



**2025 Operating Budget Review
Finance Committee – Corporate & Community Services Agenda
Room 204, 350 City Hall Square West
Thursday, November 7, 2024
11:00 o'clock a.m.**

Members:

Councillor Jo-Anne Gignac (Chair)
Councillor Renaldo Agostino
Councillor Mark McKenzie
Councillor Ed Sleiman

Departments:

Council Services including:

Licensing, By-law enforcement, Policy, Gaming, Records and Elections

Legal including:

POA, Risk Management, Purchasing

Information Technology

Human Resources and Employee Relations

Communications and Customer Service

Equity, Diversity, Inclusion, Accessibility and Indigenous Affairs

Parks and Facilities

Recreation and Culture

Library Services

Fire and Rescue Services

CLT assigned resource:

Ray Mensour, Commissioner of Community and Corporate Services

Order of Business:

1. Call to Order

Reading of Land Acknowledgement

We [I] would like to begin by acknowledging that the land on which we gather is the traditional territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomi. The City of Windsor honours all First Nations, Inuit and Métis peoples and their valuable past and present contributions to this land.

2. Disclosure of Pecuniary Interest

3. Minutes – Adoption of the minutes arising from the previous meeting

3.1 Minutes of the Finance Committee – Corporate & Community Services of its meeting held October 16, 2024. (*attached*)

3. Delegations (if registered) (5 minutes maximum)

4. Business arising from the minutes

-Response to Direction by the Committee regarding Service Delivery Modernization efforts by Human Resources
-Response to Direction by the Committee regarding By-Law Enforcement Division in Council Services

5. Motion to move in camera

See In-Camera Agenda Package

6. Motion to move back into regular session (if necessary)

7. New Business (if required)

8. Date of next meeting (if required)

9. Adjournment

**Finance Committee – Corporate & Community Services Minutes
2025 OPERATING BUDGET REVIEW**

Date: Wednesday, October 16, 2024
Time: 9:00 o'clock a.m.
Room 204, 350 City Hall Square West

MEMBERS PRESENT:

COUNCILLORS:

Ward 6 – Councillor Jo-Anne Gignac (Chair)
Ward 3 – Councillor Renaldo Agostino
Ward 4 – Councillor Mark McKenzie (arrived at 9:37 o'clock a.m.)
Ward 5 – Councillor Ed Sleiman

Also in attendance are the following:

Joe Mancina, Chief Administrative Officer
Janice Guthrie, Commissioner, Finance & City Treasurer
Dana Paladino, Senior Executive Director, Corporate Services
Ray Mensour, Commissioner, Community & Corporate Services
Wira Vendrasco, City Solicitor
Vincenza Mihalo, Executive Director, Human Resources
Aftab Ahmad, Chief Information Officer, Executive Director, I.T.
Tony Ardovini, Deputy Treasurer, Financial Planning
Dave Soave, Manager Strategic Operational Budget Development & Control
James Chacko, Executive Director, Parks & Facilities
Emilie Dunnigan, Manager, Development Revenue & Financial Administration
Michael Chantler, Chief Executive Officer, Windsor Public Library
Jen Knights, Executive Director Recreation and Culture
Mike Cholubko, Manager, End User Support
Rachel Chesterfield, Manager of Financial Accounting
Tracy Ou, Financial Planning Administrator
Luigi Congi, Executive Initiatives Coordinator
Rosa Maria Scalia, Manager of Financial Accounting
Joshua Higgins, Deputy CIO/Enterprise Systems
Samantha Magalas, Executive Initiatives Coordinator
Craig Robertson, Manager Licensing & Enforcement, Deputy Licensing Commissioner
Matthew Stubbings, Chief of Staff, Mayor's Office
Steve Vlachodimos, City Clerk/Licence Commissioner
Anna Ciacelli, Deputy City Clerk/Supervisor of Council Services
Karen Kadour, Committee Coordinator

1. Call to Order

The Chair calls the meeting to order at 9:00 o'clock a.m.

2. Disclosure of Interest

None disclosed.

3. Minutes

None presented.

4. Opening Remarks by the Chief Administrative Officer

Joe Mancina, Chief Administrative Officer appears before the Finance Committee – Corporate & Community Services and provides the following opening remarks:

- These Committees have been established to assist Administration and the Mayor in identifying potential opportunities that can help address the significant budget pressures we face as we embark on the 2025 Municipal Budget.
- Administration is simultaneously completing its administrative review of the 2025 estimates and will bring forth a number of recommendations resulting from that administrative review to assist in reducing the budget levy increase for consideration by the Mayor and by Council.
- The Committee under the direction of each committee chair will undertake an extensive review of all areas of the base budget and operations utilizing the resources we have provided to identify potential savings opportunities, increased revenue sources and any service delivery adjustment opportunities.

5. Presentation by the Chief Financial Officer

Janice Guthrie, Commissioner, Finance and City Treasurer provides an overview of the “Operating Budget Committees of Council – Kick-off Meeting” as follows:

- Budget Committees – Structure
- Budget Committees – Mandate/Duties
- Budget Committees – Available Resources
- Budget Committees – Documents
- 2024 Budget Process and Important Dates
- Preliminary Budget Issues – Municipal
- Preliminary Budget Issues – Municipal (by Category)

- 2024 Approved Operating Budget – Level of Discretion
- Corporate and Community Services – Level of Discretion
- Economic Development & Engineering – Level of Discretion
- Finance & Human & Health Services – Level of Discretion

6. Delegations

Terrance Kennedy, Area Resident

Terrance Kennedy, area resident appears before the Finance Committee – Corporate & Community Services and expresses concern with ongoing problems at the Windsor Public Library and indicates that some libraries are understaffed and under funded, i.e. John Muir Library; the recent schedule changes at the libraries threaten Sunday openings; and concludes by suggesting that cutting programs at the libraries is not an option.

7. Initial Kick-off

Human Resources and Employee Relations

Vicenza Mihalo, Executive Director, Human Resources appears before the Finance Committee – Corporate & Community Services and provides a brief overview of her department as follows:

- The department offers several services for the Corporation, residents and employees.
- They handle labour relations, arbitration, memorandum of agreements, mediation, and collective agreements.
- They also manage the Employee Service Centre, staff development, partnership with school boards i.e. University of Windsor, York University and McMaster University, WSIB, in-house courses and mentoring programs
- Green Shield, pensions, life insurance, and health and safety and wellness.

Councillor Renaldo Agostino inquires as to how the City of Windsor stands in comparison with other municipalities of our size. Ms. Mihalo responds they are oftentimes average and below average.

Dana Paladino, Senior Executive Director, Corporate Services appears before the Finance Committee – Corporate & Community Services indicates that they did a review of the Human Resources Department to determine how they deliver services and to better utilize the resources that they have. They refocused on how they use their existing staff. Information related to external recruiters is provided.

Equity, Diversity, Inclusion, Accessibility and Indigenous Affairs

Dana Paladino provides a brief overview of the department and advises for many years, there has been an Accessibility and Diversity Officer imbedded within Human Resources. Currently, the Acting Accessibility and Diversity Officer is focusing his time on accessibility compliance, working with Transit Windsor on an accessibility plan and on the Facility Accessibility Design Standards.

Council Services

Steve Vlachodimos, City Clerk/Licence Commissioner appears before the Finance Committee – Corporate & Community Services and provides a brief overview of the areas as follows:

- The City Clerk's Office administers the city's legislative process including Elections, Council and Committee meetings, and the maintenance of public records
- Licensing and By-law Enforcement, including several categories of business licenses and enforcement of the licensing and various regulatory by-laws to ensure compliance and public health and safety.
- Records and Election Division – FOI requests, civil ceremonies, issue marriage licenses, elections, bi-elections and burial permits.

Councillor Renaldo Agostino inquires about civil ceremonies and inquires whether this service can be expanded. Mr. Vlachodimos responds that if they do continue with civil ceremonies, a user fee for an outdoor wedding ceremony could be considered.

Councillor Mark McKenzie requests that administration provide the current revenue from user fees. Ray Mensour, Commissioner Community and Corporate Services appears before the Finance Committee – Corporate & Community Services and indicates that across the Corporation the revenue from user fees is approximately \$151 million.

Councillor Renaldo Agostino requests that administration survey other municipalities to explore other revenue sources.

Councillor Jo-Anne Gignac requests that in the future, that administration provide explanations of the financial terms used within the departments.

Legal Services

Wira Vendrasco, City Solicitor appears before the Finance Committee – Corporate & Community Services and provides a brief overview as follows:

- The Legal Department provides legal services in connection with administrative tribunal/court litigation, contracts and agreements, appropriations, labour/employment matters, real estate transactions and leases.
- Prepare or review all agreements, contracts, and by-laws that go to Council.
- Review every grant application and do the work on the agreement.
- Carry out most labour arbitrations.
- Defend claims before the Human Rights Tribunal and are involved in hearings for WSIB.
- Conducts all real estate transactions.
- Involved in every development in the municipality.
- Defend or manage every claim against the city that is not insurance related.

Provincial Offences Department

Councillor Jo-Anne Gignac requests clarification related to the breakdowns of the percentage of the entire POA costs and revenue and how it is determined. Mr. Vendrasco responds there is an agreement with the province about providing this service. There is also an agreement with the municipalities in the County and is based on weighted assessment.

Councillor Jo-Anne Gignac inquires how they determine what the revenue source that the city has compared to the entire County. Ms. Guthrie advises that the POA agreement is largely based upon what the arbitrated agreement for the delivery of social services is, which was negotiated in 2000 and had an element of weighted assessment. It takes the assessment values in each of the areas and there is a weighting which is based upon those tax ratios that we set, and that weighted assessment determines how the POA is cost shared.

Councillor Jo-Anne Gignac inquires how often these agreements are reviewed. Ms. Guthrie responds that the Human & Health Services agreement has not been revisited since 2000. She states they have looked at population and it is determined at a 60/40 split and some services are closer to 50/50.

Councillor Jo-Anne Gignac suggests it would be interesting to have some indication as to how often the agreements are reviewed including the criteria. Mr. Mancina adds there have been times depending upon the specific agreement that they have been reviewed and adds that shifts may cause unexpected consequences.

The Committee recesses at 11:00 o'clock a.m.
The Committee reconvenes at 11:19 o'clock a.m.

Information Technology

Aftab Ahmad, Chief Information Officer, Executive Director, I.T. appears via tele-conference before the Finance Committee – Corporate & Community Services and provides a brief overview as follows:

- The department provides technology planning, support and operations which enables City services, and drives efficiencies.
- Committed to providing innovative, reliable, responsive and secure solutions that align business, process and technology.
- Provides and supports the systems, applications, computers, networks, data, internet access, security and policies that are critical to the delivery of City services.

10. Motion to move In-Camera

Moved by: Councillor Mark McKenzie

Seconded by: Councillor Renaldo Agostino

That Rule 3.3(c) of the Procedure By-law 98-2011, **BE WAIVED** to allow for the Chair to call a special meeting without 24 hours' notice.

Carried.

Moved by: Councillor Mark McKenzie

Seconded by: Councillor Ed Sleiman

That the Finance Committee-Corporate and Community Services move In Camera at 11:25 o'clock a.m. in accordance with the *Municipal Act* s. 239 (d) labour relations or employee negotiations and s. 239 (b) personal matters about an identifiable individual, including municipal or local board employees.

Carried.

Discussion on the items of business.

11. Motion to move back into regular session

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

That the Finance Committee— Corporate and Community Services move back into public session at 12:17 o'clock p.m.

Carried.

Moved by: Councillor Mark McKenzie

Seconded by: Councillor Renaldo Agostino

That the Clerk **BE DIRECTED** to transmit the recommendation(s) contained in the report(s) discussed at the In Camera meeting.

Carried.

Moved by: Councillor Renaldo Agostino

Seconded by: Councillor Ed Sleiman

That the verbal update from administration regarding a labour relations and employee matters about an identifiable individual including municipal or local board employees **BE RECEIVED**; and That administration **BE DIRECTED** to proceed in accordance with the verbal direction of the Committee.

Carried.

Moved by: Councillor Renaldo Agostino

Seconded by: Councillor Ed Sleiman

That the verbal update from administration regarding a labour relations and employee matters about an identifiable individual including municipal or local board employees **BE RECEIVED**; and, That Administration **BE DIRECTED** to proceed in accordance with the verbal direction of the Committee.

Carried.

Moved by: Councillor Mark McKenzie

Seconded by: Councillor Renaldo Agostino

That the Finance Committee – Corporate and Community Services **REQUEST** that administration report back to the Committee with a brief overview of service delivery modernization efforts that have been undertaken by Human Resources to-date as well as initiatives planned for the future.

Carried.

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Renaldo Agostino

That the Finance Committee – Corporate and Community Services **REQUEST** that administration report back to the Committee with a brief overview of service delivery enhancements that have been undertaken by the By-Law Enforcement Division to-date as well as initiatives that are in the planning stages for the future.

Carried.

The Committee recesses at 12:17 o'clock p.m.

The Committee reconvenes at 1:03 o'clock p.m.

Parks & Facilities

James Chacko, Executive Director, Parks & Facilities appears before the Finance Committee – Corporate & Community Services and provides a brief overview as follows:

- There are 200 FTE employees with an additional 200 summer students.
- Budget for Parks & Facilities is just over \$40 million.
- There are 206 parks in total.
- Forestry department and horticulture department – oversee over 90,000 trees in the right-of-way along with an additional 100,000 trees in our parks which require a great deal of operating costs.
- Parks operation team –oversees all parks, including cutting, cleaning, opening and closing washrooms, and cleaning sports fields.
- Parks development team maintains parks amenities and all the buildings at the City of Windsor with a few exceptions.

Councillor Jo-Anne Gignac inquires about the timeline for summer students. Mr. Chacko responds that the summer students can work year round if there is a suitable budget to maintain that along with a workload.

Councillor Ed Sleiman inquires about the hiring of seasonal staff and how it varies from year to year, Mr. Chacko responds that the biggest variance is the ability for the students to start every year. Hiring 120 students and up to 10 co-op students in a short time is a great load on Human Resources and annually they work at different ways to implement the lottery program.

Councillor Mark McKenzie inquires about the onboarding of students and how extensive the training is. Mr. Chacko responds that Student Lottery closes at the beginning of January and Human Resources begins the process of contacting the students. Once the students commit, two training sessions are offered in April and May.

Councillor Jo-Anne Gignac inquires whether the process can be accelerated to ensure that the grass is cut in a timely manner. Mr. Mensour responds that many of the students are still in university/college in April so that is still the challenge.

Recreation

Jen Knights, Executive Director, Recreation & Culture appears before the Finance Committee – Corporate & Community Services and provides a brief overview as follows:

- Recreation services build vibrant, active and connected communities by providing facilities, (arenas, pools, community centres) and programs that allow residents to participate in recreational activities.
- The Culture division provides programs, events and services that express the City's cultural identity, celebrations traditions, and improves the quality of life for Windsor residents.

- Key areas include Aquatics that oversees three indoor pools, outdoor pools, Sand Point Beach and Adventure Bay.
- Community Centres provide drop-in options, registered programming, rentals, day camp, before and after school programs.
- Arenas and recreation facilities both indoors and outdoors including ice allocation, drop-in and registered programs, i.e. skating, pickleball, and special events use.
- Cultural Affairs includes the Chimczuk Museum, the Francois and Duff Baby Houses, Willistead Manor, the Sculpture Park, Bright Lights, Open Streets, the City's Birthday, and the Mayor's Walk.
- Hire part-time students during the summer months and have 600 recreation staff that are program instructors, facility attendants and lifeguards.

Councillor Renaldo Agostino inquires whether there is an opportunity to repurpose spaces, i.e. at the Aquatic Centre to bring in a public/private partnership. Ms. Knights responds this is a possibility and adds when the Aquatics centre opened, there was retail type space at the east end of the building and originally was a gift shop which has been repurposed. She adds that the teams are looking at other options in the facility.

Councillor Renaldo Agostino suggests holding children's birthday parties in the facility and placing a virtual reality arcade in the main lobby.

Councillor Jo-Anne Gignac inquires whether the Aquatics Centre liaises with the hotels in the city to enable them to sell weekend packages. Ms. Knights responds that hotels prefer to buy the tickets in bulk and either "comp" visitors who come into the hotel or incorporate them into their hotel visitor packages.

Library Services

Michael Chantler, Chief Executive Officer (A), Windsor Public Library appears before the Finance Committee – Corporate & Community Services and provides a brief overview as follows:

- The Library lends books, movies, video games, tools, sporting equipment, "book buddy tutoring" program, home delivery services (for those who cannot get to the library)
- Library has access to the internet and photocopying.
- Warming and cooling centre depending on the season.
- Place for people to study, to work, to gather with family and friends
- Offers significant programming for all ages – story time, technology classes
- Chess Club and Scrabble Club and offers scavenger clubs for the children.
- Offers English conversation circles which have been very popular and are now in all 10 branches.
- Participates in parades, Open Streets, and have movie nights and sign people up for library cards.
- Offers meeting rentals, (for profit and not for profit rates).
- Maintains the Windsor Star archives and the local history branch.

- Offers adult literacy and deaf literacy. These programs are funded by the province.
- With the addition of the Sunday service, they are able to offer the foregoing services 7 days a week.
- In 25 years, there has not been an increase in funding from the province.
- The funding received in the City of Windsor is lower than Chatham-Kent and the City of London.

Councillor Renaldo Agostino inquires whether there are statistics available relating to the elimination of fines for books not returned. Mr. Chantler states that the fines generated approximately \$90,000 are a combination of lost items and overdue fines. Currently, they have collected fees on only those items that are lost and or damaged

Fire and Rescue Services

Chief Stephen Laforet appears before the Finance Committee – Corporate & Community Services and provides a brief overview as follows:

- There are 305 employees – 6 of which are non-union.
- There are 7 divisions – Administrative division, Training division that is responsible for recruit training, officer training, risk management training and the Fire Prevention Division manages all the fire prevention programs. The Apparatus Division is responsible for repairs and inspections on their vehicles and equipment.
- All Fire Prevention Officers are Inspectors and fire investigators. They sell their services to various county departments and charge a fee to service and inspect their vehicles.
- The Emergency Communications Division provides service to 5 other county municipalities, dispatch all fire and rescue services vehicles along with those 5 municipalities. In 2023, they had 9,762 fire calls in the City of Windsor and dispatched 2,700 calls in the county.
- In March 2025, the calls coming in on an analogue line will be all digital and will increase the capacity of the 911 system.
- The Fire Rescue Division operates from 7 fire stations strategically located throughout the city to provide adequate response times and appropriate fire attack teams and operates under an incident management and accountability system for the safety of the public and firefighters. They provide fire suppression, industrial accident response, and tiered medical responses.

Councillor Ed Sleiman inquires about fires in high rise buildings. Chief Laforet responds that their fleet and equipment is in excellent condition. When it comes to fighting mid-rise and high-rise fires, they rely on the building. The building itself is designed to be compartmentalized; designed to have interior finishes that do not promote the spread of

fire; they have fire suppression systems, and in some cases have early warning systems. He adds that each building must have a fire safety plan.

10. Motion to move In-Camera

Moved by: Councillor Mark McKenzie

Seconded by: Councillor Renaldo Agostino

That Rule 3.3(c) of the Procedure By-law 98-2011, **BE WAIVED** to allow for the Chair to call a special meeting without 24 hours' notice.

Carried.

Moved by: Councillor Mark McKenzie

Seconded by: Councillor Ed Sleiman

That the Finance Committee-Corporate and Community Services move In Camera at 1:58 o'clock p.m. in accordance with the *Municipal Act* s. 239 (d) labour relations and employee negotiations and s. 239 (b) personal matters about an identifiable individual, including municipal or local board employees and s. 239 (c) proposed or pending acquisition or disposition of land by the municipality.

Carried.

Discussion on the items of business.

11. Motion to move back into regular session

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Mark McKenzie

That the Finance Committee— Corporate and Community Services move back into public session at 2:32 o'clock p.m.

Carried.

Moved by: Councillor Mark McKenzie

Seconded by: Councillor Ed Sleiman

That the Clerk **BE DIRECTED** to transmit the recommendation(s) contained in the report(s) discussed at the In Camera meeting.

Carried.

Moved by: Councillor Mark McKenzie

Seconded by: Councillor Ed Sleiman

That the verbal update from administration regarding a labour relations and employee matters about an identifiable individual including municipal or local board employees **BE RECEIVED**; and further, That administration **BE DIRECTED** to proceed in accordance with the verbal direction of the Committee.

Carried.

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Mark McKenzie

That administration **BE DIRECTED** to report back to the committee on labour relations matters/employee matters about an identifiable individual.

Carried.

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Mark McKenzie

That administration **BE DIRECTED** to report back to the committee on labour relations matters/employee matters about an identifiable individual.

Carried.

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Mark McKenzie

That administration **BE DIRECTED** to report back to the committee on labour relations matters/employee matters about an identifiable individual/property matter.

Carried.

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Mark McKenzie

That administration **BE DIRECTED** to report back to the committee on labour relations matters/employee matters about an identifiable individual/property matter.

Carried.

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Mark McKenzie

That administration **BE DIRECTED** to report back to the committee on labour relations matters/employee matters about an identifiable individual.

Carried.

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Mark McKenzie

That administration **BE DIRECTED** to report back regarding a property matter/lease agreement.

Carried.

Moved by: Councillor Ed Sleiman

Seconded by: Councillor Mark McKenzie

That administration **BE DIRECTED** to report back to the committee on labour relations matters/employee matters about an identifiable individual/property matter.

Carried.

6. New Business

None presented.

9. Date of Next Meeting

The next meeting will be held at the call of the Chair.

10. Adjournment

Moved by: Councillor Angelo Marignani

Seconded by: Councillor Kieran McKenzie

That the meeting of the 2025 Operating Budget Review—Finance Committee—Corporate and Community Services **BE ADJOURNED** at 2:35 o'clock p.m.

Carried.

TO: Finance Committee – Corporate & Community Services
FROM: CLT/ED
DATE:
SUBJECT: Response to Committee Direction

RECOMMENDATION:

That the information within this report be received per the motion that the Finance Committee – Corporate and Community Services REQUEST that administration report back to the Committee with a brief overview of service delivery modernization efforts that have been undertaken by Human Resources to-date as well as initiatives planned for the future.

BACKGROUND:

The challenge of recruiting and retaining talented employees is not new, nor is it isolated to the Corporation of the City of Windsor. Over the past 10 years or so, with mass retirements of the Baby Boomer generation, both municipalities and the private sector have had to prepare for the impact this has on the workforce. This was further exacerbated by the Covid-19 Pandemic, continuous changes in legislation and the rapid economic growth being experienced in our region.

Over the last few years, the culmination of antiquated technology resulting in manual work processes and increased staffing demands left the Human Resources Department challenged in meeting customer service demands. With a focus on creating internal capacity utilizing existing resources, a number of projects were undertaken under the governance of a Human Resource Modernization Executive Committee. These projects were as follows: 1) PwC Employee Retention and Recruitment Project; 2) Recruitment Business Process Review; 3) Business Partner Pilot; 4) Department Reorganization.

DISCUSSION:

1. PwC Employee Retention and Recruitment

PricewaterhouseCoopers (PwC) was retained to help develop a longer-term strategy to help address the Corporation’s recruitment and retention challenges. PwC conducted a thorough analysis of internal processes and practices, and along with 62 recommendations, identified two key factors enabling our challenges: HR processes and technology.

Earlier this year, Council accepted Administration’s proposal to adopt PwC’s report and implement the recommendations put forward. At that time, Council also received an update on all HR Modernization efforts. Within the Council report it was indicated that staff voiced the need to accelerate the modernization of processes that improve efficiencies in their work and have access to more advanced technology to improve the quality of their work and provide better service to the public.

2. Recruitment Business Process Review

HR has worked closely with the IT department and the Perry Group to review existing business processes, develop final state processes, and determined how to close the gap around recruitment requisition, hiring, and onboarding both in the short and long term.

As part of the Recruitment Business Process Review and the short-term solutions, the Human Resources and IT departments have partnered on adopting an agile approach of short-term advancements or project “sprints” that have created process efficiencies and enhanced user experience. The primary focus thus far has been on eliminating paper-based processes and providing more self-service solutions to staff and managers. So far, this project has

resulted in a streamlined self-service onboarding program and a digitized requisition to hire process, reducing processing times and eliminating manual effort and paper forms.

3. Business Partner Pilot

The focus of this project has been redefining the role of the business partner to capitalize on their talents by shifting their focus from attending and scheduling all recruitments/interviews, to integrating them within service departments, and taking on the role of strategic partners around departmental recruitments and HR needs. With only eight permanent full-time business partners to service over 3000 employees, having them tied up sitting in interviews for weeks at a time was resource intensive, and not allowing them to act in the true business partner role of trusted HR advisor to the departments. Departments expressed frustration, as HR could not meet departmental demands. Rather than hiring more business partners, a pilot was undertaken to have departments, with HR training, conduct their own interviews, thereby freeing up the business partners to be the front line of contact for all departments for all their recruitment, onboarding, and other HR related needs. This pilot, in conjunction with the business process review and focus on digitization, was well received by departments and has digitized a lot of the manual work HR used to do. Given the pilot's success, the pilot has now been rolled out corporate-wide.

4. Departmental Reorganization

With the retirement of several management positions in the Human Resources department, a strategic review was conducted of how services in HR are aligned and governed. Through vacancies in the area, a reorganization was done to align the Employee Service Centre and Compensation whose work are closely intertwined, with the creation of a new supervisor position and expanded the role of the Manager of the Employee Service Centre to include Total Rewards and Pension & Benefits. This has resulted in centralized expertise in employee services and total rewards (compensation practices, benefits, etc.)

Employment and Consulting Services is also under review to see how best to align functions so that there is dedicated oversight to support overall development, advancement and innovation of the HR function and the Corporation as a whole, including workforce planning, training & development, change management, leadership training and performance management tools, providing strategic focus for organizational excellence.

Miscellaneous Improvements

As the momentum between HR and IT grew, there were opportunities to take on further improvements. To date, in addition to that noted above, the departments have moved to digitize leave of absence forms, eliminate sick leave certificates and remove the "lock-out window" in payroll processing. This has reduced processing time and service disruptions for both HR and Payroll.

HR and IT have worked very closely in this journey, and all four HR Modernization Projects have an impact on one another. By re-examining how HR delivers service and working with IT to facilitate improvements on how that is done, HR has been able to take on more proactive initiatives, reduce recruitment and onboarding cycle times, reduce pay and benefit errors, create better labour relations, increase customer satisfaction, and improve the City's reputation as an employer.

The collaboration between HR and IT has allowed for an opportunity to leverage internal expertise with creative problem solving and thus far, the reception received has been positive. It was also noted that the internal project team demonstrated exceptional commitment to enhancing these services quickly and effectively to provide functional, modernized services to users at all levels. It is anticipated that further process enhancements will continue as we implement the recommendations of PwC, which will improve quality of service and capture valuable data to support strategic decision making.

Next Steps

The above action items are only the benefits realized to date. But the journey and partnership continue. Upcoming planned HR/IT enhancements include:

- Hiring Program Improvement Workstream to enhance JazzHR (recruitment software) functionalities and recruitment process including:
 - Job Posting process

- Candidate correspondence
- Recruitment screening, testing and interviewing processes
- Digitization of performance appraisal documentation process and alignment with employee development
- Review of enhanced ERP system

As HR continues to modernize with the support of IT, the department will continuously look on how to improve and maximize resource utilization.

RISK:

N/A

FINANCIAL IMPLICATIONS:

N/A

TO: Finance Committee – Corporate and Community Services
FROM: Steve Vlachodimos, City Clerk/Licence Commissioner
DATE: October 21, 2024
SUBJECT: Response to Direction by the Committee at its meeting held October 16, 2024 regarding By-law Enforcement Division in Council Services

RECOMMENDATION:

THAT the memo of the City Clerk/Licence Commissioner dated October 21, 2024 in response to the direction of the Finance Committee – Corporate and Community Services at its inaugural meeting held October 16, 2024 regarding By-law Enforcement Division in Council Services **BE RECEIVED** for information.

BACKGROUND:

The Finance Committee – Corporate and Community Services, at its inaugural meeting held October 16, 2024 issued the following directive:

That the Finance Committee – Corporate and Community Services REQUEST that administration REPORT BACK to the Committee with a brief overview of service delivery enhancements that have been undertaken by the By-law Enforcement Division to-date as well as initiatives that are in the planning stages for the future.

DISCUSSION:

There are many different departments within the City that provide by-law enforcement services. For example, Fire and Rescue Services oversees Fire Protection and Enforcement/Prevention. Public Works oversees enforcement in the public right-of-way. **The By-law Enforcement Division in Council Services is responsible for on-site inspections for compliance with the city’s regulatory by-laws (example: dirty yards, noise complaints;) and licensing schedules (example: restaurants, rentals and taxis).**

This memo will address service delivery enhancements that have been undertaken to-date and/or in progress for **By-law Enforcement in Council Services**.

In the Fall of 2021, a review of the By-law Enforcement Division in Council Services was undertaken, resulting in a 12 point plan. **This 12-point plan includes:**

- 1. Refining the mission statement of the By-law Enforcement division in Council Services**
 - The mission statement was refined as follows:
A) Educators; B) Compliance Facilitators; C) Community Relations Builders; D) Enforcement Officers; and E) Evaluators.
- 2. Changing the hours of work for By-law Enforcement Officers in Council Services through the Collective Bargaining Agreement between the Corporation of the City of Windsor and Windsor Municipal Local 543 Canadian Union of Public Employees**
 - By increasing officers normal work week to 37 ½ hours from 33 ¾ hours officers have more appropriate time to complete and meet service delivery standards; and has afforded management the opportunity to conduct 8:30 a.m. daily debriefs.
- 3. Training and Development Opportunities for Officers**
 - Officers have not been afforded formal training since 2008. All 12 officers plus management recently completed an intensive 10 module municipal law enforcement training and certification initiative; and further training is scheduled.
- 4. Technology upgrades – use of “Tough Books”, fillable work order forms electronically; mobile**
 - “Tough books” have replaced laptop computers, which are more durable and reliable for field work;

- Looking to use mobile printers and electronically fillable forms, to cut down on wait times and eliminate travel to City Hall.

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5. Updating and Streamlining of Resources and Tools

- Management is developing easy to understand “by-law specific door hangers”, with QR codes, check boxes, and officer information.
- By-law officers have developed a “Be A Good Neighbour” pamphlet.

6. Internal corporate synergy

- An internal “Compliance and Enforcement Administrative Working Group” was established in 2022, comprised of all 7 departments in the Corporation that undertake enforcement. The purpose is to come together and tap into possible synergies and best practices, as well as coordinate any issues that cross different departments.

7. Website/App

- Explore a more user-friendly webpage that brings all the enforcement divisions under one point of access.

8. Communication campaigns

- One of the goals is to produce a year-long calendar anticipating key enforcement issue cycles and to work backwards to pro-actively anticipate these upcoming cycles and develop marketing and education campaigns aimed at informing and reinforcing to the public the various by-laws.
- Tools are being explored to auto-translate communication materials, to make information accessible to all residents.

9. Community Partnerships

- Establish a working relationship with BIAs and provide an understanding of the various enforcement services being provided.
- Establish a “City of Windsor Scholastics Program”, working with local schools to educate on by-law enforcement.
- Potential partnerships with local entities like hardware stores to provide high level information that can be displayed for customers.

10. Annual Day in the Ward Walks

- April of 2025 has been earmarked for a “Day in the Ward” initiative where by-law officers will spend one full day in a particular ward, to provide education and also to do a thorough blitz to determine if there are any by-law issues that need to be corrected.
- Officers will have representation/display booths at key city events, ex. Open Streets.

11. Officer Deployment

- The long-standing practice has been that one officer be assigned to one specific ward. This was changed by management in 2022, by implementing an east-west model which allow for more flexibility and to allow for more equal distribution of service requests amongst enforcement staff.
- Can further enhance this model utilizing 311 stats to strategically identify and dispatch resources.

12. Regular Evaluation of legislation

- Regular review of by-laws that have an enforcement component.
- Goal is to remove barriers that have been identified by officers in order to gain compliance and enhance property standards.
- Recommendations to come: need to shorten certain compliance periods (in some instances a 7-day compliance or grace period is too generous and not practical).

RISK:

It will take time to fully implement these initiatives. It is important to continue to review, evaluate and refine practices and approach to meet current needs. Using technology and communication tools will help to mitigate risk.

FINANCIAL IMPLICATIONS:

No financial implications.