



Report to Council

Department: Chief Administrative Officer (CAO)
Date: January 25, 2017
Prepared by: Tracey Pillon-Abbs, Chief Administrative Officer
Submitted by: Tracey Pillon-Abbs, Chief Administrative Officer
Report Number: CAO 2017-01
Subject: Report on Annual Operations - 2016
Number of Pages: 12, including attachments

Recommendation(s)/Conclusion(s)

It is recommended that CAO Report Number 2017-01 entitled "Report on Annual Operations - 2016" be received.

Purpose

To provide Council with an informational review of those public service activities undertaken by the Town of Essex during the course of 2016.

Background

During the course of 2016, the Town of Essex worked hard to deliver on the Mission Statement that was approved by Council in March 2016 as part of the 2016-2018 Strategic Plan. The Mission is that:

"The Town of Essex is committed to providing services, facilities and infrastructure to help improve the economic, social and environmental well-being of our communities, and to deliver an outstanding life experience for present and future residents, businesses and visitors."

Much progress has been made across the organization on several matters which contribute to the Strategic Objectives of Council.

Discussion

Directed by a supportive Council, the Town's commitment to providing high quality services, supporting economic development, keeping the workplace safe and maintaining a high quality of life for residents has remained constant.

Public service initiatives, programs and special activities undertaken and managed by the Town of Essex administrative team during the course of 2016 are listed in the attachment. This list validates the focus on the prosperity of the Corporation in many ways. The following is a highlight of those public services:

- **Offering options** - This includes efficiencies such as launching the new e-billings option for property taxes, sibling swim lessons, and opening a Town operated Bait Shop at Colchester Harbour.
- **New technology** – Successfully migrated CLASS to Active Net recreation software for facility booking, registration and sales. Technology offers opportunity to be more efficient in providing good customer service.
- **Promoting local culture and heritage** – Two heritage plaques were installed, Heritage Week events were supported and held in Essex and Harrow Centres, Bell Box Mural Program was expanded to Harrow Centre, and the Summer Music Series was offered in Essex and Colchester.
- **Investments in the future** – To address the growing need for recreation, the Town purchased 70 acres of land in Essex Centre to be developed for future sport fields, the new Economic Development Officer presented an Economic Development Strategic Plan, and the 42nd Parallel was promoted.
- **Connecting with the community** – The Town was very social in 2016 with a wide range of media releases, website updates, YouTube videos, Facebook and Twitter posts. Communication helps keep the community connected in order to work, live and play.

- **Investment in infrastructure** – In 2016, the Town invested in several capital programs including Erie Street reconstruction, 13 new rural street light installations, Ward 1 sewage works and upgrades to the water and sewage plants.
- **Supporting growth** – Development charges discounts were continued, Administration worked closely with land developers and investors, the building ban was lifted in Essex Centre, spring and fall walkabouts in Essex and Harrow Centres were held, the implementation of the CIP in Harrow and Essex Centres continued to have up take, and several beautification improvements were implemented throughout the Town of Essex.
- **Getting active** – Healthy and active living was promoted through the construction of the ERCA Cypher Systems Group trail extension which will link Essex Centre to McGregor and Amherstburg, new recreational programs including the ZEALL Program were introduced, the new McGregor Parkette was constructed, new playsets were installed at Bridlewood Park, and a new dog park was opened in Essex Centre.
- **Awards and acknowledgements** – The Town received several awards and acknowledgements including the Bike Friendly Community Award of Merit, the in motion Community Partner award, and a 5 Gold Bar Rating from Clean Marine/Boating Ontario, part of the Marina Green Lead Eco-Rating Program.
- **Partnerships** – Support and financial assistance was received from many upper tier grants, partnerships with Homeschool Programs continued, joint projects with the Essex Centre BIA and Harrow and Colchester South Chamber of Commerce for beautification occurred, training partnership with St. Clair College and the University of Windsor were created for the EPIC program and the Colchester pavilion design.
- **A team effort** – Recruitments undertaken and retirements celebrated during the year. Also, various leadership and training opportunities were offered, helping to create a safe working environment of empowered, engaged and creative staff.

Overall, this has been a year of many successes, accomplishments and improvements throughout the community.

This information will now be used to form the basis of the Annual Strategic Plan Report detailing the progress in implementing the Town of Essex 2016-2018 Strategic Plan. This will be an opportunity to review the direction for the community and assess tangible performance indicators for measuring Council's progress in achieving its vision for the future of the community. A report will be presented to Council on March 20, 2017 during a Special Meeting.

Financial Impact

There is no financial impact associated with this report.

Link to Strategic Priorities

This reports links to all six strategic priorities: 1) enhance communications and community engagement, 2) manage the Town's finances and human resources in a responsible manner, 3) enhance economic development activities through business retention and expansion, attraction of light industrial businesses, and downtown improvements, 4) manage the Town's infrastructure in a responsible and efficient manner, 5) promote healthy and active living through recreational and cultural opportunities, and 6) promote a healthy, safe and environmentally conscious community.

Reviewed by:

Donna Hunter, Director of Corporate Services and Treasurer - concur

Chris Nepszy, Director, Infrastructure & Development – concur

Doug Sweet, Director, Community Services – concur

**Town of Essex
2016 Report on Operations**

LEGEND

Strategic Objective #:

- 1 Enhance communications and community engagement
- 2 Manage the Town's finances and human resources in a responsible manner
- 3 Enhance economic development activities through business retention and expansion, attraction of light industrial businesses, and downtown improvements
- 4 Manage the Town's infrastructure in a responsible and efficient manner
- 5 Promote healthy and active living through recreational and cultural opportunities
- 6 Promote a healthy, safe and environmentally conscious community

| DEPARTMENT | ITEM | BRIEF DESCRIPTION | STRATEGIC OBJECTIVE # |
|---------------------------|---|--|-----------------------|
| COMMUNITY SERVICES | | | |
| | Community Services Social Media Videos | YouTube Videos to promote Community Services rentals and programs created and will be posted in January 2017 | 1 |
| | Canada Summer Jobs Grant | Successful grant application for 11 summer staff positions totaling \$17,341.00 | 2 |
| | University of Windsor(UofW) EPIC Partnership | Worked with UofW on Business Plan for Colchester | 2 |
| | Town Hall Office Accommodation Review | Started the process with the consultant, reviewing current and future needs of Town Hall | 2 |
| | Opened Town operated Bait Shop at Colchester Harbour | Opened and Operated New Bait Shop at Colchester Harbour offering minnows and tackle | 4 |
| | Received Clean Marine Award | Received a 5 Gold Bar Rating from Clean Marine/Boating Ontario part of the Marina Green Leaf Eco-Rating Program | 4 |
| | Colchester Harbour Divestiture process | Worked with Harbour Steering Committee on the divestiture project | 4 |
| | Woodview Blvd Enhancements | Completed the 2 nd phase of the Woodview Blvd upgrades | 4 |
| | University of Windsor (UofW) Engineering Dept Partnership | UofW Partnership for a pavilion design at Colchester Park, which has won a number of awards | 4 |
| | Clubhouse Day Camp | Had a 14% increase in participation in Day Camp registration over 2015 and ran 2 successful specialty camps, Junior Firefighter Training and Velocity Volleyball | 5 |
| | Jump Start Grant | \$1,750.00 Jump Start grant received to start a new badminton program | 5 |
| | Gymnastics Grant | Received \$20,206.00 grant through the Ontario Sport and Recreation Communities Fund to start a new 3-level Gymnastics program | 5 |
| | ZEALL Program Grant | Received \$7,964.00 grant through the Ministry of Citizenship, Immigration and International Trade to run the ZEALL program (very successful, all sessions full with up to 35 people on waiting lists) | 5 |
| | Second Chance Discount | Started an initiative to increase the number of users who re-register into our programs if they are unsuccessful at completing requirements the first time through the course (aquatic leadership courses) | 5 |

| DEPARTMENT | ITEM | BRIEF DESCRIPTION | STRATEGIC OBJECTIVE # |
|------------|--|---|-----------------------|
| | Sibling Lessons | Successfully launched 'Sibling Swim Lessons' to allow families to register their all of their children in the same time slot | 5 |
| | Homeschool Programs | Increased partnership with local Homeschool families to offer both swim lessons as well as youth and preschool sport programs | 5 |
| | in motion Community Partner award | The Town of Essex was received award in recognition of their leadership in the promotion and education of physical activity where we live, learn work and play | 5 |
| | In Motion Equipment Sharing Program | Regional sharing program equipment housed at ECC, a centralized location for Essex County In Motion partners | 5 |
| | Volleyball League | Started an new adult mixed indoor volleyball league in partnership with Velocity Volleyball | 5 |
| | Migration from CLASS to Active Net recreation software for facility bookings, registrations and POS. | Successfully planned and implemented migration to new recreation software for Community Services Department including 2 additional payment centres and training for all staff | 5 |
| | Bell Box Mural Program - ACT | Expanded mural program in Harrow Centre with the Bell Box Mural program | 5 |
| | Essex Centre Sport Fields | Purchased property in Essex Centre for new Sport Fields - 70 acres | 5 |
| | ERCA Cypher Trail | Donated \$100,000 to the Cypher ERCA Trail to connect Amherstburg and Essex Centre | 5 |
| | Summer Concerts Series | 2nd summer held in Essex and Colchester and expanding to Harrow and McGregor in 2017 | 5 |
| | EDHS Aquatic Leadership Program | In partnership with Essex District High School, ran a grade 11 aquatic leadership phys ed credit course | 6 |
| | April Pools Day | Partnered with Essex Fire and Rescue Services to run a successful event promoting Water Safety and Fire Prevention | 6 |
| | Lifesaving Society Affiliate Award Standings | 2nd Place Scarborough Cup (Largest lifesaving program in a community population 10,000 to 50,000), 2nd R. Bredin Stapells Cup (Largest per capita leadership training program) and 5th McCutcheon Bowl (Largest single affiliate first aid program) | 6 |
| | Grade 5 Swim Pass Fitness Initiative | In partnership with WECHU and in motion, continued offering free swim passes to all Grade 5 students at 16 local schools | 6 |
| | P2P and Jump Start | Extended recreation programs to children in need through P2P programs and the Canadian Tire Jumpstart Program funding | 6 |
| | First Aid Training | Advertised to and booked first aid training for multiple local businesses | 6 |
| | Twelve O'clock Walk | Hosted 2 sites for a 10 minute walk for in motion Week with 550 members of public and Essex Public School students/staff | 6 |
| | HIGH FIVE Accreditation | Successful Accreditation Renewal ensuring comprehensive quality standards for children's sports and recreation. Essex remains the only HIGH FIVE Accredited Organization in Essex County | 6 |
| | Partnered with Harrow Food Bank on new Home | Successfully worked with and provided Harrow Food Bank with a new home at the Harrow Soccer Complex | 6 |
| | Colchester Park Enhancements | Peace Garden construction and new path in Colchester Park | 6 |
| | McGregor Parkette | Completed the new Parkette in McGregor | 6 |
| | Heritage Park | Continue to green and enhance Heritage Park in Essex Centre | 6 |
| | Bridlewood Park Playground | Installation of a new playset at Bridlewood Park | 6 |

| DEPARTMENT | ITEM | BRIEF DESCRIPTION | STRATEGIC OBJECTIVE # |
|---|--|---|-----------------------|
| | Permanent Dog Park - Essex Centre | Finalize and open a new dog park in Essex Centre in partnership with Essex Dog Park committee | 6 |
| | Legacy Tree Program | Partnered with all 6 local elementary schools on Earth Day for the 4th annual Legacy Tree plantings | 6 |
| INFRASTRUCTURE AND DEVELOPMENT | | | |
| Operations/Drainage/Capital Works | Roads condition Rating Assessment Tool | Updated to meet MTO Standards | 4 |
| | 3rd Concession Road Treatment Process | Cold Asphalt Recycle Paving construction process successfully completed | 4 |
| | Operations/Drainage Clerk | New position successfully implemented | 4 |
| | In-house maintenance | Use of in-house equipment and staff to do more maintenance (wheel ruts, patching) to improve ride and longevity | 4 |
| | Water Purification System | New system in place for salt management plan | 4 |
| | Dumping Stations | New dumping stations being constructed for waste and sweeping materials | 4 |
| | Traffic Counters | New traffic counters and software implemented | 4 |
| | 14th Concession Road | Road widening and roadside ditch relocation | 4 |
| | 2016 Rural Street Light Program | 13 new installations of rural street lights | 4 |
| | Brush Side Road Culvert | Designed, tendered and constructed new Multi-Plate Culvert at Brush Side Road and River Canard | 4 |
| | Hot Mix Paving Program | Tendered and constructed Hot Mix Paving Program in McGregor, Colchester South, Harrow and Colchester Water Plant Parking lot | 4 |
| | Erie Street Reconstruction | Erie Street Reconstruction, multi-use trail, water main replacement, storm sewer replacement, new sidewalks, new curb and gutter road | 4, 5 |
| | Aggregate Recycling | Completed 20,000 tons of Asphalt and Concrete Rubble crushing for Public Works maintenance activities | 4 |
| | Irwin Avenue | Finalizing the design of a multi-year reconstruction and replacement of the water mains, storm sewers, multi-use trail, sidewalks, curb and gutter road | 4 |
| | Essex Yard Culvert | Rehabilitated the concrete culvert for the Essex sewage/ Public Works Depot | 4 |
| Environmental Services | Subsidy Program | On-going use of successful subsidy program | 4, 6 |
| | ERCA Cypher trail extension | Successfully constructed extension of Greenway through sewage plant (along lagoons) and exiting to North Malden Road | 4, 5, 6 |
| | Ward 1 Sewage Works | Nearing completion of sanitary sewer upgrades. Brien Avenue successfully completed. PS3 upgrades nearing completion | 4 |
| | System Maintenance | Ongoing maintenance and upgrade of sanitary sewer systems (pans, repairing manholes, etc.) | 4 |
| | Sanitary Modelling | Sanitary model completed to allow the Town to assess growth, improvements, etc | 4 |
| | Radio Water Meters | 100% completion to allow meters to be read efficiently | 4 |
| | Water and Sewage Plants | Continual upgrades and maintenance to ensure facilities are running efficiently and effectively | 4 |
| | Hydrant Painting and Flushing | Hydrant painting and flushing completed to ensure they are operational | 4 |
| Building/Property Standards/Planning | Bike Friendly Community Award of Merit | Recognized for actively supporting bicycling | 5 |

| DEPARTMENT | ITEM | BRIEF DESCRIPTION | STRATEGIC OBJECTIVE # |
|--------------------------|---|---|-----------------------|
| | Sign By-law updated | Various amendments were incorporated to allow for better enforcement | 5 |
| | CIP Programs | CIP uptake in both Harrow and Essex Centres continuing and growing | 5 |
| | Beautification Projects | Successful beautification projects in Essex and Harrow Centres in partnership with the BIA and Chamber of Commerce, including painted light poles on Talbot, new street furniture ordered for King Street in Harrow | 5 |
| | Official Plan (OP) | Official Plan revisions approved and additional policies ongoing | 3, 5 |
| | Heritage Plaque Program | Heritage Plaque Program successfully implemented (Plaques unveiled at 2 sites in 2016) | 5 |
| | Heritage Week | First annual heritage week participation (held in Essex Centre in 2016) | 5 |
| | Collavino Industrial Park | Sellick Development / Collavino Park with the construction of Loricon Court | 3 |
| | Moir Ferriss Crane | Moir Ferriss Crane welcomed into the community (granted a site specific zoning amendment) | 3 |
| | Storm Water Policy Development | Storm water design policy and development standards review ongoing | 6 |
| | Septic Upgrading | Sanitary package system completed at Klies Beach. By-law enforcement has been addressing these group systems on septic on an ongoing basis | 4 |
| | Building Ban Lifted in Essex Centre | Infrastructure repairs completed to the point of reinstating residential building permits for Ward 1 | 4 |
| | Building Department Succession Planning | Building Department started succession planning discussions to address future concerns and ensure good transitions before, during and after retirement of two long term Building Officials. | 6 |
| | Brady Pharmacy Medical Centre | Expansion of Brady Pharmacy medical centre at old Holy Name School location (Talbot S., Essex Centre) progressing well | 3 |
| | Guardian Pharmacy Development | New Guardian Pharmacy being built on corner of Talbot S. and Fairview in Essex Centre with medical office suites progressing well | 3 |
| | Farm Credit Development | Commercial development at Talbot N. and Hopgood housing Farm Credit Corporation with room for second tenant completed | 3 |
| | Old Ready Bake Site | Old Ready Bake building demolished and land prepared for future residential development | 3 |
| | Subdivision Development | Kimball, Jakana, Valente/Galos, Hickey/Burstyn subdivisions are full or expected to be full and servicing of new residential phases coming soon | 3 |
| | Property Standards | Steps have been taken to address legal concerns, and have become very pro-active with respect to property standards | 3, 6 |
| OFFICE OF THE CAO | | | |
| Fire and Rescue | Junior Firefighter Program | In partnership with Community Services | 6 |
| | Fire Master Plan | Preliminary work completed with steering committee and consultant | 2 |
| | Training and Education | Continuing to improve training | 1, 6 |
| | Vulnerable Occupancies | Confirmed that the Municipality is compliant | 4 |
| | Public Education | Continue to provide public education | 1, 6 |
| | Tender for Fire Truck | Tender completed, delivery date Sept. 2017 | 4 |
| | St Clair College Training Partnership | MOU prepared with St. Clair College for training partnership | 6 |

| DEPARTMENT | ITEM | BRIEF DESCRIPTION | STRATEGIC OBJECTIVE # |
|-----------------------------|-------------------------------------|---|-----------------------|
| Economic Development | Partnerships | Continued collaboration with WEEDC, TWEPI, BIA and Chamber and other active partnerships outlined in the Economic Development Strategic Plan | 1, 3 |
| | Walk-a-bouts | Spring and Fall walkabouts completed in Harrow and Essex Centres, findings from walkabout to be addressed in action items within the Economic Development Strategic Plan, Planning reports and new Mini-grant program | 3, 4 |
| | Economic Development Strategic Plan | Completed and approved by Council, action items to be completed over a two year period | 3 |
| | Small Business Support | Increased awareness of CIP to organizations like the Small Business Centre, Business Resource Centre and WEEDC | 1,3 |
| | Raising Awareness/Outreach | Promoted the CIP, social media, on site visits to business throughout the municipality | 1, 3 |
| | Networking | Reached out to land owners, developers and business owners to advocate for development and growth and continued and outlined in the Economic Development Strategic Plan | 3 |
| | Advocacy | Harrow High School Community Hub, RED Program Community Stream | 1, 2, 4, 5 |
| | Grants/Funding | Assisted Essex BIA with AVIVA grant for the proposed pavilion | 1 |
| | ORV Usage on Town Roadways | Held 3 open houses, researched potential routes and reviewed bylaw options | 4, 5, 6 |
| | Advertising & Communications | Ads for TWEPI, Crossings, Day Tripping, Globe and Mail | 1, 3 |
| Human Resources | HRIS | Worked with Diamond & IT to install and begin using the GP Human Resource Module | 2 |
| | Recruitment/Succession Planning | Various recruitment initiatives including 2016 Summer Student Recruitment as well as both union and non union recruiting throughout the year, 4 positions recruited in Finance at end of 2016, new Operations/Drainage Clerk in PW, maternity leave recruitment in Planning, temporary recruitments in Community Services, ongoing crossing guard recruitment, participated in St. Clair College Build a Dream Convention | 1, 2 |
| | Training | Various training sessions conducted through our EAP provider to focus on respect in the workplace, mental health awareness, and supervisor support, CPR & First Aid sessions, supporting Fire R2MR | 2 |
| | Health & Safety | Review of all Town Policies completed, Town Hall Fire Evacuation Plan has been updated | 2 |
| | HR Policies & Process | Beginning creation of HR Policy Manual, new and revised Policy Rollout to update employees on policies new and revised since 2014 | 2 |
| | Union | CUPE Pay Equity Job Review as per the JJE Terms of Reference which is a review of all union jobs, to be conducted every three years | 2 |
| Communications | Communications Planning | Developed and implemented communication strategies and plans for numerous small initiatives and several large projects, including the Downspout Disconnection program and an enlarged Summer Music Series | 1 |
| | Advertising | Placed 79 ads for departments throughout the organization | 1 |
| | Public and Media Relations | Issued 57 media releases, created 60 website banners and posters, posted 125 news & notices and 145 events on the website | 1 |

| DEPARTMENT | ITEM | BRIEF DESCRIPTION | STRATEGIC OBJECTIVE # |
|---------------------------|---|--|-----------------------|
| | Website | Continued with regular maintenance of the website as the primary source of information on Town of Essex programs and services. Analytics show 55,140 unique website users in 2016. At 107,447, the number of visits is down slightly from 2015 | 1 |
| | Social Media Overall | Continued to build the Town's social media presence through increased use of graphics and frequent postings by Communications, Recreation, Economic Development/Planning and Fire | 1 |
| | Facebook (Corporate) | Facebook (Corporate): 807 posts (up from 635 in 2015) with annual total reach of 683,289 (up 215% from 2015) | 1 |
| | Facebook (EDO/Planning) | Facebook (Economic Development/Planning): Launched in February with 127 posts and annual total reach of 40,771 | 1 |
| | Twitter (Corporate) | Twitter (Corporate): 463 Tweets (up from 421 in 2015) with annual reach of 121,758 (up almost 100% over 2015) | 1 |
| | Twitter (Fire) | Twitter (Fire): 343 Tweets (up from 171 in 2015) with annual reach of 331,600 (up almost 570% over 2015) | 1 |
| | YouTube | YouTube: Posted 23 meetings segmented over 32 videos with 4,288 views (down 21% over 2015) | 1 |
| | Anti Idling | Several information reminders promoted to help reduce idling | 1 |
| | Brochure and Guides | Developed 14 brochures, guides, forms and programs including Tax Notice inserts, Downspout Disconnection materials, 42nd parallel, Communities in Bloom and Fire Awards programs | 1 |
| | Tourism | Launched the Tourism Steering Committee, worked with TWEPI on a community video project, and drafted a Tourism Development Action Plan (in progress) | 1 |
| | Grant Writing | Drafted applications submitted to the Canada 150 Community Infrastructure Program, Top 100 Festivals (FEO), OCIF Top-Up Fund for North Malden Reconstruction, and Ontario 150 Community Celebration Fund | 1-6 |
| | Special Projects | Founded the Regional Communications Network with 12 stakeholders, meetings held every 6 to 8 weeks | 1 |
| | Collaborations | Collaborated with the Clerk to implement eScribe Meeting Management software and continue to provide training to staff | |
| | Stakeholders | Member of the Community Living Essex County Marketing Subcommittee | 1 |
| CORPORATE SERVICES | | | |
| | Update Property Standards By-Law | New wording for property standards issues and updates to set fine schedule | 6 |
| | Update Animal Care & Control By-Law | New wording related to circuses, livestock, inhumane treatment | 6 |
| | Update and Rewrite of Procedural By-Law | Updated and rewritten the new Procedural By-Law | |
| | New/Updated Policies and Policy Rollout | Code of Conduct for Employees (new), Respectful Workplace Policy (updated), Proclamation Policy (new) | 2 |
| | Land Acquisition/Leases | Completed acquisition of 71 King St., Harrow and lease of 49 Talbot St. N., Essex and 64 King St., Harrow | 5 |

| DEPARTMENT | ITEM | BRIEF DESCRIPTION | STRATEGIC OBJECTIVE # |
|---|---|---|-----------------------|
| | Retirements/New Hires | Filled 7 vacancies resulting from 3 retirements and internal transfers and assisted with hiring of Operations/Drainage Clerk and Manager of HR | 2 |
| | Lakeshore Dog Pound | Worked with Lakeshore, Tecumseh and LaSalle to develop financial plan for addition of the City of Windsor | 6 |
| | Building/By-Law Enforcement | Developed plan for proactive by-law enforcement in conjunction with Director, Infrastructure & Development | 6 |
| | Acting Chief Administrative Officer | Acted as Chief Administrative Officer for three months while carrying out normal duties as Director | N/A |
| Legislative/Clerk | Acquisition of Meeting Manager Software | Acquired software, determined implementation and training plan and future steps re: Integration into Agenda/Council Program | 1 |
| | Management of ongoing Town Litigation matters/Files | Coordinated and managed outside legal counsel on Town Litigation or potential litigation matters and act as liaison to Council/Administration (6 current litigation matters and 6 potential or "pre-litigation matters") | N/A |
| | Election of Deputy- Mayor and Ward/Boundary Review | Prepared reports to council, liaised with consultant, developed and managed the terms of reference for the project and coordinated consultant work | 1 |
| | Expansion/Enhancement of Legislative Services Role: | Provided advice and guidance to Council including matters such as Integrity Commissioner process | 1 |
| | Expanded role as part of Senior Management Team (SMT) | Attendance and participation in some SMT meetings and matters | N/A |
| | Development/Growth of In-House legal services: | Reviewed legal agreements/documents, general legal advice on various Town Matters across multiple departments | N/A |
| Finance & Business Services | 2017 Budget and Five-Year Financial Plan | Consolidated and developed a five-year financial plan and presentation | 2 |
| | Asset Management Plan | Worked with consultants to complete an Asset Management Plan which includes all assets | 2, 4 |
| | Tenders | Prepared and issued 54 tender documents | 2 |
| | 2015 Year End Audit | Completed with no overages in audit time and no significant issues noted by auditors | 2 |
| | Virtual City Hall | Software setup completed, currently testing and will go live third quarter 2017 | 1 |
| | Accounts Receivable Review | Completed review of Accounts Receivable, with new processes and controls implemented | 2 |
| | HST Review | The review revealed some areas requiring adjustments with recommendations implemented | 2 |
| | Payment Card Industry Data Security Standard | Achieved compliance and implemented new procedures | 2 |
| | eSend | Implemented sending tax bills by email for final tax notice | 6 |
| | Electronic Funds Transfer | Software setup complete, currently testing and will go live first quarter 2017 | 2 |
| Information Technology & GIS | Recovery of Hard Drive | Recovered hard drive on the Storage Area Network within four days of the hard drive failure | 4 |
| | Backup Server Installation | Installed new backup server with information replicated to the City of Windsor | 4 |
| | Disaster Site for IT Services | Building duplicate disaster site at Fire Station 1 in the event Town Hall is inaccessible or there is a loss of data | 4 |

| DEPARTMENT | ITEM | BRIEF DESCRIPTION | STRATEGIC OBJECTIVE # |
|------------|---------------------------------|---|-----------------------|
| | Email Archiver | Installed new device to provide backup of all users' email in the event that the database crashes | 4 |
| | Tender of Photocopier Equipment | New photocopy equipment installed at all locations | 4 |
| | Road Patrol Software | Worked with Public Works to implement new Road Patrol Software | 4 |
| | Software Implementation | Implementation of new software in conjunction with Finance & Business Services | 1, 6, 2 |