



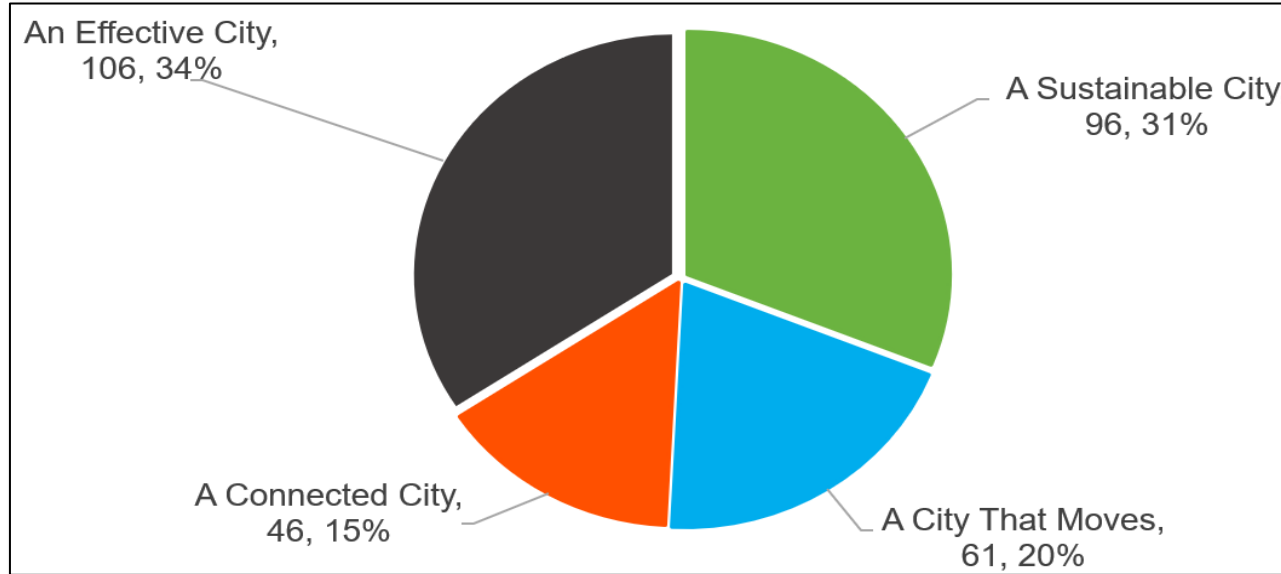
# Annual Action Plan

- Progress at a Glance
- 2025 Progress Report
- Continuous Improvement Project Updates
- 2026 Draft Initiatives

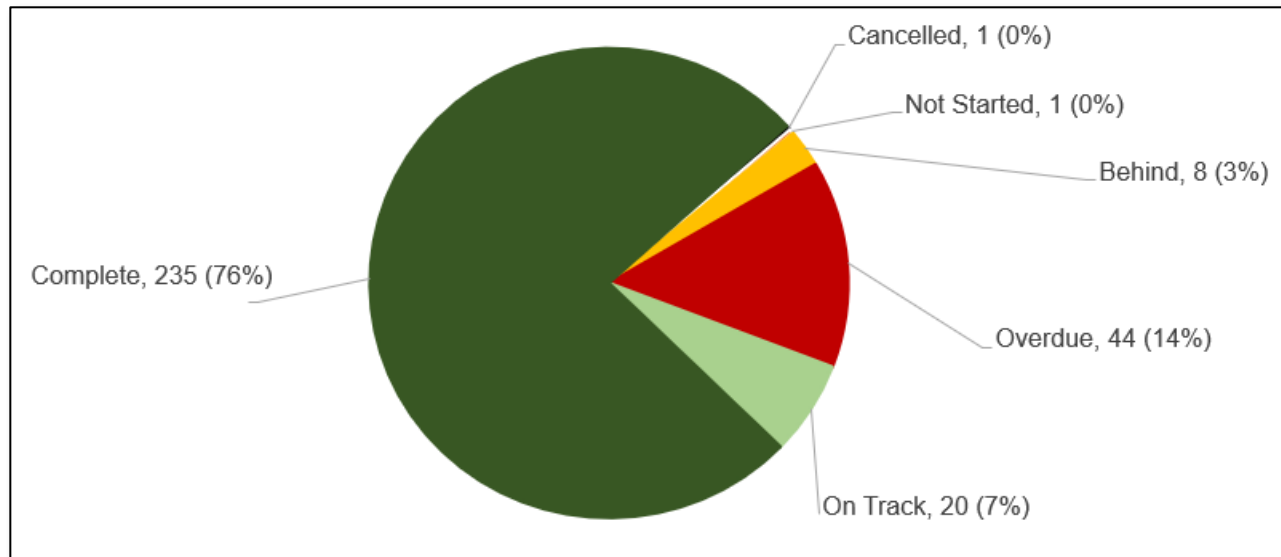
A Sustainable City | A City that Moves | A Connected City | An Effective City

# Our City Our Future Strategic Plan – Progress at a Glance

## Initiatives per Strategic Direction Since Launch of Plan



## Current Status of All Initiatives Since Launch of Plan



## 22 initiatives completed since the last update

- Establish a preventative maintenance program for St. John's Regional Fire
- Develop a Heritage Plan
- Empire Avenue sewer separation study
- Identify adaptation and resilience improvement for existing buildings
- Add hybrid buses to Metrobus fleet (8)
- Complete detailed design for high crash locations to improve intersection safety
- Design new Goulds Fire Station
- Develop an Anti-Racism Workplan in collaboration with the Anti-Racism Working Group
- Identify and host civic engagement events for 18–30-year-olds that advance other City priorities
- Advance online digital services
- Develop and roll out a promotional Modular Learning Program for Lieutenants and Captains in St. John's Regional Fire
- Explore best practice in organizational performance and make recommendations

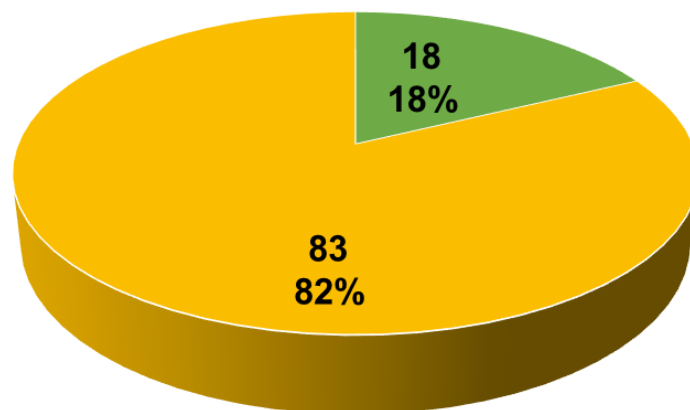
## 22 initiatives completed since the last update (cont'd)

- Explore opportunities to create efficiencies in the parking fine contesting process, within the City's scope of authority
- Explore opportunities to have pre-approved house plans for contractors to decrease processing times
- Explore P-card solution for purchases and identify recommendations
- Implement Annual Infill Sidewalk Program 2025
- Develop human resources management orientation
- Review and update Residential Property Standards By-law
- Update Archival Guide to Holdings
- Establish Records and Information Management Program
- Enhance the Information Management/Information Protection culture at the City
- Establish business drivers for Electronic Content Management System (ECMS) tool evaluation

## 5 CI projects were completed since the last update to Council

- Implement standardized naming convention for cheque requisitions
- Standardize calibration process of electronic salt spreaders
- Standardize evaluation process for high-angle training (SJRFD)
- Clarify process for lease of equipment
- Improve process of information sharing between Inspection Services and Facility Engineering related to City infrastructure projects

**Total Number of Employees with Continuous Improvement Certifications by Type**



■ Green Belt ■ Yellow Belt

- All departments have at least one staff member with a Green Belt certification and at least 7 staff with a Yellow Belt certification.
- 2026 will focus on increasing Yellow Belt certifications.
- 96 CI projects have been completed and results documented since 2018.

## Continuous Improvement (CI) – Progress at a Glance

**CI Projects Outcome Tracker**

<b>Total Lead/Process Time Saved (hours per year)</b>	<b>Total Staff Time Reinvested (hours per year)</b>
<b>148,344</b>	<b>12,127</b>
<b>Average % Change in Lead/Process Time</b>	<b>Sum of Dollar Value of Staff Time Reinvested (per year)</b>
<b>56.5%</b>	<b>\$694,794</b>
<b>Sum of Financial Reinvestment (per year)</b>	<b>Cost Avoidance Realized<sup>1</sup></b>
<b>\$122,798</b>	<b>\$380,000</b>

CI projects aim to reduce waste in processes (activities that do not add value from a customer perspective), thereby improving lead time, turn-around time, saving hard costs, and ultimately improving employee engagement and customer experience.

To demonstrate how this is working, the City is using a data collection tool to capture annual outcomes from CI projects. The table above shows the outcomes from a variety of projects, some of which are small in scale but still yield significant results.

<sup>1</sup> Cost avoidance was realized through an asset management CI project

# Continuous Improvement (CI) – Cumulative Summary Since 2018

CI Projects Outcome Tracker	
<b>Total Lead/Process Time Saved*</b>	<b>Total Staff Time Reinvested</b>
<b>680,801 hours</b>	<b>32,691 hours</b>
<b>FTE Equivalents Reinvested (based on total staff time reinvested)**</b>	<b>Sum of Dollar Value of Staff Time Reinvested</b>
<b>18.6 FTEs</b>	<b>\$1,932,090</b>
<b>Sum of Financial Reinvestment</b>	
<b>\$472,959</b>	

The data provided is based on 40 CI projects for which the metrics above were gathered. Not all CI projects capture such metrics. For example, a CI project outcome may include improvement in quality of service or decrease in risk.

CI updates to Council provide a summary of one-time savings for each project where metrics are captured. The annual updates include a cumulative summary, providing the total savings based on the sustainment of the improvements since they were implemented. For example, a project completed in January 2020 resulting in 100 hours of staff time reinvested, has a cumulative total of 500 hours of time reinvested to date.

Process owners are encouraged to continue to monitor process health to ensure improvements are sustained.

\*Total time in process, including waiting time

\*\* FTE equivalents of time reinvested is based on a 33.75-hour work week and the cumulative staff time reinvested (\$32691/1755), for illustrative purposes. This does not represent positions being eliminated, rather it shows the equivalent of time saved that is reinvested in value-added activities. This is a cumulative reinvestment and not annual.

● Draft 
 ● Not started 
 ● Behind 
 ● On Track 
 ● Overdue 
 ● Complete 
 → Direct Alignment 
 --- Indirect Alignment

### CITY OF ST. JOHN'S PLAN

#### A SUSTAINABLE CITY

Goal	Council Update	Due Date	Current Completion	Plan
<b>Be financially responsible and accountable</b>		2029/12/31	68%	
→ <b>City Buildings Asset Management Plan</b>	Update to Council: Asset management plans were originally reported together and now are being reported as their own stand-alone projects to support more accurate reporting.  Data collection is ongoing. <i>2026/03/13</i>	2030/04/30	2%	Budget & Treasury Plan
→ <b>Complete State of Infrastructure Report</b>	Update to Council: Not due to start until 2028. <i>2025/11/03</i>	2029/12/31	0%	Budget & Treasury Plan
→ <b>Develop a Commercial Vacancy Allowance Policy and Align with the Commercial Vacancy Allowance by-law</b>	Update to Council: Policy development was delayed until the Commercial Property Tax and Vacancy Relief By-Law was completed, which was approved June 2025 . Internal consultations are completed and the Policy Analyst is drafting a policy. <i>2026/03/12</i>	2023/12/31	31%	Legal Services Plan Revenue Accounting Plan
→ <b>Develop Asset Management Roadmap</b>	Update to Council: Consultations are ongoing to build the Asset Management roadmap <i>2026/03/13</i>	2026/12/31	33%	Budget & Treasury Plan
→ <b>Develop Strategic Asset Management Plan</b>	Update to Council: Paused for other priorities, expect to continue later in 2026. <i>2026/03/13</i>	2025/12/31	20%	Budget & Treasury Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Establish a preventative maintenance program for SJRFD fleet</b></p>	<p><b>Update to Council:</b> Preventative maintenance is now aligned with the motor vehicle inspection (MVI) schedule. Before submitting a vehicle for MVI, the maintenance facility will complete a full front-to-back inspection. Additionally, with the expanded reserve fleet, mechanics can hold vehicles for longer periods when repairs are needed, allowing them to complete more thorough preventative maintenance before returning units to service.</p> <p><i>2026/02/12</i></p>	2023/11/30	100%	Mechanical Services (SJRFD) Plan
<p>→ <b>Fleet Asset Management Plan</b></p>	<p><b>Update to Council:</b> Asset management plans were originally reported together and now are being reported as their own stand-alone projects to support more accurate reporting.</p> <p>Phase 1 &amp; 2 are complete and approved by Council.</p> <p>Phase 3 will be complete in Q3 2026.</p> <p><i>2026/03/13</i></p>	2027/12/31	75%	Budget & Treasury Plan
<p>→ <b>Linear Infrastructure Asset Management Plan</b></p>	<p><b>Update to Council:</b> Asset management plans were originally reported together and now are being reported as their own stand-alone projects to support more accurate reporting. Data collection is ongoing.</p> <p><i>2026/03/13</i></p>	2033/01/07	0%	Budget & Treasury Plan
<p>→ <b>Parks Asset Management Plan</b></p>	<p><b>Update to Council:</b> Asset management plans were originally reported together and now are being reported as their own stand-alone projects to support more accurate reporting.</p> <p>Playground data collection is completed. Skate parks and other park data collection to be completed summer 2026.</p> <p><i>2026/03/13</i></p>	2028/09/29	17%	Budget & Treasury Plan

Goal	Council Update	Due Date	Current Completion	Plan
↳Roads and Sidewalks Asset Management Plan	Update to Council: Asset management plans were originally reported together and now are being reported as their own stand-alone projects to support more accurate reporting.  Data collection is ongoing. <i>2026/03/13</i>	2031/06/30	17%	Budget & Treasury Plan
Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors		2029/12/31	97%	
↳Continue support and collaboration with Canada Games Host Society in planning for a successful 2025 event	Update to Council: The 2025 Canada Games were held August 8-25, 2025 in St. John's, with the city hosting over 5,100 athletes, coaches and managers. City staff across several divisions supported the event. The Canada Games Host Society is preparing an economic report, which will be completed in Fall 2025.  <i>2025/10/29</i>	2025/08/31	100%	Tourism, Culture & Business Growth Plan
Plan for land use and preserve and enhance the natural and built environment where we live		2029/12/31	92%	
↳Complete flood hazard mapping for six streams	Update to Council: Final Report adopted by Council May 21, 2025. <a href="https://pub-stjohns.escribemeetings.com/FileStream.ashx?DocumentId=45279">https://pub-stjohns.escribemeetings.com/FileStream.ashx?DocumentId=45279</a>  <i>2025/05/22</i>	2024/04/30	100%	Development Plan Climate Plan
↳Develop a Downtown Plan under the Envision St. John's Municipal Plan	Update to Council: Final version of plan to be brought to Council early Q2. Staff will then prepare a package of amendments to the Municipal Plan and Development Regulations to implement the Downtown Plan.  <i>2026/03/11</i>	2023/12/31	90%	Planning Plan Healthy City Strategy Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
→Develop a Heritage Plan	Update to Council: Heritage approved by Council Feb. 24, 2026. Read the details on the <a href="#">website</a> . <i>2026/03/11</i>	2023/12/31	100%	Planning Plan
→Develop neighbourhood plan for Cowan Heights	Update to Council: Council adopted the Plan in principle in Sept. 2025. Final phase is for plan to go to Province for review and release. <i>2026/03/11</i>	2025/11/25	91%	Planning Plan Healthy City Strategy Plan Climate Plan
→Develop neighbourhood plan for Mundy Pond and Central Areas	Update to Council: Consultation for Phase 2 is concluding March 22 and what we heard will follow and be released in Spring 2026. <i>2026/03/11</i>	2027/06/30	64%	Planning Plan Healthy City Strategy Plan Climate Plan
→Develop neighbourhood plan for Rennie's River	Update to Council: Consultation for Phase 2 is finishing up March 22 and what we heard will follow and be released in Spring 2026. <i>2026/03/11</i>	2027/06/30	64%	Planning Plan Healthy City Strategy Plan Climate Plan
→Develop neighbourhood plan for University Area	Update to Council: Council adopted the Plan in principle in Sept. 2025. Final phase is for plan to go to Province for review and release. <i>2026/03/11</i>	2025/11/25	91%	Planning Plan Healthy City Strategy Plan Climate Plan
→Develop strategy to increase Industrial, Commercial & Institutional waste diversion	Update to Council: Staff are working to better define the potential roles the City can play in advancing greater waste diversion from Industrial, Commercial, and Institution and the Circular Economy. Staff previously participated in a workshop organized by Econext and their Circular Economy Incubator to pass along information to entrepreneurs on the role the City can play in supporting their ideas and concepts. <i>2026/03/12</i>	2025/06/30	15%	Waste & Recycling Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Empire Avenue Sewer Separation Study	Update to Council: Final report received in Fall 2025. <i>2026/01/22</i>	2023/03/31	100%	Construction Engineering Plan Climate Plan
→ George Street Revitalization - DESIGN ONLY	Update to Council: Preliminary design and engagement with impacted parties for both the plaza and the underground work ongoing and expected to continue throughout 2026. <i>2026/03/09</i>	2026/12/18	50%	Construction Engineering Plan
→ Identify Adaptation and Resilience Improvement for Existing Buildings	Update to Council: - Climatefirst digital tool was used to quantify risks of pilot City facilities. Lessons learned are being incorporated into a future proposed city-owned building masterplan, as well as in the community-wide assessment funded by Federation of Canadian Municipalities (FCM).  - Modeling to estimate sea level rise and storm surge has been completed for the coastal areas of the City. Work is ongoing to model the extent (if any) of impact this may have, and engagement will be ongoing to discuss options to adapt. Work scheduled for 2025 was complete, the project continues into 2026.  - FCM Climate ready plans and processes funding for adaptations was awarded to the City (\$103,600) to develop a risk assessment prioritized adaptation plan using a community wide geospatial risk assessment tools. The work will help inform emergency and business preparedness and response. The proposal was submitted, and funding was granted to the City by FCM.  <i>2026/02/11</i>	2025/12/31	100%	Sustainability Plan Healthy City Strategy Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ <b>Plan for and implement Trenchless Rehabilitation of the Water Street Brick Sewer</b>	Update to Council: Preliminary inspection completed in November 2025. Cured-in-place pipe (CIPP) Lining to start in April, 2026 and be completed in May 2026. Communications with property owners ongoing. Business liaison in place for this phase of the project as well. This is the final phase of the Water Street Infrastructure Improvements project.  <i>2026/03/09</i>	2025/11/28	82%	Construction Engineering Plan Climate Plan
→ <b>Rehabilitate Duck Pond Bridge - Bowring Park</b>	Update to Council: Discussions ongoing to determine Shared Use Path (SUP) route. Construction date depends on final decision of SUP alignment.  <i>2026/03/09</i>	2025/10/31	46%	Construction Engineering Plan
→ <b>Replace Quidi Vidi Slipway</b>	Update to Council: Construction ongoing. Expected completion June 30, 2026.  <i>2026/03/09</i>	2025/12/19	88%	Construction Engineering Plan
→ <b>Royal Drive, Mooney Crescent, Old Petty Harbour Road - Sewer Replacement - DESIGN ONLY</b>	Update to Council: Final design package expected by March 31, 2026.  <i>2026/03/09</i>	2024/04/26	99%	Construction Engineering Plan Climate Plan
→ <b>Upgrade Storm Sewer - University Avenue</b>	Update to Council: Project completed prior to Canada Games.  <i>2025/09/19</i>	2024/11/29	100%	Construction Engineering Plan Climate Plan
→ <b>Wetland Study Phase 2B Functional Assessment</b>	Update to Council: Project delayed due to delay in adoption of wetland policy. Field work complete. Draft report delayed, expected Q1.  <i>2026/03/17</i>	2024/11/30	73%	Development Plan C Climate Plan
<b>Work collaboratively to create a climate-adapted and low-carbon city</b>		2029/12/31	76%	

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Develop a Low-Carbon Fleet and Supporting Infrastructure Masterplan</b></p>	<p>Update to Council: Planning is ongoing, project experienced some delays due to additional level of effort needed to understand City operations and future growth. Funding partner, Federation of Canadian Municipalities, updated and project proceeds with completion expected in 2026. <i>2026/03/17</i></p>	2025/12/31	75%	<p>Sustainability Plan Healthy City Strategy Plan Climate Plan</p>
<p>→ <b>Expand Public EV Charging Network</b></p>	<p>Update to Council: - Equipment purchase has been complete and delivered. - Procurement of designer and installer has been complete.  - Installations of needed electrical infrastructure have begun with NLPower coordination.  - A total of 26 Level 2 chargers are planned and will be installed in 2026 - spring 2027. <i>2026/03/17</i></p>	2027/12/31	0%	<p>Sustainability Plan Healthy City Strategy Plan Climate Plan</p>
<p>→ <b>Explore beneficial reuse of landfill gas</b></p>	<p>Update to Council: A feasibility study was completed in 2025 which determined a landfill gas to energy project is feasible for Robin Hood Bay. This report evaluated several possible reuse options for the landfill gas at Robin Hood Bay, and production of electricity for sale was determined as the most feasible option. Staff have reached out to Newfoundland and Labrador Hydro (NLH) to discuss opportunities and are waiting for a response. <i>2026/03/12</i></p>	2027/12/31	50%	<p>Waste &amp; Recycling Plan Climate Plan</p>
<p>→ <b>Implement and monitor a Residential Energy Concierge Retrofits Partnership Program</b></p>	<p>Update to Council: Program was launched publicly in September <a href="https://maketheshiftnl.ca/">https://maketheshiftnl.ca/</a>. Financing partner was contracted (Newfoundland and Labrador Credit Union), and administration procedures were put in place.  The program has helped over 90 homes in conducting energy audits, and understanding a retrofit pathway between September and December 2025. <i>2026/03/17</i></p>	2029/12/31	25%	<p>Sustainability Plan Healthy City Strategy Plan Climate Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Retrofit existing City owned buildings and facilities</b></p>	<p><b>Update to Council:</b> - 245 Freshwater fuel switching from oil to electric: new HVAC system installed, electrical supply upgrades and commissioning happening in 2026.</p> <ul style="list-style-type: none"> <li>- Animal Care Centre fuel switching from oil to electric complete</li> <li>- City Hall heating and ventilation system (HRVAC) upgrades including improved building controls complete.</li> <li>- Heat recovery system at Riverhead Wastewater Treatment plant complete.</li> <li>- Southlands Community Centre LED lighting retrofits complete</li> <li>- Shea Heights Community Centre LED retrofit complete.</li> <li>- Housing Retrofits design phase for the pilot phase (6 units in Hamlin Rd) RFP proceeding to award.</li> <li>- Housing Retrofits at Riverhead Towers are ongoing, completed upgrades include kitchens, bathrooms, LED lighting.</li> <li>- Killbride Community Centre retrofit proposal to Green and Inclusive Community Buildings program by Natural Resources Canada was funded. Design taking place in 2026, retrofit in 2026-2027.</li> <li>- Bowring Park Lodge, Greenhouse and Maintenance Shed fuel switch from oil to electric efficiency upgrades funded by the Climate Change Challenge Fund. Work to be completed before March 2027.</li> <li>- Paul Reynolds Community Centre HVAC Performance investigation complete, procurement of designer is ongoing.</li> </ul> <p><i>2026/03/17</i></p>	2028/04/01	82%	Sustainability Plan Climate Plan
<p>→ <b>Review and implement additional tiers of the National Building Code energy efficiency section</b></p>	<p><b>Update to Council:</b> Work ongoing. Staff training scheduled for March 2026</p> <p><i>2026/03/13</i></p>	2025/12/31	75%	Regulatory Services Plan Climate Plan

A CITY THAT MOVES

Goal	Council Update	Due Date	Current Completion	Plan
<b>Create a sustainable and accessible, low-carbon public transportation system</b>		2029/12/31	88%	
→ <b>Add hybrid buses to Metrobus fleet</b>	Update to Council: All eight (8) buses have arrived. <i>2026/01/22</i>	2025/12/31	100%	Metrobus Plan Healthy City Strategy Plan Climate Plan
→ <b>Complete Metrobus Depot Upgrades to accommodate Zero Emission Buses</b>	Update to Council: Progress has improved since the last update - a new costing consultant has been brought on by the design team and changes have been made to the design to work within the approved budget. The design consultant is working through changes with updated plans to be provided in the coming weeks. Scope change document has been approved by the Province. <i>2026/03/11</i>	2027/03/31	47%	Facility Engineering Plan Metrobus Plan Healthy City Strategy Plan Climate Plan
→ <b>Implement Route 10 as a wheelchair accessible service route</b>	Update to Council: Route 10 is designated as a wheelchair accessible route with the introduction of the summer schedule on Monday, June 23rd, 2025. <i>2025/06/06</i>	2024/12/31	100%	Metrobus Plan Healthy City Strategy Plan Accessibility Plan
→ <b>Implement select recommendations from the Public Transit Review</b>	Update to Council: Equipment for the automated onboard stop announcement system is scheduled to arrive at the vendor by the end of March 2026. It will subsequently be shipped to Metrobus and installation will be scheduled once delivery dates are finalized. <i>2026/03/11</i>	2022/12/31	97%	Metrobus Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Improve operational efficiency by introducing new accounting and human resource software</b></p>	<p>Update to Council: The software provider for the current accounting and payroll system for Metrobus has recently advised it will be ceasing operations as of November 30th. Due to urgent need to implement a replacement software, the RFP process will be cancelled and an expedited process will be used to procure and award a contract for software to be implemented and operational by November 30th.</p> <p><i>2026/03/11</i></p>	2025/12/31	30%	Metrobus Plan
<p>→ <b>Improve reliability of the public transit system by upgrading the fare collection and smart card systems</b></p>	<p>Update to Council: New smart card readers are installed and in service.</p> <p><i>2025/10/28</i></p>	2024/12/31	100%	Metrobus Plan
<p>→ <b>Improve the customer experience by introducing service improvements on fall schedule</b></p>	<p>Update to Council: All planned service improvements for fall 2025 have been implemented.</p> <p><i>2025/10/28</i></p>	2025/09/15	100%	<p>Metrobus Plan</p> <p>Building Safer Communities Strategy Plan</p> <p>Climate Plan</p>
<p>→ <b>Improve the customer experience by introducing service improvements on summer schedule</b></p>	<p>Update to Council: Planned service improvements for summer schedule are implemented effective Monday, June 23rd, 2025.</p> <p><i>2025/06/06</i></p>	2025/06/30	100%	<p>Metrobus Plan</p> <p>Building Safer Communities Strategy Plan</p> <p>Climate Plan</p>
<p>→ <b>Improve the customer experience through the introduction of fare payment by Visa, Mastercard tap</b></p>	<p>Update to Council: Delay is with Moneris - the financial technology company and payment processor. Waiting for an update from the vendor.</p> <p><i>2026/03/11</i></p>	2025/09/01	80%	Metrobus Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Improve the customer experience through the introduction of new smart card features (mCard and Go-Card) including automatic reloads and customer communications designed to make the system user friendly</b></p>	<p>Update to Council: The automatic reload of passes is the only outstanding feature. Due to new security requirements, implementation is a more difficult and lengthy process. This feature is now postponed and will be reviewed at a later date. In the next Council report, this initiative will be closed and the automatic reload of passes will be added as a standalone project once it is determined the work can move forward meeting the updated security requirements.</p> <p><i>2026/03/11</i></p>	2022/05/31	95%	Metrobus Plan
<p>→ <b>Increase the number of bus shelters in the City</b></p>	<p>Update to Council: One new shelter was installed in 2025 on Elizabeth Avenue opposite Keegan Court.</p> <p>A number of other planned shelters are in varying stages of approval. Maintenance crew has also removed and reinstalled several shelters at existing locations due to accident damage, sidewalk construction and upgrades, and upgrade of a shelter for wheelchair accessibility.</p> <p><i>2026/03/11</i></p>	2025/12/31	17%	<p>Metrobus Plan</p> <p>Accessibility Plan</p> <p>Building Safer Communities Strategy Plan</p>
<p>→ <b>Increase the number of wheelchair accessible routes</b></p>	<p>Update to Council: Two new wheelchair accessible routes were added in 2025: Routes 10 and 33. To further improve accessibility, a new Quantum Automatic Wheelchair Securement Station was added to one Metrobus. It will be evaluated over the coming months.</p> <p><i>2025/10/28</i></p>	2025/12/31	100%	<p>Metrobus Plan</p> <p>Healthy City Strategy Plan</p> <p>Accessibility Plan</p> <p>Building Safer Communities Strategy Plan</p>
<p>→ <b>Increase transit sustainability by converting twenty (20) additional bus shelters from electrical to solar power</b></p>	<p>Update to Council: Solar panel systems have been installed in thirty seven (37) shelters. The lighting systems in these shelters are now powered by solar energy.</p> <p><i>2025/10/28</i></p>	2025/12/31	100%	<p>Metrobus Plan</p> <p>Climate Plan</p>
<p><b>Expand and maintain a safe and accessible active transportation network</b></p>		2029/12/31	84%	

Goal	Council Update	Due Date	Current Completion	Plan
→ <b>Back Line Sidewalk Extension (Ridgemount Street to Sunset Street)</b>	Update to Council: Funding not approved to date for construction. Design is started and being completed in house as priorities allow. <i>2026/03/09</i>	2023/11/15	20%	Construction Engineering Plan Climate Plan
→ <b>Canada Drive active transportation improvements</b>	Update to Council: Construction is paused for the Winter. Project will continue into 2026 and completion is expected late Summer/Fall 2026. <i>2026/03/09</i>	2024/12/31	90%	Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Climate Plan
→ <b>Construct Kelly's Brook Shared Use Path</b>	Update to Council: Phase 1A (Section 1) from Carpasian Road to Kelly's Brook Park and section from Kelly's Brook Park to Columbus Drive Phase 1A - Section 2) is complete. The design for the third, and final section from Carpasian Road to Bannerman Road is complete and tendering is expected to be Winter 2026 with this section to be completed in the Summer of 2026. The section from Bannerman Road to King's Bridge Road has been removed from the scope as the final alignment is still to be determined. <i>2026/03/09</i>	2026/12/31	67%	Construction Engineering Plan Healthy City Strategy Plan Building Safer Communities Strategy Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Design and construct Crosstown Shared Use Path from Canada Drive to the T'railway</b></p>	<p>Update to Council: Tender expected in late Winter or early Spring 2026. Construction to start in Spring 2026 and be completed in Summer 2027. Shared Use Path limits is now from Canada Drive to Waterford Bridge Road. Waterford River bridge and connection to the railway have been removed for funding reasons.</p> <p><i>2026/03/09</i></p>	<p>2027/03/19</p>	<p>50%</p>	<p>Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan Climate Plan</p>
<p>→ <b>Design and construct Shared Use Path from Airport Heights to Paul Reynolds Centre</b></p>	<p>Update to Council: Construction started in Fall 2025. Majority of construction to be completed by Fall 2026.</p> <p><i>2026/03/09</i></p>	<p>2027/03/31</p>	<p>85%</p>	<p>Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan Climate Plan</p>
<p>→ <b>Design and construct Shared Use Path from Portugal Cove Road to Logy Bay Rd</b></p>	<p>Update to Council: Construction was ongoing until late Fall with remaining work to be completed by early summer 2026.</p> <p><i>2026/03/09</i></p>	<p>2027/05/31</p>	<p>94%</p>	<p>Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan Climate Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
→ Determine potential changes to routes in Bike Master Plan	Update to Council: Internal consultation ongoing. Recommendations to Council forthcoming in 2026. <i>2026/03/13</i>	2024/12/31	45%	Transportation Engineering Plan
→ Elizabeth Avenue active transportation and roadway improvements	Update to Council: Final works which included surface course asphalt was completed in June/July prior to Canada Games. <i>2025/10/30</i>	2024/12/31	100%	Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Climate Plan
→ Implement annual Infill Sidewalk Program	Update to Council: 2025 program is complete. 2026 planning is underway. <i>2026/03/18</i>	2025/12/31	100%	Construction Engineering Plan
→ Initiate development of active transportation public education plan	Update to Council: A draft plan has now been developed and is being shared with interested program areas for discussion around implementation. <i>2025/06/05</i>	2024/12/31	100%	Corporate Communications Plan
→ Main Road Shoulder Paving - North Side (Doolings Line to Bidgoods to Sunset Street)	Update to Council: Work is complete. <i>2025/10/28</i>	2025/09/26	100%	Construction Engineering Plan
<b>Improve safety for all users on a well-maintained street network</b>		2029/12/31	96%	
→ Complete detailed design for high crash locations to improve intersection safety	Update to Council: Detail Design completed and going to construction in 2026 <i>2026/02/09</i>	2023/12/31	100%	Transportation Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Develop Transportation Master Plan</b></p>	<p>Update to Council: Met with several municipalities, consultants, and Government of Newfoundland and Labrador to determine how best to collect travel data and scope full Transportation Master Plan development. Options are being considered and evaluated. Back to full staff complement in Transportation Engineering and this is now moved out and will be reviewed to determine when the project can restart later in 2026. Trying to avoid paper based approach.</p> <p><i>2026/03/13</i></p>	<p>2020/04/30</p>	<p>75%</p>	<p>Transportation Engineering Plan Climate Plan</p>
<p>→ <b>Goldstone St. @ Team Gushue Highway Ramps Intersection Improvements - Round-a-bouts</b></p>	<p>Update to Council: Consultant has final comments and are finalizing design based on recent comments from the Province. Construction funding has been approved. Due to other work in the area and the construction of the Portugal Cove Road round-a-bout, the Goldstone Round-a-bouts will be constructed in 2027.</p> <p><i>2026/03/09</i></p>	<p>2021/12/31</p>	<p>99%</p>	<p>Construction Engineering Plan</p>
<p>→ <b>Implement annual crosswalk safety improvement program</b></p>	<p>Update to Council: Planned improvements for 2025 included the addition of rectangular rapid-flashing beacons (RRFBs), overhead flashers, curb extensions, and accessible signals at several locations across the city. To date 13 are complete and the remaining ones highlighted below will be installed in the spring. Update on each location follows:</p> <p><b>Cornwall Crescent at O'Reilly Street (Overhead Flashers) - waiting on installation</b>  <b>Doyles Road at Main Road (RRFBs) - complete</b>  <b>Duckworth Street at Cathedral Street (RRFBs) - waiting on installation</b>  <b>Duckworth Street at Ordinance Street (curb extensions) - complete</b>  <b>Elizabeth Avenue at Carpasian Road (RRFBs) - waiting on installation</b>  <b>Elizabeth Avenue at Whiteway Street (Overhead Flashers) - complete</b>  <b>Ennis Avenue at Vanier Elementary School (RRFBs) - complete</b>  <b>Hamilton Avenue at Symonds Avenue (RRFBs) - complete</b></p>	<p>2025/12/31</p>	<p>96%</p>	<p>Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan</p>

Mayor Avenue at Kellys Brook Trail (Overhead Flashers) - complete  
Military Road at Bannerman Street (curb extensions & RRFBs) - Complete  
Military Road at Carew (curb extensions & RRFBs) - Complete  
Newfoundland Drive at Oderin Place (RRFBs) - complete  
Newfoundland Drive at Virginia River Trail (RRFBs) - complete  
Portugal Cove Road at Kerry Street (RRFBs) - complete  
Waterford Bridge Road at Road De Luxe (RRFBs) - complete  
Winter Avenue at Kings Bridge Road (signal timing improvements)- complete

Work in 2025 was carried out in coordination with other roadwork and infrastructure projects to maximize efficiency and funding.

Locations for 2026 are being determined and will be updated in the June report.

*2026/03/13*



Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Implement annual traffic calming program</b></p>	<p><b>Update to Council:</b> Two of the streets trialed in 2025 are being permanently implemented in 2026. The permanent speed cushions will be installed as part of the City’s annual Streets Rehabilitation Program during the upcoming construction season. For 2026, temporary speed cushions will be installed this spring and removed in late fall at the following locations:</p> <ul style="list-style-type: none"> <li>• Great Eastern Avenue – Iceland Place to Ladysmith Drive</li> <li>• Heffernan’s Line – Back Line to Main Road</li> <li>• Middleton Street – Harding Road to Newfoundland Drive</li> <li>• Old Bay Bulls Road – Elliott’s Road to Rosemarkie Street</li> <li>• Parsons Road – Ennis Avenue to Logy Bay Road</li> </ul> <p>Following the trial period, households on these streets will be surveyed to determine support for permanent installation. A minimum of 60% support from survey respondents is required for the project to proceed. If this threshold is not met, the speed cushions will not be made permanent. Check out all the <a href="#">details</a>.</p> <p><i>2026/03/05</i></p>	<p>2027/03/31</p>	<p>67%</p>	<p>Transportation Engineering Plan Climate Plan</p>
<p>→ <b>Implement procedures to ensure accessible pedestrian routes are maintained in construction zones</b></p>	<p><b>Update to Council:</b> Additional information was included in the City Construction specifications, traffic advisories and traffic control permit form to elaborate on the accessibility requirements in and around a work site.</p> <p><i>2025/11/04</i></p>	<p>2025/12/31</p>	<p>100%</p>	<p>Construction Engineering Plan Accessibility Plan Healthy City Strategy Plan</p>
<p>→ <b>Implement select recommendations and actions from the Paid Parking Management Strategy</b></p>	<p><b>Update to Council:</b> Staff are waiting for the final design for Reimagine Churchill Square project before any changes are made to parking in that area.</p> <p>A report will be brought to council in the near future for consideration.</p> <p><i>2026/03/18</i></p>	<p>2023/12/31</p>	<p>90%</p>	<p>Regulatory Services Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>→Major's Path Street Upgrading with Shared Use Path (Hebron Way to Portugal Cove Road)</p>	<p>Update to Council: Project completed in September, 2025. <i>2025/09/19</i></p>	2025/11/28	100%	Construction Engineering Plan Climate Plan
<p>→Portugal Cove Road &amp; Airport Heights Drive/Majors Path Intersection Improvements</p>	<p>Update to Council: Tender closed in February 2026 and contract awarded to Pyramid Construction. Construction will start in April 2026 and be substantially completed by Fall 2026. The construction for the replacement of the Airport Heights Drive culvert is complete. <i>2026/03/09</i></p>	2026/11/30	83%	Construction Engineering Plan Climate Plan
<p>→Upgrade Lambe's Lane Road for 2025 Canada Games</p>	<p>Update to Council: The project was completed on time in advance of the Canada Games. There are several deficiencies that need to be addressed due to damage caused by the neighbouring property, but these are well documented, and repairs are already underway. <i>2025/10/30</i></p>	2025/06/30	100%	Facility Engineering Plan

## A CONNECTED CITY

Goal	Council Update	Due Date	Current Completion	Plan
<b>Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities</b>		2029/12/31	<b>93%</b>	
→ <b>Canada Games Track &amp; Field &amp; Legacy Facility</b>	Update to Council: The Fortis Canada Games Complex is substantially complete and the facility has been handed over to the Province and Newfoundland Sport Centre is currently operating the facility. This project was a huge success and it was well used during the Games for Track & Field competitions and soccer. It is truly a legacy piece of infrastructure that will long serve the community and promote the growth of amateur level sport in the region and promote health and wellness opportunities for residents. <i>2025/10/30</i>	2025/04/30	<b>100%</b>	Facility Engineering Plan
→ <b>Complete detailed design for Re-imagine Churchill Square Project</b>	Update to Council: 90 percent into detail design. Near completion. <i>2026/03/12</i>	2023/12/31	<b>90%</b>	Transportation Engineering Plan
→ <b>Construction of the H.G.R. Mews Centre Replacement</b>	Update to Council: The new H.G.R. Mews Community Centre is now complete. Substantial Completion was issued in May 2025, and the facility is now owned and operated by the City. <i>2025/06/12</i>	2023/11/30	<b>100%</b>	Facility Engineering Plan
→ <b>Design and construct new Accessible Washrooms for Chafe's Lane Park</b>	Update to Council: Work is continuing and anticipated to be completed in the coming weeks, with some landscaping remaining until Spring. <i>2026/03/11</i>	2025/12/19	<b>85%</b>	Facility Engineering Plan
→ <b>Design and construct new Accessible Washrooms for Kellys Brook Park</b>	Update to Council: Work is continuing. Winter weather has caused impacts to completion timeline. Occupancy is expected in Spring 2026, when asphalt is completed to provide access to the building. <i>2026/03/11</i>	2025/12/19	<b>65%</b>	Facility Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Design New Goulds Fire Station	Update to Council: Detailed design is completed and project will go to tender in the coming weeks based on final staff reviews. <i>2026/02/10</i>	2025/12/19	100%	Facility Engineering Plan
→ Develop a Downtown Pedestrian Mall Long-Term Plan	Update to Council: Staff will bring recommendations to council in Q1 2026. <i>2026/03/12</i>	2025/12/31	75%	Tourism, Culture & Business Growth Plan
→ Develop an Anti-Racism workplan in collaboration with the Anti-Racism Working Group	Update to Council: The work plan was approved by Council on December 2, 2025. <i>2025/12/17</i>	2025/03/31	100%	Healthy City and Inclusion Plan Healthy City Strategy Plan Building Safer Communities Strategy Plan
→ Develop and launch the City-owned land disposition for the Housing Accelerator Fund Initiative	Update to Council: Staff are finalizing the Request for Proposals and expected to release by end of Q1, 2026. <i>2026/03/12</i>	2025/12/31	53%	Non-Profit Housing Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Partner with Food First NL to host a community gardener forum</b></p>	<p>Update to Council: The Gardeners Gathering took place on May 27, 2025, at the Paul Reynolds Community Centre and Garden, with approximately 125-150 people attending. The City of St. John's hosted three booths on the topics of "Ask the Arborist" (Municipal Arborist), Composting (Waste Management) and City programs and information (Healthy City and Inclusion). Food First NL offered information and a hands-on paper pot making activity and a community garden mapping station. Other booths were facilitated by the Food Producers Forum with author Dan Rubin; NL Public Libraries who showcased gardening materials; NL Health Services dietician with Wellness Coalition-Avalon East; Trees Canada who offered planting and care advice; and the Newfoundland Horticultural Society who showcased upcoming events. There were activities such as a seed swap, a Flower Fling Creation Station, and a chance to try accessible garden tools while touring the community garden.</p> <p><i>2025/06/16</i></p>	2024/10/31	100%	<p>Healthy City and Inclusion Plan Healthy City Strategy Plan</p>
<p>→ <b>Roll out social marketing strategy to address Not in My Backyard (NIMBY)</b></p>	<p>Update to Council: This initiative has been closed, as a social media strategy related to NIMBY is no longer planned. Staff are evaluating on an ongoing basis and will address any needs on a project by project basis.</p> <p><i>2026/03/12</i></p>	N/A		<p>Non-Profit Housing Plan</p>
<p>→ <b>Work with community partners to establish a community garden at the new H.G.R. Mews Community Centre</b></p>	<p>Update to Council: Plans are underway to open the garden in Spring 2026. This was delayed as the community centre did not open until September 2025.</p> <p><i>2026/03/02</i></p>	2025/07/31	65%	<p>Healthy City and Inclusion Plan Healthy City Strategy Plan Climate Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Work with First Light on the Community Action Plan (items pertaining to City)</b></p>	<p>Update to Council: Planning is underway to determine specific actions for 2026. First Light and City staff continue to participate in the Joint Coordinating Committee on Indigenous Rights, working towards identifying initiatives to advance the 2023 Community Action Plan and the Calls for Change that are within the City's jurisdiction.</p> <p><i>2026/03/18</i></p>	2026/12/31	20%	<p>Office of the City Manager Plan</p> <p>Healthy City Strategy Plan</p> <p>Building Safer Communities Strategy Plan</p>
<p><b>Increase and improve opportunities for residents to connect with each other and the City</b></p>		2029/12/31	98%	
<p>→ <b>Identify and host civic engagement events for 18-30 years olds that advance other City priorities</b></p>	<p>Update to Council: Lead staff worked with the Youth Engagement Working Group and other City staff to host a sustainability focused event on June 26. Two pop up events took place in Dec as part of the Youth Engagement Strategy refresh process. Further events will be planned for 2026 as engagement for the strategy continues.</p> <p><i>2025/12/15</i></p>	2025/12/05	100%	Organizational Performance & Strategy Plan
<p>→ <b>Improve access to information related to City programs and activities</b></p>	<p>Update to Council: Work has been completed to update website content, with final changes to be implemented as part of the new website launching in 2026. Changes helped with organization and noted areas for future updates and development.</p> <p><i>2025/10/29</i></p>	2025/03/31	100%	Corporate Communications Plan
<p>→ <b>Refresh existing or develop new Youth Engagement Strategy</b></p>	<p>Update to Council: Public survey and jurisdictional scan complete and presented to Youth Engagement Working Group Jan. 26. Three focus group completed including organizations providing youth services/hard to reach youth. Internal consultation complete. Pop up events at MUN and another potential location are being planned for March/April. Project is progressing as time allows and an update on completion date will be determined once the new staff person is in place.</p> <p><i>2026/03/12</i></p>	2026/06/30	74%	Organizational Performance & Strategy Plan

## AN EFFECTIVE CITY

Goal	Council Update	Due Date	Current Completion	Plan
<b>Achieve service excellence through collaboration, innovation and modernization grounded in client needs</b>		2029/12/31	92%	
→ <b>Advance online digital services</b>	Update to Council: Work continues on advancing AI use within the City and that initiative has been moved for its own reporting for 2026. Some preliminary work was completed in 2025 to get a small group of staff trying co-pilot within the Microsoft suite. Plans for digital work initiatives going forward will track activities that are advancing digital service delivery such as e-permits, e-forms, etc and are being reporting project by project. <i>2026/03/13</i>	2029/12/31	100%	Corporate Information Services Plan Service Excellence Framework Plan
→ <b>Implement E-Permitting for building, electrical and plumbing permits</b>	Update to Council: Implementation expected by June 2026. <i>2026/03/10</i>	2025/12/31	60%	Regulatory Services Plan Service Excellence Framework Plan
→ <b>Review and modify Inspection Services website page to better reflect process</b>	Update to Council: Work still ongoing but has slowed as staff waiting on consultation of revised website design. Expected completion is June 2026. <i>2026/03/13</i>	2024/12/31	30%	Regulatory Services Plan Service Excellence Framework Plan
→ <b>Source &amp; Implement Citizen Request Management (CRM) System for 311</b>	Update to Council: System went live in April 2025. <i>2025/06/11</i>	2023/12/31	100%	Corporate Information Services Plan Service Excellence Framework Plan
→ <b>Transition to a new online engagement platform</b>	Update to Council: New and improved <a href="https://engagestjohns.ca">EngageStJohns.ca</a> site was launched June 2. New features include project mapping tools, search by location, notifications based on changes to the page. <i>2025/06/03</i>	2025/06/30	100%	Organizational Performance & Strategy Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>Update language used in procurement processes to ensure accessibility is considered in purchasing goods and services</p>	<p>Update to Council: A review of the Provincial (NL) process is underway expected to be completed in the second quarter of 2026. City staff participated in the Accessible and Inclusive Procurement Project; facilitated by Inclusive Design for Employment Access (IDEA) Lab, Employment and Social Development Canada (ESDC) and Public Services and Procurement Canada (PSPC). The purpose is to explore practical ways to embed disability inclusion in every stage of the procurement process and build confidence among buyers and suppliers to adopt inclusive practices while maintaining compliance with procurement frameworks.</p> <p>2026/03/18</p>	<p>2024/12/31</p>	<p>70%</p>	<p>Supply Chain Plan Accessibility Plan</p>
<p>Working with Service Excellence Working Group establish best practices for service standards</p>	<p>Update to Council: Project is proceeding with internal survey and jurisdictional scan complete. Feedback was shared with the Service Excellence Working Group on Oct. 31, 2025 and a follow up meeting in early January reviewed next steps. The focus for 2026 is on:</p> <ul style="list-style-type: none"> <li>• Research and draft basic internal communication best practice for tools such as email, teams, etc. How can people use them effectively to manage information.</li> <li>• Work with Communications and HR to develop an internal communications “framework”/best practice for use of email, Webex, other tools to establish internal communications standards</li> <li>• Teach people how to effectively use the tools to manage their internal communications activities</li> <li>• Review current service standards and data available in Verint</li> </ul> <p>2026/03/12</p>	<p>2025/11/03</p>	<p>71%</p>	<p>Organizational Performance &amp; Strategy Plan Service Excellence Framework Plan</p>
<p>Ensure accountability and good governance through transparent and open decision making</p>		<p>2029/12/31</p>	<p>95%</p>	

Goal	Council Update	Due Date	Current Completion	Plan
<ul style="list-style-type: none"> <li>→ Implement vendor performance module for bids and tenders software</li> </ul>	<p>Update to Council: Due to staffing changes, roll out of process and software training to all staff has been delayed; Engineering is only group trained to date. Expected completion is end of Q2 2026.</p> <p><i>2026/03/11</i></p>	2021/05/28	99%	Supply Chain Plan
<p>Work with our employees to improve organizational performance through effective processes and policies</p>		2029/12/31	94%	
<ul style="list-style-type: none"> <li>→ 2023 Employee engagement survey</li> </ul>	<p>Update to Council: The survey is complete. HR is working with departments on communicating results to their teams and gaining feedback to inform action items.</p> <p><i>2025/06/11</i></p>	2023/12/31	100%	Human Resources Plan
<ul style="list-style-type: none"> <li>→ Advance affordable housing development policies</li> </ul>	<p>Update to Council: Through the work of the Affordable Housing Strategy, internal consultations and other initiatives such as the Housing Accelerator Fund, specific policies related to affordable housing development are being created. While it was initially thought there may be one overarching policy to guide this work, it has been determined that multiple policies are required to address the various initiatives that have started since the launch of the Affordable Housing Strategy.</p> <p><i>2025/10/30</i></p>	2022/12/31	100%	Non-Profit Housing Plan
<ul style="list-style-type: none"> <li>→ Create a Civic Housing Action Fund policy</li> </ul>	<p>Update to Council: Housing staff are currently in discussion with the policy analyst and Legal to complete this work.</p> <p><i>2026/03/17</i></p>	2026/02/27	20%	Non-Profit Housing Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ Create a continuous improvement (CI) culture through ongoing training &amp; development</p>	<p>Update to Council: Since the last update, the total number of staff who have completed an introductory level course in Continuous Improvement is 99%. All new staff who join the City, and have access to email, are assigned CI 101 upon hire through Reach 360 and managers are provided additional training. 99% of all managers have also received additional training on CI tools. Green belt training took place in May/June 2025 and six City staff participated; new projects are now underway and noted in the CI report. Process health/indicator training took place for Dec. 2025 and departmental dashboards to highlight CI successes were shared with senior staff in July/Aug. A CI Community of Practice meeting took place in Dec. as well. For 2026, yellow belt certification is planned.</p> <p><i>2026/03/17</i></p>	2026/12/31	95%	<p>Organizational Performance &amp; Strategy Plan</p> <p>Service Excellence Framework Plan</p>
<p>→ Develop an Accessibility Accommodations Policy</p>	<p>Update to Council: The Accessibility Accommodation Policy and Procedures have been drafted. Consultation with internal divisions is ongoing to ensure the procedures reflect the accommodations that the City provides.</p> <p><i>2026/03/18</i></p>	2026/12/31	75%	<p>Healthy City and Inclusion Plan</p> <p>Office of the City Clerk Plan</p> <p>Accessibility Plan</p>
<p>→ Develop and roll out a promotional Modular Program for Lieutenants and Captains in SJRFD</p>	<p>Update to Council: The Officer Leadership program was rolled out to staff on January 20, 2026 through Reach360. As per Article 18:02 (g), those eligible for promotion will be required to complete the program to be placed on the promotional roster.</p> <p><i>2026/02/12</i></p>	2025/12/31	100%	<p>Operations and Fire Prevention (SJRFD) Plan</p>
<p>→ Develop human resources management orientation</p>	<p>Update to Council: This is complete and rolled out to management staff in early 2026.</p> <p><i>2026/03/18</i></p>	2024/11/29	100%	<p>Human Resources Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Develop policies, procedures &amp; service standards to enhance Regulatory Services processes</b></p>	<p>Update to Council: 72 standard operating procedures have been completed since 2019 and 8 more are planned for 2026 ( 5 in Inspection Services and 3 in Parking Enforcement). Work continues on the development of improved documentation for compliance of Inspection Services Safe Work Practices and this is expected to be complete in Quarter 1.</p> <p><i>2026/03/12</i></p>	<p>2025/12/31</p>	<p>99%</p>	<p>Regulatory Services Plan</p>
<p>→ <b>Enhance the Information Management/Information Protection culture at the City</b></p>	<p>Update to Council: In 2025 the Archives &amp; Records Management (ARM) Division enhanced the Records Information Management (RIM) culture at the corporate level within the City by addressing the following:</p> <ul style="list-style-type: none"> <li>• Delivered an awareness presentation for 100+ managers at the annual in-person meeting in June</li> <li>• Established Information Management as a component of the Information/Decision note process</li> <li>• Obtaining Council approval of the new Retention and Disposition schedule</li> <li>• Completing the RIM Governance framework</li> <li>• Completing the RIM Program Plan (COW meeting in Feb. 17 2026)</li> <li>• Enhancing the corporate RIM intranet content</li> <li>• Assuming ownership of the Records Safeguard Plan stemming from the Privacy Management Audit (Council meeting Feb. 24 2026)</li> </ul> <p><i>2026/03/10</i></p>	<p>2025/12/31</p>	<p>100%</p>	<p>Archives &amp; Records Management Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Establish an Enterprise Risk Management (ERM) Framework</b></p>	<p><b>Update to Council:</b></p> <ul style="list-style-type: none"> <li>Public Works: Completed in 2023. Risk Registers were completed for Roads/Fleet/City Buildings; Water/Wastewater; Parks/Open Spaces.</li> <li>Community Services: Completed in 2024. Risk Registers were completed for Citizen Services; Humane Services; Housing; Recreation; Tourism, Culture, &amp; Business Growth.</li> <li>PERS: Completed in 2025. Risk Registers were created for each of the respective divisions: Planning, Development (Engineering), Engineering and Regulatory Services.</li> <li>Finance and Corporate Services is scheduled for 2026. The Risk Register development process has begun for the Financial Services, Budget and Treasury and Revenue Accounting divisions. These three divisions were combined for development purposes. The process has also begun within the Organizational Performance and Strategy division. The Risk Register development process will commence in the remaining divisions within Finance and Corporate Services shortly.</li> <li>City Clerk &amp; Solicitor &amp; Manager is scheduled for 2027.</li> </ul> <p><i>2026/03/13</i></p>	<p>2027/12/31</p>	<p><b>83%</b></p>	<p>Legal Services Plan</p>
<p>→ <b>Establish Business Drivers for Electronic Content Management System (ECMS) Tool evaluation</b></p>	<p><b>Update to Council:</b></p> <ul style="list-style-type: none"> <li>RFI issued in November and 5 vendors submitted responses</li> <li>Decision made in January 2026 to not move forward with ECMS funding for 2026</li> <li>Archives &amp; Records Management (ARM) Division pivoting to adjust 2026 work plan and prepare additional information for 2027 budget submission.</li> </ul> <p><i>2026/03/17</i></p>	<p>2025/10/31</p>	<p><b>100%</b></p>	<p>Archives &amp; Records Management Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
→ Establish Records and Information Management Program	Update to Council: Information Note was presented to Committee of the Whole on Feb 17, 2026 <i>2026/03/18</i>	2025/06/30	100%	Office of the City Clerk Plan Archives & Records Management Plan
→ Explore best practice in organizational performance and make recommendations to enhance the City's framework	Update to Council: Staff continue to identify best practice and make recommendations that align with the City's goals and values. Following the first phase of the strategic plan review in Aug/Sept. 2025, recommendations to move towards integrated planning were made. Staff organized two sessions with a cross section of plan owners in Jan. 2026. A workshop with Council to review the Strategic plan took place Feb. 13. No further changes are anticipated at this time. <i>2026/02/23</i>	2025/07/11	100%	Organizational Performance & Strategy Plan
→ Explore opportunities to create efficiencies in the parking fine contesting process, within the City's scope of authority	Update to Council: Completed. New program to begin in 2026 <i>2026/02/11</i>	2025/12/31	100%	Regulatory Services Plan
→ Explore opportunities to have pre-approved house plans for contractors to decrease processing times	Update to Council: Review completed. Discussed with stakeholders. There would be a benefit in some circumstances, but they have seen a shift in the market where more homes are custom built., not many repeated spec. homes. We will start with Canada Mortgage & Housing Corporation (CMHC) plans and add private contractors on an add-needed basis. <i>2026/02/11</i>	2025/12/31	100%	Regulatory Services Plan
→ Explore P-card solution for purchases and identify recommendations	Update to Council: The RBC corporate card program does not provide the necessary features to administer a p-card program. Implementing p-cards would involve acquiring and supporting a dedicated application, which is not under consideration at this time.  <i>2026/03/11</i>	2024/12/31	100%	Financial Services Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ Implement actions arising from the 2025 Employee Engagement Survey</p>	<p>Update to Council: Infographics have been made available to employees and City Manager presented an overview of the corporate survey results at the Management Forum in December, 2025. Human Resources will continue to work with senior staff on action plans for their departments based on their specific needs.</p> <p>2026/03/12</p>	2026/12/31	10%	Human Resources Plan
<p>→ Implement actions to enhance the corporate safety and wellness culture</p>	<p>Update to Council: The City has adopted a 15-element Occupational Health &amp; Safety (OHS) program and is working to incorporate all elements into the existing program/policy with a completion goal of April 30, 2026. HR is delivering non-violent De-escalation Training to at risk staff. OHS have partnered with NL Health Services for in-person psychological safety training. Mental Health101 will be scheduled for 2026. More learning opportunities will be explored. A Psychological Safety Working Committee has been established and meets monthly.</p> <p>2026/03/13</p>	2027/12/31	52%	Human Resources Plan Building Safer Communities Strategy Plan Healthy City and Inclusion Plan
<p>→ Implement an inventory system for SJRFD mechanical services</p>	<p>Update to Council: The inventory system has been set up, but will continue to be improved over time. Was delayed due to audit.</p> <p>2026/03/13</p>	2023/09/30	80%	Mechanical Services (SJRFD) Plan
<p>→ Implement bid evaluation software</p>	<p>Update to Council: The vendor has completed internal testing of the module with input from the City. The vendor has released the new product within the past few weeks. The City aims to test the newly released product in Q2 2026.</p> <p>2026/03/11</p>	2021/12/31	43%	Supply Chain Plan
<p>→ Investigate using Artificial Intelligence in Inventory Management</p>	<p>Update to Council: Review required by new manager of previous demonstration and other potential providers in the second quarter of 2026.</p> <p>2026/03/11</p>	2025/06/30	15%	Supply Chain Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→Occupational Health and Safety Program Policy Development</p>	<p>Update to Council: A 15-element program is now being adopted by the City and the additional elements are all in the development stage and will be incorporated into the existing program. The goal for completion is April 30, 2026.</p> <p><i>2026/03/12</i></p>	<p>2021/12/31</p>	<p>95%</p>	<p>Human Resources Plan</p>
<p>→Participate in the National Emergency Capability Standard Project to identify gaps in resources and capabilities.</p>	<p>Update to Council: The project has concluded and a summary power point has been provided to the City on the project. Both the City's Emergency and Continuity Advisory Group and Emergency Coordination Committee (ECC) reviewed the results of the Ready 2 Respond report. The findings are summarized as follows:</p> <ul style="list-style-type: none"> <li>• The results indicate that the City has the required core capabilities to respond to a disaster</li> <li>• Gaps – several gaps when mapped to the City risk assessment can be considered worthy of further investigation; <ul style="list-style-type: none"> <li>◦ Evacuation routes - consultation has begun internally and with the province</li> <li>◦ Critical infrastructure assurance - project beginning January 2026</li> <li>◦ Comprehensive training and development - first step is to inventory ECC team training</li> <li>◦ Ex-ante response funding - the City has had success in gaining funding for disaster research with Federation of Canadian Municipalities.</li> </ul> </li> </ul> <p><i>2025/10/27</i></p>	<p>2025/04/01</p>	<p>100%</p>	<p>Emergency and Business Preparedness (SJRFD) Plan Climate Plan</p>
<p>→Review and enhance employee orientation</p>	<p>Update to Council: All existing orientation material has been reviewed. Work is being done on developing content for an online orientation module for new employees. Orientation for Public Works and Fire Dept continues to be delivered in person.</p> <p><i>2026/03/13</i></p>	<p>2024/06/28</p>	<p>70%</p>	<p>Human Resources Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
→ Review and update Residential Property Standards By-law	Update to Council: This was approved by Council on December 2, 2025. <i>2026/03/18</i>	2020/01/01	100%	Legal Services Plan
→ Review and update the Commercial Property Tax By-law	Update to Council: On June 3, 2025 Council voted to adopt amendments to the Commercial Property Tax and Vacancy Relief By-Law. It has been sent to the Gazette for publishing and once published will be legally in force. <i>2025/06/12</i>	2022/12/31	100%	Legal Services Plan
→ Review the municipal prosecution diversion program and make recommendations for improvements	Update to Council: Data has been compiled and has been through a preliminary review. Staff are now working in consultation with Regulatory Services. Next step will be to compile a report. <i>2026/03/12</i>	2025/12/31	80%	Legal Services Plan
→ Undertake Continuous Improvement Projects	Update to Council: 12 projects completed in 2025. Five completed since last update, one cancelled and ten are ongoing. <i>2026/03/17</i>	2026/12/31	89%	Organizational Performance & Strategy Plan Service Excellence Framework Plan
→ Undertake cultural indigenous awareness training within the Legal Department	Update to Council: All Legal Department staff have completed the Indigenous Cultural Awareness Training. <i>2025/10/22</i>	2025/05/31	100%	Legal Services Plan Healthy City Strategy Plan Building Safer Communities Strategy Plan
→ Update Archival Guide to Holdings	Update to Council: Final document has been reviewed and signed-off. <i>2026/03/19</i>	2025/12/31	100%	Archives & Records Management Plan
→ Update City's Records Retention and Disposition Schedule	Update to Council: The City's Records Retention and Disposition Schedule was approved by Council on June 24, 2025 <i>2025/10/24</i>	2025/02/28	100%	Office of the City Clerk Plan Archives & Records Management Plan

● Draft 
 ● Not started 
 ● Behind 
 ● On Track 
 ● Overdue 
 ● Complete 
 → Direct Alignment 
 ---→ Indirect Alignment

### GOAL

Goal	Progress Update	Current Completion
<b>Undertake Continuous Improvement Projects</b>	Progress: 12 projects completed in 2025. Five completed since last update, once cancelled and ten are ongoing. <i>2026/03/17</i>	<b>89%</b>
→ <b>Streamline recreation facility access procedures</b>	Progress: Staff working on the original project have new duties and are no longer responsible for sports fields. The project will now focus on streamlining facility access procedures for recreation facilities. A new project scope has been defined, project team identified, and project lead is gathering necessary information from other City divisions. <i>2026/03/17</i>	<b>30%</b>
→ <b>Analyze and streamline Fleet division communication methods</b>	Progress: Opportunities to streamline Fleet communication channels have been identified, implemented and communicated to staff. Preparation of final CI report remaining. <i>2026/03/12</i>	<b>90%</b>
→ <b>Review and streamline process for third party service calls</b>	Progress: The pilot training was completed and staff are reviewing feedback and making modifications. Expected roll out to staff is Quarter 2. <i>2026/03/10</i>	<b>95%</b>
→ <b>Reorganize Economic Development &amp; Partnerships network drive using 5S</b>	Progress: Project is progressing and leads have met with other staff to review outstanding item. Staff have completed the naming of the new file structure and are working on transferring files to the new folder structure. Project is expected to be completed by end of March 2026. <i>2026/03/12</i>	<b>90%</b>
→ <b>Implement standardized naming convention for cheque requisitions</b>	Progress: A standardized naming convention for Accounts Payable documents has streamlined processing and ensures consistency in the information recorded. The new process has reduced rework and reduced inquiries from clients regarding payments by over 98%. <i>2026/03/13</i>	<b>100%</b>

Goal	Progress Update	Current Completion
→Review and enhance communication of pool policy and rules for birthday party bookings	<p>Progress: Installation of the new backdrop for pool parties has been completed at Paul Reynolds Community Centre. Lead staff are collecting post-implementation data and completing final project documentation.</p> <p>2026/03/18</p>	90%
→Undertake review and establish a standard for internal staff movements	<p>Progress: A solution has been identified and developed to improve the information collection needed for all phases and tracking of work flow. It has been demonstrated to the project team and once a few tweaks are made will be able to go into pilot testing mode.</p> <p>2026/03/10</p>	65%
→Clarify process for lease of equipment	<p>Progress: Following internal consultation, a documented process has been established related to the City's leasing of equipment, roles and responsibilities clarified, and the process has been streamlined by aligning solicitation documents and agreements.</p> <p>2026/03/13</p>	100%
→Standardize calibration process of electronic salt spreaders	<p>Progress: A standardized, step-by-step calibration and verification process has been implemented and ArcGIS Survey 123 has been deployed to guide staff through the process and capture electronic records. The new process resulted in approximately 20% reduction in average calibration time per truck, improved consistency of calibration outcomes across different truck types, reduced variability by increasing calibration test weight, and resulted in fewer calibration-related interruptions.</p> <p>2026/03/17</p>	100%
→Standardize medical supply bags inventory for SJRFD	<p>Progress: The current state has been documented and discussions are taking place to determine which improvements to implement in the future state.</p> <p>2026/03/10</p>	50%
→Standardize evaluation process for high-angle training	<p>Progress: Developed an ongoing evaluation survey/process looking at the collection of feedback for high angle rescue training. The results of the evaluation were very positive providing insights into the course delivery method and timelines. This classic Voice of Customer exercise recognizes the importance of getting feedback from the end users and modifying the content of the training to best meet client needs while ensuring safety and integrity of the training.</p> <p>2026/01/12</p>	100%
→Improve process of information sharing between Inspection Services and Facilities Engineering related to City infrastructure projects.	<p>Progress: These two teams came up with a standard method to keep project engineers up to date on the status of inspections requested by contractors for these city-lead projects. An average project could require up to 50 or more inspection requests and ensuring the project lead is aware and up to date on these requests and their status improves overall communication while enhancing project management overall. By making these changes, the process is improved by 98% and saves staff time going back and forth looking for information by 19.2 hours a year on average.</p> <p>2026/01/12</p>	100%

Goal	Progress Update	Current Completion
<p>→ <b>Streamline recreation facility call-in procedure</b></p>	<p>Progress: Project has moved to documentation of future state which is expected to finish up mid-March. There are some quick wins the team will identify and test before the end of March.</p> <p><i>2026/03/10</i></p>	<p>35%</p>
<p>→ <b>Improve land use mapping and tracking of City-owned land</b></p>	<p>Progress: Project has moved into pilot mode with improvements. A templated spreadsheet has been established and forms are being updated to improve the process.</p> <p><i>2026/03/10</i></p>	<p>60%</p>
<p>→ <b>Standardize Recreation division data collection</b></p>	<p>Progress: The planning phase for this CI project was completed between October to December, 2025. Utilizing several Lean methods, the project team was able to identify a number of improvements. The pilot phase ran from January to February, 2026 and analysis is ongoing.</p> <p><i>2026/03/12</i></p>	<p>50%</p>
<p>→ <b>Streamline waste compliance documentation process</b></p>	<p>Progress: Due to change in resources, this project will not move forward at this time.</p> <p><i>2026/03/12</i></p>	<p></p>

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GOALS

CITY OF ST. JOHN'S PLAN

A SUSTAINABLE CITY

Goal	Plan
Plan for land use and preserve and enhance the natural and built environment where we live	
→Develop neighbourhood plan for Goulds	Planning Plan
→Consider amending the Heritage Financial Incentives Program to include a new grant for municipally designated Heritage Buildings	Heritage Strategic Plan
→Consider amending the Heritage Financial Incentives Program eligible work to include renovations on all facades of a building and the building's foundation	Heritage Strategic Plan
→Design Long Pond Flood Control Structure	Engineering Plan
→Upgrade Storm Sewer - Barrow's Road	Construction Engineering Plan Climate Plan
→Complete Critical Infrastructure Climate Risk Assessment and Prioritization	Sustainability Plan
→Complete a new Urban Forest Master Plan	Sustainability Plan

Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors

Goal	Plan
→Advantage St. John's to Attend 15 conferences/trade shows to showcase the St. John's region brand and identify investment attraction opportunities	Office of the City Manager Plan
→Advantage St. John's to complete an investment attraction toolkit	Office of the City Manager Plan
→Advantage St. John's to identify 50 new companies interested in investing into the St. John's region	Office of the City Manager Plan
→Advantage St. John's staff will undergo investment attraction training to enhance skills	Office of the City Manager Plan
→Advantage St. John's to conduct an investment readiness review of the municipalities in the St. John's region	Office of the City Manager Plan

## A CITY THAT MOVES

Goal	Plan
<b>Create a sustainable and accessible, low-carbon public transportation system</b>	
→ Increase frequency of routes 9, 11, 14, 18 and 23 from 60 to 30 minutes during weekdays	Metrobus Plan
→ Increase frequency of route 14 from 60 to 30 minutes during weekday peak periods	Metrobus Plan
→ Review and update Metrobus Strategic Plan	Metrobus Plan
→ Consolidate Route 3 from 3A/3B	Metrobus Plan
→ Expand Route 23 weekday service	Metrobus Plan
<b>Improve safety for all users on a well-maintained street network</b>	
→ Review Paid Parking Management Strategy	Regulatory Services Plan
→ Complete Collision Report 2026	Transportation Engineering Plan
→ Review Traffic Calming Policy	Transportation Engineering Plan
→ Complete a study of Brier and Columbus/Old Pennywell/New Pennywell intersection	Transportation Engineering Plan
→ Concept development and signal design for the Garrison Hill/Military Road intersection	Transportation Engineering Plan
→ Complete study of Waterford Bridge Road Classification	Transportation Engineering Plan
→ Study and design of the Goldstone St. corridor, including upgrades to traffic control at the Pippy Place and Goldstone Street intersection	Transportation Engineering Plan
<b>Expand and maintain a safe and accessible active transportation network</b>	
→ Review and update the Bike Master Plan	Transportation Engineering Plan
→ Partner with Government of NL for legislative revision of Highway Traffic Act	Transportation Engineering Plan
→ Design Shared Use Path for Anderson Avenue and Whiteway Street gaps	Transportation Engineering Plan

**Goal**

**Plan**

↳ **Improve Kelsey Drive & Thorburn Road/Goldstone Street Intersection**

Construction Engineering Plan

Transportation Engineering Plan

Healthy City Strategy Plan

Accessibility Plan

Building Safer Communities Strategy Plan

Climate Plan

## A CONNECTED CITY

Goal	Plan
<p>Increase and improve opportunities for residents to connect with each other and the City</p>	
<p>→ Undertake a plan to better understand behaviours and interests of Grade 7-12 students as it relates to City recreation programs and services</p>	<p>Community Programs &amp; Services Plan</p>
<p>→ Develop a framework for the promotion and marketing of recreation opportunities and events</p>	<p>Corporate Communications Plan Recreation Plan</p>
<p>Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities</p>	
<p>→ Develop the 2027-2029 Accessibility Plan</p>	<p>Healthy City and Inclusion Plan</p>
<p>→ Implement recommendations from anti racism plan</p>	<p>Healthy City and Inclusion Plan</p>
<p>→ Develop Facility Access Guides for Recreation facilities</p>	<p>Healthy City and Inclusion Plan</p>
<p>→ Review and redesign Neighbourhood Watch Program</p>	<p>Healthy City and Inclusion Plan</p>
<p>→ Construct Goulds Fire Station</p>	<p>Facility Engineering Plan</p>
<p>→ Design and construct new Accessible Washrooms for Rotary Park</p>	<p>Facility Engineering Plan</p>

## AN EFFECTIVE CITY

Goal	Plan
<p>Work with our employees to improve organizational performance through effective processes and policies</p>	
<p>→Develop and implement Corporate Accessibility and Inclusion orientation</p>	<p>Healthy City and Inclusion Plan</p>
<p>→Review and update public engagement policy, processes, training and framework</p>	<p>Organizational Performance &amp; Strategy Plan</p>
<p>→Undertake Staff Training and Learning Survey and develop recommendations to improve learning access and experience</p>	<p>Organizational Performance &amp; Strategy Plan</p>
<p>→Develop an Equity Lens to inform municipal decision and policy making</p>	<p>Office of the City Clerk Plan</p>
<p>→Initiate parking ticket contesting process</p>	<p>Regulatory Services Plan</p>
<p>Ensure accountability and good governance through transparent and open decision making</p>	
<p>→Develop and finalize Election Reform Report</p>	<p>Office of the City Clerk Plan</p>
<p>Achieve service excellence through collaboration, innovation and modernization grounded in client needs</p>	
<p>→Plan for and implement the 2026 Resident Satisfaction Survey</p>	<p>Service Excellence Framework Plan Organizational Performance &amp; Strategy Plan</p>
<p>→Investigate AI potential uses</p>	<p>Corporate Information Services Plan</p>
<p>→Conduct Information Management (IM) &amp; Forms Workflow Review and Implement First Phase of Digital Forms</p>	<p>Archives &amp; Records Management Plan</p>
<p>→Implement a public notification system for emergencies and other important updates</p>	<p>Corporate Communications Plan</p>
<p>→Redevelop and improve access to information through a new City website</p>	<p>Corporate Communications Plan</p>
<p>→Implement an online system to allow for more efficient management of recreation services and data collection</p>	<p>Recreation Plan</p>