Housing Corporation to celebrate achievements in housing and homelessness in 2013 and launch the 10 Year Housing and Homelessness Plan for Windsor-Essex.
	Implementation of an IT solution for Domiciliary Hostels
	Engagement of the Local Health Care Integration Network in the housing sector
<b>HURON LODGE LONG TERM CARE</b>	Implemented Continuous Quality Control Program
	RAI/MDS: The charting for provincial reporting has been standardized. Continued educational competency is required annually and all staff has passed.
	Continued partnership with LHIN and the Behavioural Supports Program (BSO) lead team to provide specialized clinical resources and nursing interventions for residents with responsive behaviours in long term care
	High Intensity Program for wound care and dialysis transport
	2013 Procedural Reviews: Programs reviews have been undertaken to ensure efficiency in the areas of Infection Control, Health & Safety and issues specific to Huron Lodge.
	U-First Training: Training of front line staff occurred in U-First, a course designed specifically for front-line caregivers to enhance their knowledge on the care for people with Alzheimer Disease and other related dementias.
	Volunteer Appreciation Dinner: Over 100 volunteers were present for an evening celebration, thanking them for their hard work and dedication to the residents of Huron Lodge.
	Long-Term Care Home Service Accountability Agreement (L-SAA) was signed and is in place until March of 2016.
	Personal Support Worker, Social and Social Service Worker Placement in partnership with College Boreal, St. Clair's College
	Physiotherapy Services: New funding model was implemented. Changes in hours have occurred along with expansion of exercise classes being led by Huron Lodge Restorative Therapy staff.
	Lighting Program: Implementation of a lighting program to promote energy efficiency, cost containment and health and safety of both the environment and staff.

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*Source of Data: Departments, Council reports, 2012 OMBI report*

Program Area	Day to Day Special Accomplishments
	Tracking System: Development and implementation of Department specific tracking system to document training as required by the Long-Term Care Homes Act (LTCHA).
	Updated Emergency Preparedness Plan: Submitted to the Office of the Fire Marshall for approval. Plan to be utilized as a model for LTC.
	CARF – Commission on Accreditation of Rehabilitation Facilities Commencement of the compilation of information required to apply for accreditation with the intention of becoming accredited in 2014.
<b>RECREATION &amp; CULTURE</b>	World's Largest Swimming Lesson: Over 800 Windsor participated with other jurisdictions, breaking the Guinness' Book of World Records
	International Children's Games: Events hosted at 6 Recreation facilities
	Opening of the Windsor International Aquatic and Training Centre presented by Windsor Family Credit Union. Inaugural events held at the Centre include the International Children's Games and several provincial divisional championships.
	Windsor has been awarded the Canadian Adult Recreation Hockey Association (CARHA) World Cup for 2016
	Through the Ministry of Tourism, Culture and Sport Windsor received -a 3 year provincial grant to provide after school programming. -funding to encourage senior population to maintain and increase its activity levels through aquatic programming.
	Tall Ships Festival – an 1812 Bicentennial Event Windsor was part of a regional initiative to host several tall ships at the Riverfront.
	Creative Communities Prosperity Fund: Windsor was successful in securing a grant for a cultural mapping exercise.
	Arts, Culture and Heritage Fund – recommendation of the Municipal Cultural Master Plan. City Council approval to establish a fund to support local initiatives to "make culture happen now".
	Increased the number of events hosted at major City venues such as the Riverfront Festival Plaza and the WFCU Centre. Increased Community Partnerships Increased the number of partnerships with local community organizations surrounding such events as Culture Crawl, Culture Days, and 1812 Bicentennial.
	June is Recreation and Parks Month activities: Increased the number of programs and events offered as part of this provincial initiative.
	In response to a gap in service provided to children with special needs, Recreation partnered with Thames Valley Children's Centre to deliver specialized programming, including that for children with autism.
	The City is an integral part of the South-western Ontario "In Motion" group to

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Program Area	Day to Day Special Accomplishments
	encourage physical activity.
	Windsor's Community Museum recognized by Trip Advisor.
	User groups transitioned from Windsor Arena and accommodated at other facilities
	Increased funding received from Pathway to Potential and Canadian Tire's Jumpstart program to allow more children to participate in sport.
	Significant increase in the number of business transactions occurring at the Customer Care Centres.
	Increase in Recreation Participation Rates for Recreation programs in 2013
<b>SOCIAL POLICY &amp; PLANNING</b>	<b>Windsor Essex Local Immigration Partnership (LIP)</b>
	<p><i>Newcomer Health Survey</i> Over 500 people (newcomers) participated in the survey</p> <p><i>Newcomer Health Community Conversation:</i> Over 50 people attended an in-person forum to discuss the health of newly arrived immigrants.</p> <p><i>Newcomer Safety/Wake Up Windsor Program:</i> The LIP, in collaboration with Emergency Services (Windsor Fire and Police) presented a public safety day to alert newcomers to safety issues and services.</p> <p><i>Trillium Funding:</i> The "Welcoming Community" Research project involving the Multicultural Council, South Essex Community Council and the University of Windsor was successful in receiving funding through the Ontario Trillium Foundation. Project is to assess the sense of belonging and "welcomeness" felt by newcomers to Windsor and Essex County.</p> <p><i>Enriching the Workplace through Diversity:</i> A workshop offered in collaboration with Employment &amp; Social Services, Local Immigration Partnership and Workforce WindsorEssex.</p> <p>LIP participation in the Housing Consultations with Children and Youth Planning and Windsor Essex Youth Strategic Action Group.</p> <p>Participation in Global Detroit/Michigan planning group for a 2014 Summit with Canadian Federal Ministers and Michigan Governor Rick Snyder.</p> <p>Meetings with Director General of Canadian Immigration and Citizenship and provincial Minister of Ministry of Citizenship and Immigration re: the ramifications of any changes to the legislation.</p> <p><i>Student Intern Placement:</i> Worked with Administration, Housing &amp; Children's Services and Employment &amp; Social Services to introduce student interns and summer placements.</p>
<b>Office of the CAO</b>	<p>There were 159 reports approved under the Delegation of Authority (DOA) By-law 208-2008 in the first half of 2013; that's the second highest total for a 6-month period since 2005 when reports were first approved under DOA.</p> <p>The total for last year (2012) was our highest number of approvals to date: 326</p>

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Program Area	Day to Day Special Accomplishments
	administrative reports.
	81 ongoing city wide projects supported in 2011. 90 ongoing city wide projects supported in 2012. 25 small, medium or large projects closed during 2012. (28% closed)
	Led the initiative to modify budget development cycle so that an approved budget is in place by the beginning of the calendar year. This was accomplished by completing two budget cycles in 2013.
	Partnership with community organizations for public engagement and staff development: ElderCollege course on Municipal Administration; Internships for Political Science Students.
	Corporate Strategic Action Plan (CSAP) developed to follow the Community Strategic Plan and Council priorities. Performance measures developed and reported annually to Council.
<b>Mayor's Office</b>	Investment Response Team established. Strategy to grow as a non auto sector economy: -Sports tourism destination: successful in bringing various provincial, national and international sporting events to Windsor, such as the International Children Games, Ontario 55+ Games; Masters Swimming Canada Championships; Synchronized Swimming Championships; 2016 FINA World Championships, etc. -Supported the Tourism Windsor Essex Pelee Island in their Windsor Regional Culinary Tourism Experience Development Project.
	City of Windsor received the Ontario Opeha Award for Outstanding Contribution, in recognition of the City's positive impact on the physical activity levels, health, wellness and educational experiences of children and youth, as well as the City's practical and innovative approach to teaching strategies, curriculum implementation, program/resource development, policy development and health promotion. The International Children's Games, hosted in Windsor-Essex this past summer, acted as the catalyst for the development of the In Sport WE Are One program. Mayor Eddie Francis brought together community partners well in advance of the Games to develop a program that recognized the importance of healthy living for children and youth, and to ensure that there was a lasting legacy that lived on after the Games.
	Mayor's Arts Awards established to encourage and promote art.
<b>Council Services / Clerk's Office</b>	Phase I of Migration from existing manual system to an electronic agenda management system completed.
	Smooth transition every year by ensuring Schedule of Council & Standing Committee Meetings for upcoming year submitted to Council in November of ongoing year.



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Program Area	Day to Day Special Accomplishments
	Development of records management framework including electronic solution for managing unstructured data.
	112 formal Freedom for Information (MFIPPA) requests handled in 2012. (OMBI)
	Methodically managed the By-election for the seat vacated by Councillor Hatfield.
	Efficient running of the 2010 Council elections and preparations under way for October 2014 elections.
	Amendments to Public Vehicles Licencing ByLaw#137-2007 to ensure that Pedi cabs (rickshaws) are compliant with its requirements, thus supporting a new business venture in the downtown riverfront area.
	Ongoing support to Committees of Council for recording minutes, issuing agendas etc.
	Participated in session to Elder College participants, June 2013. Souvenirs such as key chains, pins, information pamphlets handed out.
	34,948 calls were received by 311 during Jan to Dec 2012 of which 31,614 or 90% were closed as at the end of the year. 34,482 calls were received during the Jan to Oct 2013 period of which 30,347 or 88% have been closed as at Oct 31, 2013.
<b>HUMAN RESOURCES</b>	Oversight of some 2,000 staff (full time, part time, temporary, seasonal, student lottery) in job roles ranging from lifeguard to CAO. Continuous dialogue with ONA, CANUE, WPPFA, Locals 82 & 543.
	The most recent bargaining for Local 543 and 82, covering January 1, 2013 to December 31, 2016 Collective Agreement, was successfully negotiated without any disruption to service delivery, for the first time in recent history prior to the expiration of a current one. Both Management and Union share equally in this achievement. We recently received the Arbitrator's award for the W.P.F.F.A. The Corporation will be proceeding to Interest Arbitration with O.N.A. on May 14, 2014. Terms and Conditions of Employment with C.A.N.U.E. and the Corporation were recently finalized and signed.
	Integrated Attendance Management Program and Policy developed.
	Training received by 1,660 staff in 2012 and 867 for first six months of 2013.
	91 Educational Assistance applications received in the first six months of 2013. Ed Assistance amounting to \$37,818 provided in first six months of 2013.
	New training program in partnership with the Centre for Executive & Professional Education (CEPE) for staff aspiring to assume leadership / supervisory role in the organization.
	Work in progress to capture data from Performance Appraisals (P.A.s) to assist staff development and succession planning.
	Annual Flu vaccinations and wellness clinics for city staff at multiple locations, free of cost. 187 flu shots administered and 200 staff took advantage of wellness

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Program Area	Day to Day Special Accomplishments
	screening for glucose, blood pressure, cholesterol, Body Mass Index.
	Take Our Kids to Work Day organized successfully for the 14 <sup>th</sup> year. Students had the option to tour 13 different departments ranging from Fire to Planning.
<b>BUILDING</b>	2,730 Construction Permits issued for construction value \$323.792 million in 2012. 2,023 Construction Permits issued for construction value \$167.346 million for Jan to Oct 2013 period.
	2,413 building permits issued in 2012 with a construction value of \$1,528 per capita. Operating Cost of Building Permit and Inspection Services brought down to \$13 in 2012 from \$21 in 2011 per \$1,000 of construction activity. (OMBI)
	May of each year recognized as Building Safety Month City hosted the Large Municipality Chief Building Officials (LMCBO) Spring workshop in May 2013. 37 delegates from 30 member municipalities registered for the event.
	9,261 By Law complaints received in 2012 for yards, noise, dog control, licensing, collecting of refuse, signs, snow removal, pools and miscellaneous. 2.36 inspections conducted per specified Bylaw complaint. In 2012 By-Law Enforcement conducted 266 proactive inspections. Between January – September 2013 the By-Law Enforcement Unit responded to 8,098 complaints from 311.
	Conducted neighbourhood by-law enforcement blitzes to proactively address community issues re: signage, noise, dirty yards, garbage, etc.
	Implemented Year II of Building Permit Fee Reserve Deficit Action Plan.
	Implemented Year II of the Blight Mitigation Strategy resulting in the demolition of about 38 buildings.
	Assisted with the implementation of the Basement Flooding Protection Program (1,342 courtesy inspections completed as of Sep 30, 2013). Mandatory installation of backwater valves on all new home constructions made effective Jan 1, 2012.
	Transition enforcement of Fence By Law & Zoning By-Law from Building Inspections to By-Law Enforcement.
	Coordinate realignment of the Taxicab course and Vehicles Standards Inspection lane to private industry.
	Ontario Building Officials 2013 Special Recognition Award to employee Kevin Mayville in recognition of his extensive efforts and guidance in developing the associations HVAC-House course at the OBOA Annual Meeting in Hamilton.
	Acquisition of 12 Dodge Journeys for By-law Enforcement Officers in first quarter of 2012 to provide mobile workforce resulting in increased efficiency and productivity.
	Preparation and Adoption of New Fence By-Law (2012)

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Program Area	Day to Day Special Accomplishments
	Organized "Enforcement Toolbox Panel" session at The Town and Gown Association of Ontario 2013 Symposium, Windsor May 12-14, 2013
	Building Department Co Chaired with Planning Department OPPI Dinner Meeting "Windsor-Inspiration and Intervention in a Downtown Campus", October 24, 2013, Windsor.
	Participated in, "Building Department – Who We Are/What We Do" ,Elder College, June 2013
<b>PLANNING</b>	242 development applications received in 2012. (OMBI)
	Central Riverfront Implementation Plan (CRIP) under review
	Community Strategic Plan (CSP) developed with performance indicators and reported to Council annually in tandem with the Corporate Strategic Action Plan (CSAP).
	Participated in, "Planning Department – Who We Are/What We Do" ,Elder College, June 2013
	The City's only LEED-AP (Leadership in Energy and Environment Design Accredited Professional) provided direct support and design advice for the Ojibway Nature Centre, which is the first City of Windsor building to be designed and constructed to LEED standards.
	Facilitated the development reviews and approvals, and heritage approvals for the University of Windsor's downtown campus projects.
	Facilitated the Municipal support approvals and documentation of 100+ proposed roof top solar panel projects under the Provincial Micro-FIT program.
	Designed the conceptual plans and sourced the street furniture for the streetscape improvements along Wyandotte Street West.
	Coordinated the selection and installation of new historically compatible streetlights and street furnishings in Olde Sandwich Towne.
	Facilitated the processing of the development reviews and approvals for the major redevelopment occurring at the corner of Tecumseh Road and McDougall Avenue.
	Designed the "Windsor, Ontario" gateway signage that will be installed at the intersection of Walker/Provincial Roads.
	Administered the approval of the Feasibility Study Grant under the City's Brownfield Redevelopment Community Improvement Plan to determine the feasibility of reusing buildings located at 1100 and 1200 University Avenue West.
	Implemented the corporate AMANDA system to achieve efficiencies and track the Site Plan Approval process.
	Administered a targeted and public survey about the customer and public expectations as they relate to the quality of development occurring in the city and the development approvals process.
	Instrumental in developing and implementing a solution to save the much

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Program Area	Day to Day Special Accomplishments
	publicized giant Sycamore tree located in Roseland.
	Facilitated the development reviews and approvals, and street closures for the Family Aquatic Centre project.
	Facilitated the processing of the development reviews and approvals for the Windsor Detroit Tunnel Corporation's plaza expansion project.
	Urban Design staff designed and sourced the clock gateway feature located at the public entrance to the Detroit/Windsor tunnel.
	Prepared and facilitated the adoption of three significant amendments to the City's Official Plan that will conclude the Official Plan Review project.
	In June 2013, the Planning Department was involved with arrangements to allow renowned walkability expert Dan Burden to conduct a workshop in the Walkerville and Wyandotte Towne Centre BIA's. As a result of this workshop, the Walkerville BIA has been meeting with City administration to discuss a proposal to incorporate some of Mr. Burden's recommendations into streetscape improvements planned for the near future.
	In 2013, the Ministry of Tourism, Culture and Sport announced that the City of Windsor was selected as one of 4 municipalities to take part in the 'Opening Our Streets for Sport and Recreation" program. The Planning Department will continue to facilitate this application along with staff from Parks and Public Works. The program will look at how select city streets can be temporarily closed to vehicles and used for recreational events and activities.
	During the month of September 2013, the Planning Department hosted Dr. Petra Wagner (Manager of Municipal Statistics) as part of a management training program offered by Windsor's Sister City of Mannheim Germany. During this time, Dr. Wagner and planning staff worked together to exchange ideas with respect to a range of technical, professional and managerial topics.
	Planning assisted with an Ontario Professional Planning Institute Program in late October 2013. Windsor – Inspiration in a Downtown Campus event brought a partnering of Ontario Professional Planners Institute (Southwest ) colleagues, the Ontario Association of Architects ( St Clair Society of Architects) and the Ontario Association of Landscape Architects to a panel/ group discussion regarding sustainable post-secondary campus environment for Downtown Windsor. Keynote speaker Doug Farr author and architect assisted the panel Leo Groarke (Provost and Vice President of University of Windsor), Craig Goodman CS & P Architects and Jim Yanchula (Manager of Community Planning, London) in a discussion with well over 100 participants.
	As a result of a July 2013 Council report concerning Street and Alleys and following Council's direction Planning has taken a lead in monitoring Street and Alley request for future closings . To date over 90 requests throughout the city have been made by residents in response to this trial program for 2014 and 2015.

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Program Area	Day to Day Special Accomplishments
	Ongoing work within 2013 is proceeding, with the comprehensive review of the City of Windsor Zoning By-laws. To date four reports on changes have been reported to the Planning and Economic Development Standing Committee and Council. Further reports will be forwarded for consideration in 2014 when the project should finalize.
<b>LEGAL, PURCHASING &amp; RISK MANAGEMENT</b>	Legal created approximately 180 reports and memos (council and CAO)
	Implemented the Administrative Penalty system to replace Parking Ticket trials.
	Development of a Trespass Policy.
	Implemented Shared Legal Services with the Enwin Group of companies.
	Facilitated the reopening of the Peace Beacon restaurant.
	A major OMB appeal closed successfully
	Department is responsible for legal support for most corporate initiatives such as the Art Gallery, the Cargo Village, the Aquatic facility as well as the University transactions.
	Participated in Elder College course on municipal administration, June 2013
	Carried forward a number of labour arbitrations and trials
	Conducted 138 formal Procurement processes (RFP's, RFT's, Pre-qualifications) – this does not include quotations.
	Made Improvements to our Intranet/Internet Site
	Continued to engage in shared Initiatives with Enwin, Library and Airport
	Ongoing support for the Family Aquatic Centre, Capitol Theatre renovations, new Purchasing Card provider
	Created a new Engineering Roster and streamlined process
	Began an electronic tendering conversion, to be formally launched January or February 2014
	Established online Vendor Registration
	Continued to work with departments to develop processes and streamline workflow
	Obtained a new claims management system that will allow us to easily access data and compile statistics
	Deputy City Solicitor/Manager Purchasing and Risk Management gave a lecture at the Windsor Construction Association in May on RFPs and tenders. An informal offer to provide training turned into a breakfast session for over 100 people. The Manager also did a paper and gave a talk about <i>Preparing Effective Purchasing Bylaws</i> at the MLDAO annual fall conference in October.
<b>WINDSOR FIRE &amp; RESCUE</b>	5 year Strategic Plan developed.
	Fire Prevention Week October 6-12. The theme for 2013 was "Prevent Kitchen Fires and Get Cooking with Fire Safety". Kick Off on October 7 with

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Program Area	Day to Day Special Accomplishments
	simultaneous fire drills at 350 and 400 City Hall Square followed by opening ceremonies at 11:30 am in front of 400 City Hall Square East and addresses by the Mayor, CAO and Fire Chief.
	<p>To combat the alarming rate of non-compliance with Ontario Fire Code smoke alarm requirements in Windsor, the Wake Up, Get a Working Smoke Alarm program was announced by Windsor Fire and Rescue Services and actively implemented earlier this year. The "Wake Up" home visits will be conducted over a five-year period in six week blitzes during the spring and fall.</p> <p>Members of Windsor Fire and Rescue go door to door, checking smoke alarms and educating residents. In addition to the smoke alarm and education components of the program, Windsor Fire will continue to work closely with Windsor Police and the Office of Fire Marshal to investigate and prevent deliberately set fires.</p>
	Emergency Preparedness Week took place May 5th to 11th this year. The theme for the week throughout Ontario was "Spotlight on Seniors" with the focus being to ensure that seniors and older adults are getting the message on being prepared.
	Windsor Fire & Rescue Services and the Canadian Cancer Society partnered in a new campaign to assist in the fight against breast cancer. Windsor Fire had one of their fire engines and a van painted pink for October which is recognized as breast cancer month.
	Participated in session to Elder College participants, June 2013. Goody bag including smoke alarms, Sparky plush toy, and information pamphlets handed out.
<b>WINDSOR POLICE SERVICE</b>	<p>2012 OMBI :</p> <p>622 authorized <u>staff</u> (officers and civilians, including officers on staff specifically due to the Casino)</p> <p>13,691 reported Criminal Code incidents (non Traffic)</p> <p>2,784 reported violent Criminal Code incidents.</p> <p>76% Clearance Rate – Violent Crime</p>
	Police Week 2013 was held at Devonshire Mall May 16-18 <sup>th</sup> . A display of the gear and equipment used by various WPS specialty units; officers were on hand to answer questions from our community. There was also a Car Seat Clinic on May 18 with Safe Seats Save Children (SSSC).
	Operation Dreamlift: On October 22 twenty-six Windsor Police Service sworn and civilian members departed from Windsor Airport early in the morning and arrived at Disney's Magic Kingdom for the gate opening. They spent the day at the park with sixty-five children who are challenged by either a severe physical

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Program Area	Day to Day Special Accomplishments
	<p>disability or life-threatening illness and arrived back in Windsor the same day near midnight. All involved members used either vacation time or banked overtime to compensate for their time away from work. While it was a long and tiring day, all of those involved indicate that it was a highly rewarding experience and have a new-found respect for these children.</p>
	<p>November 2012 Queen's Park, Toronto: Windsor Police Constable Susan McCormick received Ontario's top honour for acts of exceptional bravery by a law enforcement officer - the Ontario Medal for Police Bravery. The award was presented to Constable McCormick and nine other police officers by The Honourable David C. Onley, Lieutenant Governor of Ontario, who was quoted as stating "The profound sense of bravery and duty exhibited by these recipients is an inspiration not only to their colleagues across the province but to all Ontarians".</p> <p>Constable McCormick was nominated for this award as a result of the exemplary conduct she displayed during the rescue of a suicidal man from the Detroit River in November 2011.</p>
<p><b>TRANSIT WINDSOR</b></p>	<p>Data as of December 31, 2012:            170 Full time Operators            104 Buses            2,906,645 Diesel used (litres)            5,604,347 Kilometres driven            14 Routes            1,180 Bus Stops            Number of boardings: 7,409,574 (include the use of transfers)</p>
	<p>Some past special events serviced by Transit Windsor included the Red Bull Air Races and Super Bowl XL. Most recently Transit Windsor provided transportation for the International Children's Games.</p> <p>For the ICG every available bus not required for regular service was used to provide 1,144 hours of service and 17,664 one-way person trips during the August 14 to 19, 2013 period.</p> <p>On a more regular basis TW provides transportation to special events like the annual fireworks, the Detroit International Auto show, and the Detroit Grand Prix.</p>
<p><b>Engineering</b></p>	<p>Windsor Riverfront Retention Treatment Basin Project awarded the Engineering Award for Excellence from the Consulting Engineers of Ontario.</p> <p>Stantec Consulting was retained to develop a pollution control strategy with an objective of reducing CSOs and total pollutants going in the Detroit River.</p> <p>In 2011, Windsor was equipped with increased, pumping and sewage treatment capacity as the first part of the solution.</p> <p>Stantec cooperated with the University of Windsor on a pilot project that looked</p>

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Program Area	Day to Day Special Accomplishments
	at settling rates, operations and other processes. A High Rate Retention Treatment was developed to tackle the problem of lack of space for a large (almost an acre) sized Retention Treatment Basin. Project resulted in cost savings to the City because contaminated water could be treated with a chemical. Spin off from the project was the addition of a beach.
	Appointment of Drainage Engineer for repair and improvement of 10 <sup>th</sup> Concession Drain in accordance with the Ontario Drainage Act.
	Planting of Trees on Airport lands in partnership with the Little River Enhancement Group and ERCA.
	Leadership in Energy and Environmental Design (LEED) Silver certification rating for Fire Hall 7. Project completed with a 6% budget surplus of \$261,386. Energy Saving features include: High performance building envelope; structural provisions to install a photovoltaic system on south facing roof; radiant floor heating by natural gas condensing boiler; occupancy and daylight sensor controlled lighting; high efficiency exterior lighting; low consumption urinals and low flow fixtures; maximum possible use of locally manufactured materials to minimize impact of transportation to the environment; implementation of a waste management and recycling program starting at construction and carrying through operation of the facility.
	Wyandotte St West - Sunset to Campbell – sanitary and storm sewers, water main, pavement and streetscaping
	Provincial / Cabana intersection improvements
	Multi Modal Cargo Facility and Border Logistic Institute development under way at the Windsor International Airport with University of Windsor. Federal investment of \$19.9 million of which University will receive \$7.3 million for the Institute and research testing facility. City/YQG share \$2.436 million. Major partner will be Federal Express Canada. Construction is anticipated to begin June 2014 with occupancy of facilities by October 2015. (report#16782)
<b>PARKS</b>	6.5% of total area of the municipality or 957.44 hectares of maintained and natural grassland in Windsor. (2012 OMBI)
	Parks Master Plan under review and development. Public consultations ongoing.
	Proposed inclusion of the following parks within the Western Lake Erie Watersheds Priority Natural Area Registry of Lands in support of binational collaboration on the Detroit River International Wildlife Refuge: Peche Island, Black Oak Heritage Park, Ojibway Park, Tall grass Prairie Heritage Park, Spring Garden Natural Area and Oakwood Park.
	The initial 2008 "Green City-Clean Streets Program", provided one-time funding to purchase 400 self-watering, hanging baskets and 316 planters. In 2009,



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Program Area	Day-to-Day Special Accomplishments
	<p>Council provided Parks with operating budget funding of \$200,000 for the annual operating costs of providing the baskets and planters at 2008 quantity levels. Since 2008, the department has grown the self watering program to include 500 planters and 788 hanging baskets.</p>
	<p>Ojibway Nature Centre is the first City of Windsor building to be designed and constructed to LEED (Leadership in Energy and Environment Design) standards. Silver Certification received. The \$2.5 million Ojibway Nature Center was funded by Recreational Infrastructure Canada (RInC) grant, supported by the Government of Canada, the Government of Ontario and the City of Windsor.</p> <p>Some notable LEED credits:</p> <p><b>Sustainable Sites:</b> Storm water is diverted from the roof, overland to grassy areas and to the Matchette Road pond and the bird viewing water feature. Green roof vegetation captures most of the roof water run-off. 0% enters the City storm water system.</p> <p><b>Use of reflective white TPO roof membrane</b> minimizes heat loss in the winter and heat gain in the summer, greatly reducing the Heat Island Effect. A living green roof covers approximately 30% of the roof area, complimenting the high performance building envelope and reducing storm water runoff.</p> <p><b>Water Efficiency:</b> Use of drought-tolerant plant material for landscaping and using no irrigation system.</p> <p><b>Use of a tertiary sewage system,</b> reducing potable waste water by 100%. 30% reduction in potable domestic water.</p> <p><b>Materials &amp; Resources:</b> Innovative reuse of granite sets, cut granite blocks that once covered the road bed of the Ambassador Bridge. They were salvaged in 1970 during repaving works of the bridge and given to the City, to be used in many of our parks. The granite was used inside for feature walls and for the fireplace surround. The granite is prominently used on the exterior as well.</p> <p><b>Use of Eastern white cedar,</b> a sustainable Ontario species used for exterior cladding and interior finishing.</p> <p><b>Use of construction materials having a recycled content of 20%.</b></p> <p><b>Use of Regional Materials</b> declaring that 52% of construction materials were regionally extracted and manufactured.</p> <p><b>Innovations &amp; Design Process:</b> Full credits were realized for innovation in design, green housekeeping practises and the curriculum for Sustainable Living Program.</p>
<b>OPERATIONS</b>	<p><b>Infrastructure Statistics as of yearend 2012 (i.e. as of January 7, 2013)</b>  Data includes "In Service" lengths and "In Maintenance Period" lengths.  Roads 2,388 lane km  Alleys (paved and unpaved) 151 km  Sewers</p> <ul style="list-style-type: none"> <li>• Sanitary – 716 km (includes force mains)</li> <li>• Storm – 766 km (includes force mains)</li> </ul>

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Program Area	Day to Day Special Accomplishments
	<ul style="list-style-type: none"> <li>• Combined – 215 km</li> <li>• Grand Total - 1,697 km (includes force mains)</li> </ul> Sidewalks (right-of-way only) 919 km Municipal Drains 126 km Roadside Ditches 401 km Structures (right-of-way bridges & major culverts only; Parks structures not included though inspected as part of duties): 67 bridges; 11 major culverts (i.e. span greater than 3m)
	2012 OMBI: <b>Waste Management</b> 0.92 tonnes collected per residential household; 0.61 tonnes of solid waste disposed per residential household and 0.38 tonnes of solid waste diverted per residential household. <b>Wastewater Management</b> 65,943 mega-litres of treated wastewater. <b>Water Management</b> 40,600 mega-litres of treated water
	Shared Services Strategy: In an effort to mitigate the risk from fluctuations in fuel prices, a Fuel Supply Contract was tendered and awarded to Suncor Energy/Petro Canada via a cooperative procurement process with Transit Windsor and Windsor Utilities Commission/EnWin.
	Several Energy Initiatives / Projects undertaken to optimize usage and conserve resources: Corporate wide energy efficiency retrofit program; 3 solar thermal hot water heater system for outdoor pools like Mic Mac, Remington, Lanspeary. Energy Audit of WFCU Centre and Capitol Theatre; 350 kW solar PV roof mounted system at the Windsor International Aquatic & Training Centre and many more
	Stay Cool Windsor Essex campaign launched in June 2011 in partnership with Health Canada. Second MOA in 2012 with Health Canada and additional \$60,000 funding over two years. \$20,000 committed towards Urban Heat Island Study and heat vulnerabilities map for the City. Graduate student hired May to Sep 2013. Partnership with Health Canada extended in 2013 to enhance and expand the Heat Alert and Response System with additional funding grant from Health Canada of up to \$22,000 over two years.
	Windsor Essex County Environment Committee (WECEC) partnered with the City and DWBIA to organize a successful Rose City Clean Sweep campaign which saw over 40 volunteers come out and help pick up litter around the downtown. 3 <sup>rd</sup> annual Pat on the Back Environmental Awards given to Together We Flourish, Sandwich Secondary, St Jean Baptist and St Jules schools.
	2 <sup>nd</sup> Report on State of our Environment 2013 (ROSE). This is the first report to track trends over time, based on data collected from 2007 to 2012 for the indicators tracked as per the City's Environmental Master Plan.