



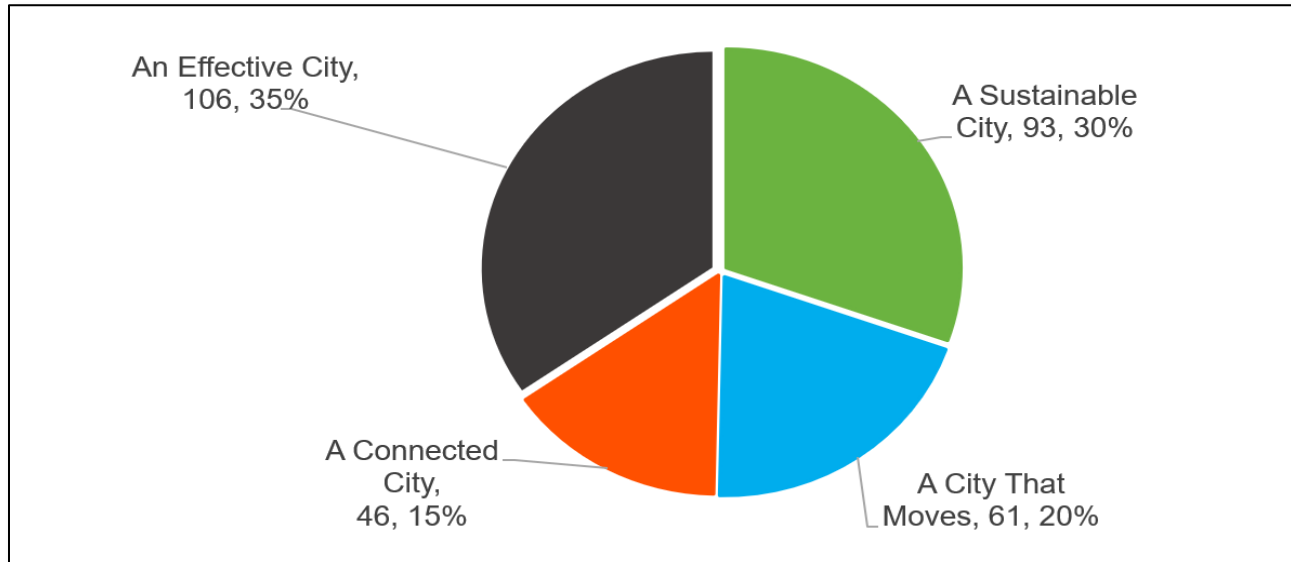
Annual Action Plan

- Progress at a Glance
- November 2025 Progress Report
- Continuous Improvement Project Updates

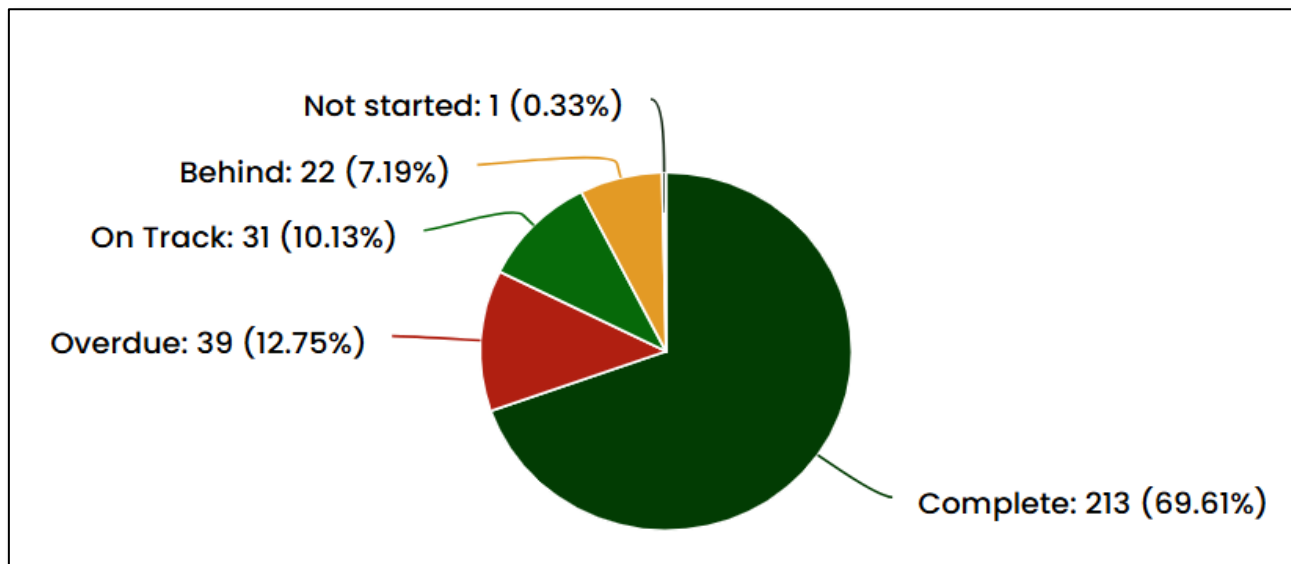
A Sustainable City | A City that Moves | A Connected City | An Effective City

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



17 initiatives completed since the last update

- Undertake cultural indigenous awareness training within the Legal Department
- Canada Games Track & Field & Legacy Facility
- Continue support and collaboration with Canada Games Host Society in planning for a successful 2025 event
- Upgrade storm sewer – University Avenue
- Elizabeth Avenue active transportation and roadway improvements
- Main Road Shoulder Paving - North Side (Doolings Line to Bidgoods to Sunset Street)
- Major's Path Street Upgrading with Shared Use Path (Hebron Way to Portugal Cove Road)
- Upgrade Lambe's Lane Road for 2025 Canada Games
- Increase transit sustainability by converting twenty (20) additional bus shelters from electrical to solar power
- Improve reliability of the public transit system by upgrading the fare collection and smart card systems
- Improve the customer experience by introducing service improvements on fall schedule
- Increase the number of wheelchair accessible routes
- Implement procedures to ensure accessible pedestrian routes are maintained in construction zones
- Advance affordable housing development policies
- Improve access to information related to City programs and activities
- Participate in the National Emergency Capability Standard Project to identify gaps in resources & capabilities
- Update City's Records Retention and Disposition Schedule

Continuous Improvement (CI) – Progress at a Glance

CI Projects Outcome Tracker	
Total Lead/Process Time Saved (hours per year)	Total Staff Time Reinvested (hours per year)
146,599	11,039
Average % Change in Lead/Process Time	Sum of Dollar Value of Staff Time Reinvested (per year)
55%	\$629,123
Sum of Financial Reinvestment (per year)	Cost Avoidance Realized¹
\$83,752.27	\$380,000

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.

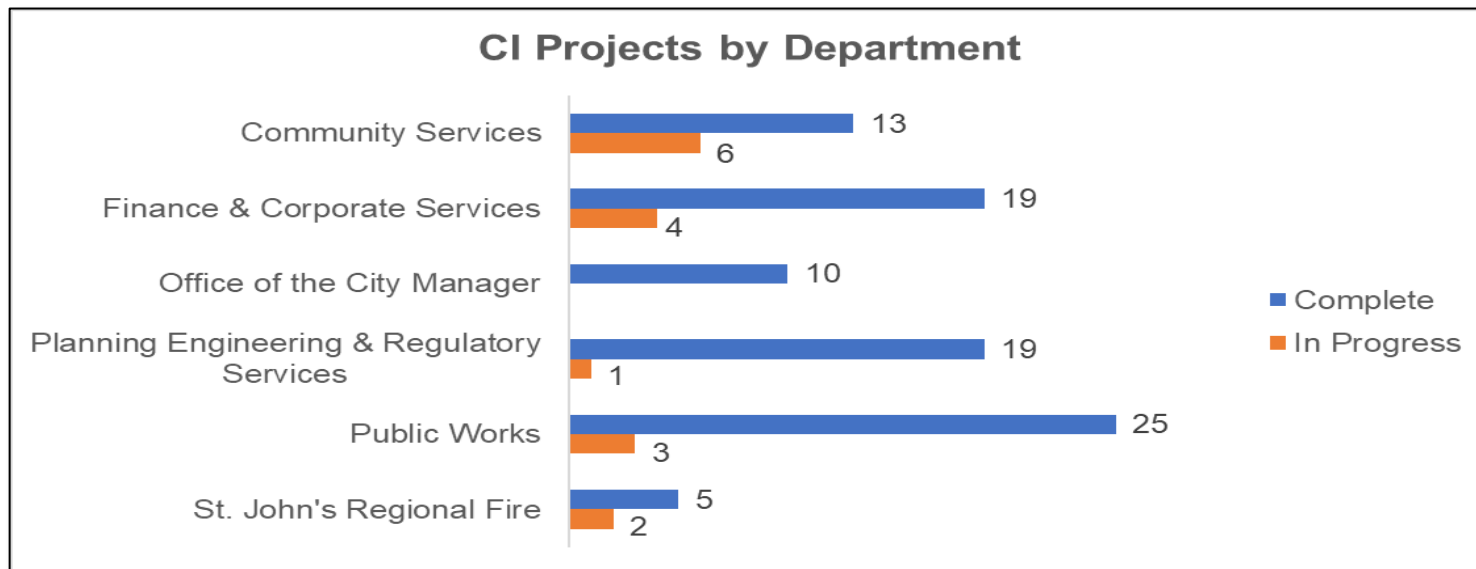
To demonstrate how this is working, the City is using a data collection tool to capture annual outcomes from CI projects. The table above shows the outcomes from a variety of projects, some of which are small in scale but still yield significant results.

¹ Cost avoidance was realized through an asset management CI project

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CI projects have been completed since the last update to Council

- Implement Adaptive Equipment Lending Program process of retrieving, receiving, and maintenance of equipment
- Streamline data input management for Facilities Engineering asset management
- Reorganize the network drive in Waste & recycling using the 5S tool
- Review, streamline, and standardize process for cheque requisitions
- Improve user knowledge and awareness of swim spaces and equipment
- Develop safe operating procedure for engine operator pre-shift checks



● 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
Be financially responsible and accountable		2029/12/31	73%	
→ Complete State of Infrastructure Report	Update to Council: Not due to start until 2028. <i>2025/11/03</i>	2029/12/31	0%	Budget & Treasury Plan
→ Complete Strategic Asset Management Plan for Facility Engineering	Update to Council: No new additional work has been completed on this plan due to current workload and existing project commitments. <i>2025/10/30</i>	2024/12/27	75%	Facility Engineering Plan
→ Develop a Commercial Vacancy Allowance Policy and Align with the Commercial Vacancy Allowance by-law	Update to Council: The changes to the By-Law were presented to Council and approved. The changes are now enacted and work on the Policy can now begin. <i>2025/10/22</i>	2023/12/31	0%	Legal Services Plan Revenue Accounting Plan

Goal	Council Update	Due Date	Current Completion	Plan
→Develop Asset Management Plans	Update to Council: Update to Council: This initiative is multi-year and data collection is ongoing to support Asset Management plans in the following areas: - City Buildings - Fleet - Linear Infrastructure - Roads and Sidewalks - Parks Phases 1 and 2 of the Fleet Strategy were approved by Council in 2023 and are currently being implemented. The 3rd and final phase has been postponed to facilitate the incorporation of the fleet electrification plan currently underway by Public Works. Data collection has been completed of playgrounds. Linear, city buildings and roads data collection is ongoing as scheduled. 2025/10/29	2028/12/31	23%	Budget & Treasury Plan
→Develop Asset Management Roadmap	Update to Council: Consultations are ongoing to build the Asset Management roadmap 2025/11/03	2026/12/31	33%	Budget & Treasury Plan
→Develop Strategic Asset Management Plan	Update to Council: Strategic asset management plan initial draft to be brought to steering committee late 2025 2025/10/29	2025/12/31	20%	Budget & Treasury Plan
→Establish a preventative maintenance program for SJRFD fleet	Update to Council: This directive is currently being worked on with the new Manager of Mechanical Services who started in June. Project was delayed due to Audit reporting. 2025/10/27	2023/11/30	40%	Mechanical Services (SJRFD) Plan

Goal	Council Update	Due Date	Current Completion	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	100%	
>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. 2025/10/29	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	87%	
>Complete flood hazard mapping for six streams	Update to Council: Final Report adopted by Council May 21, 2025. https://pub-stjohns.escribemeetings.com/FileStream.ashx?DocumentId=45279 2025/05/22	2024/04/30	100%	Development Plan Climate Plan
>Develop a Downtown Plan under the Envision St. John's Municipal Plan	Update to Council: The final plan is in development and anticipated to be brought to Council by early 2026. Commissioner's hearing will be required following that decision. 2025/10/31	2023/12/31	90%	Planning Plan Healthy City Strategy Plan Climate Plan
>Develop a Heritage Plan	Update to Council: Draft Heritage Plan presented publicly June 25, 2025. Council draft review took place in July. Staff are working through comments and Built Heritage Experts Panel is reviewing. Anticipate final version for Council in early 2026. 2025/11/04	2023/12/31	85%	Planning Plan

Goal	Council Update	Due Date	Current Completion	Plan
→Develop neighbourhood plan for Cowan Heights	Update to Council: Draft plan presented to Council and released to public in Sept. 2025. It must now go through provincial review as the next step in the process. 2025/10/31	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 1 public engagement concluded in Oct. 2025. What we Heard in development. 2025/11/04	2027/06/30	45%	Planning Plan Healthy City Strategy Plan Climate Plan
→Develop neighbourhood plan for Rennie's River	Update to Council: Consultation for Phase 1 public engagement concluded in Oct. 2025. What we Heard in development. 2025/10/31	2027/06/30	45%	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. Next step in process is provincial review. 2025/10/31	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. 2025/10/31	2025/06/30	15%	Waste & Recycling Plan Environmental Services Plan Climate Plan
→Empire Avenue Sewer Separation Study	Update to Council: Final report not received to date. Expected Fall 2025. 2025/10/27	2023/03/31	99%	Construction Engineering Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ George Street Revitalization - DESIGN ONLY	Update to Council: RFPs received for both the Prince Edward Plaza/Stage scope and the underground infrastructure scope. Contract awarded to CBCL for the underground scope. No contract awarded to date for the plaza/stage but expected to be awarded in November 2026. Design and engagement for both scopes expected to be started Fall 2025 and all throughout 2026. <i>2025/10/27</i>	2026/12/18	35%	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. - 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. <i>2025/10/27</i>	2025/12/31	67%	Sustainability Plan Healthy City Strategy Plan
→ Plan for and implement Trenchless Rehabilitation of the Water Street Brick Sewer	Update to Council: Tender closed October 28, 2025. Construction period scheduled for Spring of 2026. Preliminary sewer investigation and design to be completed in Fall 2025 and Winter 2026. <i>2025/10/27</i>	2025/11/28	60%	Construction Engineering Plan Climate Plan
→ Rehabilitate Duck Pond Bridge - Bowring Park	Update to Council: Final Design package expected in 2026. Construction postponed until 2026 due to discussion with Parks and other activities in 2025. <i>2025/10/27</i>	2025/10/31	45%	Construction Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Replace Quidi Vidi Slipway	Update to Council: Tender closes November 6, 2025. Construction may start in 2025, however depending on lead time for timber materials, construction may not start until early 2026. Expected completion is end of June 2026. 2025/10/27	2025/12/19	54%	Construction Engineering Plan
→ Royal Drive, Mooney Crescent, Old Petty Harbour Road - Sewer Replacement - DESIGN ONLY	Update to Council: Final design package expected in Winter 2026. No construction funding approved to date. 2025/10/27	2024/04/26	78%	Construction Engineering Plan Climate Plan
→ Upgrade Storm Sewer - University Avenue	Update to Council: Project completed prior to Canada Games. 2025/09/19	2024/11/29	100%	Construction Engineering Plan Climate Plan
→ Wetland Study Phase 2B Functional Assessment	Update to Council: Initiative was delayed due to the delay in approval of previous wetland phase. Field work mostly complete. Final Report expected early in 2026. 2025/10/20	2024/11/30	48%	Development Plan Climate Plan
Work collaboratively to create a climate-adapted and low-carbon city		2029/12/31	72%	

Goal	Council Update	Due Date	Current Completion	Plan
→ Develop a Low-Carbon Fleet and Supporting Infrastructure Masterplan	Update to Council: Existing site assessment and background data collection have been completed. Consultations with staff user groups have been completed. Battery electric vehicles have been purchased for some light-duty tasks, with prices now similar to gasoline vehicles. Five battery electric vehicles will be added to the Public Works fleet, replacing vehicles that have reached the end of their service life (including vehicles at City Hall, Works Depot, Windsor Lake water treatment plant and Riverhead wastewater treatment plant). Infrastructure preliminary designs are being developed, followed by the full plan financial analysis, and implementation plan. <i>2025/10/27</i>	2025/12/31	65%	Sustainability Plan Healthy City Strategy Plan Climate Plan
→ Expand Public EV Charging Network	Update to Council: - Equipment purchase has been complete, some delays were experienced from the manufacturer. Delivery expected November 2025. - Request for proposals for the installation of all sites was made publicly available, to be awarded in early November 2025. - Installations to begin winter 2025,. - A total of 26 new chargers are planned. <i>2025/10/27</i>	2027/12/31	1%	Sustainability Plan Healthy City Strategy Plan Climate Plan
→ Explore beneficial reuse of landfill gas	Update to Council: Phase 1 Final report received in September, 2025. Summary of report and potential path forward to be presented to Council. <i>2025/10/29</i>	2027/12/31	50%	Waste & Recycling Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
➤ Implement and monitor a Residential Energy Concierge Retrofits Partnership Program	Update to Council: Program was launched publicly in September https://maketheshiftnl.ca/. Financing partner was contracted (Newfoundland and Labrador Credit Union), and administration procedures were put in place. Communication materials and efforts were shared with residents. Program implementation is ongoing supporting residents who contact the service, which is operated by econext. <i>2025/10/27</i>	2029/12/31	50%	Sustainability Plan Healthy City Strategy Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Retrofit existing City owned buildings and facilities	Update to Council: - Heat recovery system and HVAC repairs completed at Riverhead Wastewater Treatment plant. - Animal Care Centre fuel switching from oil to electric is complete. - City Hall heating and ventilation system (HRVAC) upgrades are complete. - Southlands Community Centre LED lighting retrofit is complete. - Shea Heights Community Centre LED retrofit is complete. -245 Freshwater fuel switching from oil to electric has begun, and expected to be commissioned spring 2026. - Killbride Community Centre retrofit design RFP to be made publicly available November 2025. - Bowring Park Lodge, Greenhouse and Maintenance Shed fuel switch from oil to electric concept design reviewed and approved by Bowring Park Foundation. Detail design contractor to be procured this November 2025. - Paul Reynolds Community Centre HVAC Performance investigation recommendations received, next steps in detail design expected winter 2025. - Housing Retrofits design phase for the pilot phase (6 units in Hamlin Rd) is ongoing, with implementation procurement to be issued in November 2025. - Housing Retrofits at Riverhead Towers are ongoing. Completed upgrades include kitchens, bathrooms, LED lighting. Roof and windows retrofit procurement is ongoing. <i>2025/10/27</i>	2028/04/01	52%	Sustainability Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
Review and implement additional tiers of the National Building Code energy efficiency section	Update to Council: Met with vendor in September 2025 and completed informal training session with working group in October 2025. Next step is to discuss timeline for adoption of additional tiers of the National Building Code 2025/10/31	2025/12/31	45%	Regulatory Services Plan Climate Plan

A CITY THAT MOVES

Goal	Council Update	Due Date	Current Completion	Plan
Create a sustainable and accessible, low-carbon public transportation system		2029/12/31	86%	
→ Add hybrid buses to Metrobus fleet	Update to Council: Five of the eight hybrid buses to be added in 2025 have arrived and are being prepared for service. <i>2025/10/28</i>	2025/12/31	80%	Metrobus Plan Healthy City Strategy Plan Climate Plan
→ Complete Metrobus Depot Upgrades to accommodate Zero Emission Buses	Update to Council: Staff is in receipt of the 66% submission for review and comment. Progress on the project has been impacted by the Consultant's schedule and third party estimating completed by Turner & Townsend. The Consultant has hired another cost consultant to review the current estimate and validate the project costs. <i>2025/10/30</i>	2027/03/31	46%	Facility Engineering Plan Metrobus Plan Healthy City Strategy Plan Climate Plan
→ Implement Route 10 as a wheelchair accessible service route	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
→ Implement select recommendations from the Public Transit Review	Update to Council: The only outstanding goal in this Section is "Implement an automated onboard stop announcement system to improve accessibility on all Metrobus routes". The Supplier is waiting for delivery of final equipment. Latest update from supplier is that the system should be installed and operational by the end of 2025. <i>2025/10/28</i>	2022/12/31	97%	Metrobus Plan
→ Improve operational efficiency by introducing new accounting and human resource software	Update to Council: RFP is currently being prepared and goal is to release the RFP by 2025. <i>2025/10/28</i>	2025/12/31	8%	Metrobus Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Improve reliability of the public transit system by upgrading the fare collection and smart card systems	Update to Council: New smart card readers are installed and in service. <i>2025/10/28</i>	2024/12/31	100%	Metrobus Plan
→ Improve the customer experience by introducing service improvements on fall schedule	Update to Council: All planned service improvements for fall 2025 have been implemented. <i>2025/10/28</i>	2025/09/15	100%	Metrobus Plan Building Safer Communities Strategy Plan Climate Plan
→ Improve the customer experience by introducing service improvements on summer schedule	Update to Council: Planned service Improvements for summer schedule are implemented effective Monday, June 23rd, 2025. <i>2025/06/06</i>	2025/06/30	100%	Metrobus Plan Building Safer Communities Strategy Plan Climate Plan
→ Improve the customer experience through the introduction of fare payment by Visa, Mastercard tap	Update to Council: Programming nearly complete and testing is scheduled for December 2025. <i>2025/10/28</i>	2025/09/01	80%	Metrobus Plan
→ 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	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. <i>2025/10/29</i>	2022/05/31	95%	Metrobus Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Increase the number of bus shelters in the City	Update to Council: To date, one new shelter has been installed in 2025 on Elizabeth Avenue opposite Keegan Court. 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. <i>2025/10/28</i>	2025/12/31	17%	Metrobus Plan Accessibility Plan Building Safer Communities Strategy Plan
→ Increase the number of wheelchair accessible routes	Update to Council: Two new wheelchair accessible routes were added in 2025: Routes 10 and 33. <i>2025/10/28</i>	2025/12/31	100%	Metrobus Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan
→ Increase transit sustainability by converting twenty (20) additional bus shelters from electrical to solar power	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. <i>2025/10/28</i>	2025/12/31	100%	Metrobus Plan Climate Plan
Expand and maintain a safe and accessible active transportation network		2029/12/31	83%	
→ Back Line Sidewalk Extension (Ridgemount Street to Sunset Street)	Update to Council: Funding not approved to date for construction. Design is started and being completed in house as priorities allow. <i>2025/10/28</i>	2023/11/15	20%	Construction Engineering Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
→Canada Drive active transportation improvements	Update to Council: Construction is ongoing. Project will carry over into 2026 and completion is expected late Summer/Fall 2026. 2025/10/28	2024/12/31	90%	Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Climate Plan
→Construct Kelly's Brook Shared Use Path	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 near completion and tendering is expected to be Fall 2025 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. 2025/10/27	2026/12/31	67%	Construction Engineering Plan Healthy City Strategy Plan Building Safer Communities Strategy Plan Climate Plan
→Design and construct Crosstown Shared Use Path from Canada Drive to the T'railway	Update to Council: Tender expected later this Fall or early Winter 2026. Construction to be completed in 2026. SUP limits is now from Canada Drive to Waterford Bridge Road. Waterford River bridge and connection to the trailway have been removed for funding reasons. 2025/10/28	2027/03/19	48%	Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Design and construct Shared Use Path from Airport Heights to Paul Reynolds Centre	Update to Council: Construction started in Fall 2025. Majority of construction to be completed in 2026 with substantial completion by the end of Summer. 2025/10/28	2027/03/31	80%	Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan Climate Plan
→ Design and construct Shared Use Path from Portugal Cove Road to Logy Bay Rd	Update to Council: Construction ongoing until late Fall with remaining work to be completed by early summer 2026. 2025/10/28	2027/05/31	88%	Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan Climate Plan
→ Determine potential changes to routes in Bike Master Plan	Update to Council: Staff have reviewed routes and continue with internal consultation. Public engagement to follow any potential changes. 2025/11/03	2024/12/31	40%	Transportation Engineering Plan

Goal	Council Update	Due Date	Current Completion	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: Construction for the 2025 program to be substantially completed by the end of 2025. <i>2025/10/28</i>	2025/12/31	99%	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
Improve safety for all users on a well-maintained street network		2029/12/31	95%	

Goal	Council Update	Due Date	Current Completion	Plan
→ Complete detailed design for high crash locations to improve intersection safety	Update to Council: Detailed design for the intersections is ongoing and expected to be completed by the end of 2025. Locations include: Thorburn Road at Goldstone Street/Seaborn Street Kelsey Drive from TD Bank/Boston Pizza commercial access to Walmart/Home Depot commercial access Consolidation of commercial access on Hamlyn Road near Village Shopping Centre Funds confirmed for construction for Thorburn at Goldstone and Kelsey at Walmart and Canadian Tire. <i>2025/11/03</i>	2023/12/31	97%	Transportation Engineering Plan
→ Develop Transportation Master Plan	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. <i>2025/10/30</i>	2020/04/30	75%	Transportation Engineering Plan Climate Plan
→ Goldstone St. @ Team Gushue Highway Ramps Intersection Improvements - Roundabouts	Update to Council: Consultant has final comments and is finalizing design. Design mostly complete with minor items to be revised. Construction funding has been approved. Land acquisition required for construction is ongoing. NL Power is looking at requirements for lighting and pole relocates. <i>2025/10/28</i>	2021/12/31	99%	Construction Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
→Implement annual crosswalk safety improvement program	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 11 are complete. Update on each location follows: Cornwall Crescent at O'Reilly Street (Overhead Flashers) - waiting on poles Doyles Road at Main Road (RRFBs) - complete Duckworth Street at Cathedral Street (RRFBs) - waiting on inventory Duckworth Street at Ordinance Street (curb extensions) - complete Elizabeth Avenue at Carpasian Road (RRFBs) - waiting on inventory Elizabeth Avenue at Whiteway Street (Overhead Flashers) - complete Ennis Avenue at Vanier Elementary School (RRFBs) - complete Hamilton Avenue at Symonds Avenue (RRFBs) - complete Mayor Avenue at Kellys Brook Trail (Overhead Flashers) - complete Military Road at Bannerman Street (curb extensions & RRFBs) - on track Military Road at Carew (curb extensions & RRFBs) - on track 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 is being carried out in coordination with other roadwork and infrastructure projects to maximize efficiency and funding. 2025/10/31	2025/12/31	81%	Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Implement annual traffic calming program	Update to Council: The 5 locations trialed from 2024 are now permanent and include: • Durdle Drive • Empire Avenue between Bonaventure Avenue and Carpasian Road • Toronto Street between Princess Anne Place and Macdonald Drive • Ladysmith Drive between Lady Anderson Street and Kiwanis Street • Vinnicombe Street The three streets for trial in 2025 were implemented and include: • Gleneyre Street – between Birchwynd Street and Virginia Road • Empire Avenue – between Circular Road and Rennies Mill Road • Smithville Crescent – between Strawberry Marsh Road and Long Pond Road Survey to residents of trial streets will take place in Nov/Dec. 2025. A recommendation to Council will follow in March, 2026. <i>2025/10/31</i>	2025/12/31	81%	Transportation Engineering Plan Climate Plan
→ Implement procedures to ensure accessible pedestrian routes are maintained in construction zones	Update to Council: 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. <i>2025/11/04</i>	2025/12/31	100%	Construction Engineering Plan Accessibility Plan Healthy City Strategy Plan
→ Implement select recommendations and actions from the Paid Parking Management Strategy	Update to Council: Paid Parking applied to George Street West as per the strategy. More consultation required on implementation of the PPMS. <i>2025/11/03</i>	2023/12/31	90%	Regulatory Services Plan

Goal	Council Update	Due Date	Current Completion	Plan
➤Major's Path Street Upgrading with Shared Use Path (Hebron Way to Portugal Cove Road)	Update to Council: Project completed in September, 2025. <i>2025/09/19</i>	2025/11/28	100%	Construction Engineering Plan Climate Plan
➤Portugal Cove Road & Airport Heights Drive/Majors Path Intersection Improvements	Update to Council: Design of the round-a-bout and Portugal Cove Road culvert is complete. Tender is expected later this Fall. There may be some minor construction/exploratory work in Fall 2025 but majority of construction will be in 2026. The construction for the replacement of the Airport Heights Drive culvert is ongoing and completion is anticipated to be November 2025. <i>2025/10/28</i>	2026/11/30	50%	Construction Engineering Plan Climate Plan
➤Upgrade Lambe's Lane Road for 2025 Canada Games	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>	2025/06/30	100%	Facility Engineering Plan

A CONNECTED CITY

Goal	Council Update	Due Date	Current Completion	Plan
Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities		2025/12/31	88%	
→ Canada Games Track & Field & Legacy Facility	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	100%	Facility Engineering Plan
→ Complete detailed design for Re-imagine Churchill Square Project	Update to Council: 60% detailed design is complete and full design expected to be completed by the end of 2025. <i>2025/10/31</i>	2023/12/31	60%	Engineering Plan Transportation Engineering Plan
→ Construction of the H.G.R. Mews Centre Replacement	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	100%	Facility Engineering Plan
→ Design and construct new Accessible Washrooms for Chafe's Lane Park	Update to Council: Project is on schedule and will be completed before Christmas. <i>2025/10/30</i>	2025/12/19	70%	Facility Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Design and construct new Accessible Washrooms for Kellys Brook Park	Update to Council: Design work is completed and construction begins on Monday, November 2nd 2025. This project was delayed at onset due to a last-minute change of location for the new washroom facilities. The construction will start with the installation of new services through the Shared Used Path (SUP) and the path will be re-instated with base course asphalt prior to Christmas to allow for walking and plowing of the trail. Provisions have been made in the contract for winter conditions to allow construction of the washrooms to continue over the course of January and February and staff anticipate these facilities will be ready for public use in Spring 2026. <i>2025/10/30</i>	2025/12/19	25%	Facility Engineering Plan
→ Design New Goulds Fire Station	Update to Council: This project remains slightly ahead of schedule with work underway for the preparation of Issued for Tender documents. There will be some required changes to the site civil plans due to a late project being introduced by Transportation Engineering for a left-hand turn on Main Road. There is coordination work to be completed with NL Power and staff are awaiting the project revised estimate from the Consultant. Initial estimates came in over the budget threshold, so value engineering was undertaken to reduce project costs. <i>2025/10/30</i>	2025/12/19	95%	Facility Engineering Plan
→ Develop a Downtown Pedestrian Mall Long-Term Plan	Update to Council: Staff continue to finalize the report, and will bring recommendations to council in Q1 2026. <i>2025/10/27</i>	2025/12/31	69%	Tourism, Culture & Business Growth Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Develop an Anti-Racism workplan in collaboration with the Anti-Racism Working Group	Update to Council: A draft workplan was presented to the Anti-Racism Working Group (ARWG) at their October 2025 meeting. City staff are incorporating feedback received and will present the revised version of the workplan to the ARWG in November 2025. This work is behind schedule due to challenges with quorum in 2024 but is steadily progressing. <i>2025/10/17</i>	2025/03/31	60%	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: The development of this initiative is ongoing. An updated inventory of City-owned vacant land has been completed. Work on the Housing Accelerator Fund (HAF) Land Disposition Program is progressing, with efforts focused on finalizing the program policy and preparing the Request for Proposals (RFP) package. Once all components and details have been approved, the program will be launched with a comprehensive communications package. <i>2025/10/28</i>	2025/12/31	58%	Non-Profit Housing Plan

Goal	Council Update	Due Date	Current Completion	Plan
➤ Partner with Food First NL to host a community gardener forum	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. <i>2025/06/16</i>	2024/10/31	100%	Healthy City and Inclusion Plan Healthy City Strategy Plan
➤ Roll out social marketing strategy to address Not in My Backyard (NIMBY)	Update to Council: This initiative is currently on hold until required. Staff are evaluating on an ongoing basis. <i>2025/10/28</i>	2021/12/31	62%	Non-Profit Housing Plan
➤ Work with community partners to establish a community garden at the new H.G.R. Mews Community Centre	Update to Council: Due to delays with the opening of the building, the community garden will open in Spring 2026. <i>2025/10/17</i>	2025/07/31	45%	Healthy City and Inclusion Plan Healthy City Strategy Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Work with First Voice on the Community Action Plan (items pertaining to City)	Update to Council: First Light have hired a Municipal Reconciliation Liaison responsible for facilitating the implementation of the City of St. John's plans for change. The Municipal Reconciliation Liaison will work closely with the Joint Committee of city staff and First Light to complete the objectives identified over the next year. A new piece of artwork for the Council Chamber is in progress and the artist has been chosen. Next step is an Update on final design. Discussion with Parks Canada and interested parties have commenced on a monument to be part of a new national park in the City. 2025/11/03	2026/12/31	20%	Office of the City Manager Plan Healthy City Strategy Plan Building Safer Communities Strategy Plan Healthy City and Inclusion Plan
Increase and improve opportunities for residents to connect with each other and the City		2029/12/31	88%	
→ Identify and host civic engagement events for 18-30 years olds that advance other City priorities	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. Details are available in the Sept. 29 COTW agenda. Further events are being planned to gather feedback as part of the Youth Engagement Strategy refresh process. 2025/10/20	2025/12/05	50%	Organizational Performance & Strategy Plan
→ Improve access to information related to City programs and activities	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. 2025/10/29	2025/03/31	100%	Corporate Communications Plan

Goal	Council Update	Due Date	Current Completion	Plan
Refresh existing or develop new Youth Engagement Strategy	Update to Council: A subcommittee of the Youth Engagement Working Group is working with lead staff to advance this work. A jurisdictional review is underway and a public engagement plan to get feedback from the demographic is in development. Details of the workplan are outlined in a note to Council Oct. 7. 2025/10/20	2026/06/30	20%	Organizational Performance & Strategy Plan

AN EFFECTIVE CITY

Goal	Council Update	Due Date	Current Completion	Plan
Achieve service excellence through collaboration, innovation and modernization grounded in client needs		2029/12/31	88%	
→ Advance online digital services	Update to Council: The CoPilot pilot project was successfully completed with members of the Service Excellence working group, representing various City departments. A survey was conducted among pilot participants, and the feedback was shared with the working group. Next steps include: • Developing a policy on AI use within the City. • Waiting for the outcome of a budget request that was submitted as part of the 2026 operating budget process to secure funding for: ◦ Additional CoPilot licenses. ◦ A Statement of Work to review our Office 365 environment. ◦ Enhanced training initiatives. ◦ Targeted use case pilots. 2025/10/31	2025/12/31	50%	Corporate Information Services Plan Service Excellence Framework Plan
→ Implement E-Permitting for building, electrical and plumbing permits	Update to Council: The vendor is configuring this process within a non-production environment so staff can see exactly how this is going to work. Assuming that there will be minimal tweaks coming out of the review staff will start the process of getting this configured into a test environment so they can start to do user acceptance testing. 2025/10/31	2025/12/31	60%	Regulatory Services Plan Service Excellence Framework Plan

Goal	Council Update	Due Date	Current Completion	Plan
→Review and modify Inspection Services website page to better reflect process	Update to Council: No new work has taken place since the last update. <i>2025/10/31</i>	2024/12/31	30%	Regulatory Services Plan Service Excellence Framework Plan
→Source & Implement Citizen Request Management (CRM) System for 311	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
→Transition to a new online engagement platform	Update to Council: New and improved EngageStJohns.ca 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
→Update language used in procurement processes to ensure accessibility is considered in purchasing goods and services	Update to Council: Staff have completed an initial review of other jurisdictions and are in the process of determining if additional language is required in the City's current purchasing templates. A review of the Provincial (NL) process is now underway. <i>2025/10/30</i>	2024/12/31	70%	Supply Chain Plan Accessibility Plan
→Working with Service Excellence Working Group establish best practices for service standards	Update to Council: Project is proceeding with internal survey completed to identify current standards and opportunities and jurisdictional scan complete. Feedback was shared with the Service Excellence Working Group on Oct. 31, 2025 and a follow up meeting will be scheduled to determine next steps. <i>2025/10/20</i>	2025/11/03	57%	Organizational Performance & Strategy Plan Service Excellence Framework Plan
Ensure accountability and good governance through transparent and open decision making		2029/12/31	95%	

Goal	Council Update	Due Date	Current Completion	Plan
Implement vendor performance module for bids and tenders software	Update to Council: A roll out of the process and software training is expected to begin with all divisions in November. Further training of staff and a City wide roll out expected in the first quarter of 2026. 2025/10/30	2021/05/28	99%	Supply Chain Plan
Work with our employees to improve organizational performance through effective processes and policies		2029/12/31	86%	
2023 Employee engagement survey	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. 2025/06/11	2023/12/31	100%	Human Resources Plan
Advance affordable housing development policies	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. 2025/10/30	2022/12/31	100%	Non-Profit Housing Plan
Create a Civic Housing Action Fund policy	Update to Council: This is currently ongoing and will be supported by the policy analyst recently hired. 2025/10/28	2026/02/27	20%	Non-Profit Housing Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Create a continuous improvement (CI) culture through ongoing training & development	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 and six City staff participated; new projects are now underway and noted in the CI report. Process health/indicator training is scheduled for Dec. 2025 and departmental dashboards to highlight CI successes were shared with senior staff in July/Aug. A CI Community of Practice meeting is being scheduled for Nov/Dec. 2025/11/03	2025/12/31	98%	Organizational Performance & Strategy Plan Service Excellence Framework Plan
→ Develop an Accessibility Accommodations Policy	Update to Council: The Accessibility Accommodations Policy and Procedures have been drafted. Internal consultation is beginning in November 2025 to ensure the policy and procedures are representative of all accommodations the City provides. 2025/10/21	2026/12/31	75%	Healthy City and Inclusion Plan Office of the City Clerk Plan Accessibility Plan
→ Develop and roll out a promotional Modular Program for Lieutenants and Captains in SJRFD	Update to Council: Program developed and final review complete. Roll out expected to start in the new year. 2025/10/27	2025/12/31	80%	Operations and Fire Prevention (SJRFD) Plan
→ Develop human resources management orientation	Update to Council: The HR module has been piloted and feedback from participants has been reviewed. Final updates are now being made based on the feedback received and it will be launched to managers within the next few weeks. 2025/10/29	2024/11/29	95%	Human Resources Plan
→ Develop policies, procedures & service standards to enhance Regulatory Services processes	Update to Council: Nine out of ten planned for 2025 completed. 2025/10/31	2025/12/31	98%	Regulatory Services Plan

Goal	Council Update	Due Date	Current Completion	Plan
➤ Enhance the Information Management/Information Protection culture at the City	Update to Council: - Some progress has been made towards enhancing the IM/IP culture: - discussions with Corporate IT Services as to where Information Management (IM) fits with the broader IT scope of work - presentation developed and delivered at the In Persons Manager's meeting in May - discussions with various operational areas as to what an Electronic Content Management System (ECMS) tool and IM can do for those areas - This goal will be updated to reflect 2026 deliverables after the IM Program Plan has been reviewed and approved 2025/10/07	2025/12/31	22%	Archives & Records Management Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Establish an Enterprise Risk Management (ERM) Framework	Update to Council: - Public Works: Completed in 2023. Risk Registers were completed for Roads/Fleet/City Buildings; Water/Wastewater; Parks/Open Spaces. - Community Services: Completed in 2024. Risk Registers were completed for Citizen Services; Humane Services; Housing; Recreation; Tourism, Culture, & Business Growth. - PERS: Currently working through the development of the Enterprise Risk Management (ERM) Framework with the City's PERS Department. This includes the creation of Risk Registers for each of the respective divisions: Planning, Development (Engineering), Engineering and Regulatory Services. Developing a risk register occurs over three sessions. These sessions focus on risk identification, risk assessment, and risk treatment. The register has been developed/finalized for Planning, with the Development (Engineering), Engineering and Regulatory Services divisions all having completed two of the three development sessions. Currently working towards completing Risk Registers for all PERS divisions by the end of 2025. - Finance and Corporate Services is scheduled for 2026. - City Clerk & Solicitor & Manager is scheduled for 2027. 2025/10/29	2027/12/31	77%	Legal Services Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Establish Business Drivers for Electronic Content Management System (ECMS) Tool evaluation	Update to Council: - Discussions between Corporate Information Services and Archives and Records Management were held to discuss Request for Proposals (RFP) process - Recommendation made to issue Request for Information (RFI) in November 2025 and follow through with RFP in Q1 2026 - Draft RFI to be completed by Oct. 31 and sent for City Clerk, IT and Legal (feedback targeted by Nov. 7 2025) - Targeting to issue RFI by Nov. 30, 2025 - RFP dates to be adjusted after upcoming Council review 2025/10/07	2025/10/31	31%	Archives & Records Management Plan
→ Establish Records and Information Management Program	Update to Council: - IM Program draft completed on Sep. 30 2025 - Draft reviewed by City Clerk on Oct. 16, 2025 - Document circulated to IT, Legal and Audit for review (target feedback by Nov. 14, 2025) - Obtain Senior Executive approval (early Dec. 2025) - Obtain Council approval (early Jan. 2026) 2025/10/07	2025/06/30	50%	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 are now working on the process and structure to kick this off later in the fall. 2025/10/20	2025/07/11	65%	Organizational Performance & Strategy Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Explore opportunities to create efficiencies in the parking fine contesting process, within the City's scope of authority	Update to Council: The review is 90 percent complete. · Consultation with both internal and external stakeholders is complete, while the City Prosecutor will be consulted again for final review of process overview. · Project Plan form was submitted and reviewed by the Project Review Committee. · Stakeholder feedback has all been positive, including from Provincial Fines and Administration · It is legally viable for specific conditions to implement first level contesting. 2025/10/31	2025/12/31	90%	Regulatory Services Plan
→ Explore opportunities to have pre-approved house plans for contractors to decrease processing times	Update to Council: Work has not progressed on this initiative. 2025/10/31	2025/12/31	0%	Regulatory Services Plan
→ Explore P-card solution for purchases and identify recommendations	Update to Council: The review of data related to purchases made through cheque requisitions and low-value purchase orders (LVPOs) is complete. The findings indicate a procurement card (P-Card) program may not be a viable solution at this time. Recommendation is forthcoming to senior staff. 2025/10/30	2024/12/31	67%	Financial Services Plan
→ Implement actions arising from the 2025 Employee Engagement Survey	Update to Council: Meetings with senior staff, management, and union executives have taken place. Several focus areas have been identified such as psychological health and safety, internal communications, professional development and training, and supporting supervisors. Due the unique nature of operations in each department, specific action items will be developed in response to departmental results. The overview of overall findings for the organization, along with departmental findings in the form of infographics are being circulated within the next couple of weeks. 2025/10/29	2026/12/31	10%	Human Resources Plan

Goal	Council Update	Due Date	Current Completion	Plan
→Implement actions to enhance the corporate safety and wellness culture	Update to Council: Initiatives to enhance the safety and wellness culture continue, including a focus on ergonomic setups and a team building photo contest during Move Well Work Well week. Webinars on psychological health and safety and safe materials handling have been offered. Work continues on program development for musculoskeletal prevention, leadership reporting, occupational health trends, and safe work practices and procedures. 2025/10/29	2027/12/31	45%	Human Resources Plan Building Safer Communities Strategy Plan Healthy City and Inclusion Plan
→Implement an inventory system for SJRFD mechanical services	Update to Council: This initiative was identified as part of an audit on the Mechanical Division which created a delay. It is currently being worked on with the New Manager of Mechanical Services. 2025/10/27	2023/09/30	30%	Mechanical Services (SJRFD) Plan
→Implement bid evaluation software	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 will proceed with testing of the newly released product in the first quarter of 2026. 2025/10/30	2021/12/31	43%	Supply Chain Plan
→Investigate using Artificial Intelligence in Inventory Management	Update to Council: Staff have met and had a demonstration of one software product which is available. Further review of software options will take place in the second quarter of 2026. 2025/10/30	2025/06/30	15%	Supply Chain Plan
→Occupational Health and Safety Program Policy Development	Update to Council: The program manual to support the policy is in final review. Once complete, the OHS Policy will go to the Corporate Policy Committee for a final internal review prior to being brought to Council for approval. Communication material to support the policy roll-out has been drafted. 2025/10/29	2021/12/31	90%	Human Resources Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Participate in the National Emergency Capability Standard Project to identify gaps in resources and capabilities.	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 reviewed the results of the Ready 2 Respond report. The findings are summarized as follows: • The results indicate that the City has the required core capabilities to respond to a disaster • Gaps – several gaps when mapped to the City risk assessment can be considered worthy of further investigation; ◦ Evacuation routes - consultation has begun internally and with the province ◦ Critical infrastructure assurance - project beginning January 2026 ◦ Comprehensive training and development - first step is to inventory ECC team training ◦ Ex-ante response funding - the City has had success in gaining funding for disaster research with Federation of Canadian Municipalities. 2025/10/27	2025/04/01	100%	Emergency and Business Preparedness (SJRFD) Plan Climate Plan
→ Review and enhance employee orientation	Update to Council: Discussions with departments have taken place to explore the appropriate delivery of orientation material. Employee orientation for Public Works and St. John's Regional Fire Department employees conducted in person as required. Work continues to be done to determine what content should be included in the online orientation session vs what will be delivered in person by HR and department supervisors/managers. 2025/10/29	2024/06/28	66%	Human Resources Plan
→ Review and update Residential Property Standards By-law	Update to Council: Decision Note is being prepared and will go to Council for review and direction in November 2025. 2025/10/22	2020/01/01	65%	Legal Services Plan

Goal	Council Update	Due Date	Current Completion	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: Discussions are ongoing about the data collected and analysis is anticipated to be completed by the end of the year. The report on the analysis with conclusion and recommendations is anticipated early in 2026. <i>2025/10/22</i>	2025/12/31	57%	Legal Services Plan
→Undertake Continuous Improvement Projects	Update to Council: Since the last update 6 more continuous improvement projects were completed and there are 16 active in various stages and another one getting scoped. <i>2025/10/31</i>	2025/12/31	84%	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: Initiative continues to be worked on and target dates still anticipated to be completed on time <i>2025/10/07</i>	2025/12/31	33%	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
Undertake Continuous Improvement Projects	Progress: Since the last update 6 more continuous Improvement projects were completed. The outcomes of all projects are noted in the report and these cut across all departments. There are currently 16 active CI projects and another being scoped. 2025/11/05	84%
→ Reorganize the network drive in Waste & Recycling using the 5S tool	Progress: A 5S was completed to organize the shared drive to assist staff in finding information more efficiently, develop a consistent file structure and process, and to follow information management best practices. This exercise reduce the number of files by 26% and reduced staff time spent looking for files by 66%. 2025/10/23	100%
→ Streamline the administration process for sports field bookings	Progress: Assigned staff member was seconded to Canada Games and the project was on hold. The staff member has returned and a follow-up discussion for next steps will take place in the fall. 2025/10/22	26%
→ Analyze and streamline Fleet division communication methods	Progress: Opportunities to streamline Fleet communication channels have been identified, implemented and communicated to staff. Multiple email accounts have been consolidated to one and communication provided to staff related to changes. Preparation of CI report remaining. 2025/10/30	90%
→ Review and streamline process for third party service calls	Progress: The project team has identified several areas for improvement. Financial Services is currently working with Organizational Performance and Strategy and finalizing the online training focused on service call invoicing and a new form. The training module is anticipated to be ready for final roll out this Fall. 2025/10/30	90%

Goal	Progress Update	Current Completion
→Review, streamline, and standardize process for cheque requisitions	Progress: Form and procedures have been updated and new training and improvement to process rolled out to all staff Aug. 11. To date, 80% of employees have completed the training. Extra processing steps have been removed to streamline the process and the project has resulted in a 58% improvement in error free submissions and more than \$26,000 worth of staff time savings annually. 2025/10/30	100%
→Reorganize Economic Development & Partnerships network drive using 5S	Progress: Progress is being made with the electronic file cleanup and reorganization. The project was previously delayed due to staff and divisional changes. Next steps to meet with IT, to finalize system reorganization. 2025/10/27	75%
→Improve user knowledge and awareness of swim spaces and equipment	Progress: A pool diagram has been displayed at the front desk of the Paul Reynolds Community Centre to show patrons the areas of the pool that are open during the swim they are attending. This helps ensure patrons are aware of the type of swim/pool areas open before they pay and reduces confusion once patrons have paid and are in the pool area. It is estimated the implementation of the visual board reduces the time staff spend explaining pool availability for each swim by more than 300 hours per year. 2025/10/23	100%
→Implement standardized naming convention for cheque requisitions	Progress: A standardized naming convention for cheque requisitions (payment and reimbursement forms) has been developed and is now in active use. The document also provides clear guidance on the use of document dates and other reference information, where applicable. 2025/10/29	95%
→Streamline waste compliance documentation process	Progress: Gemba walk was completed. Next step is to analyze current process and identify areas for improvement. 2025/10/31	50%
→Review and enhance communication of pool policy and rules for birthday party bookings	Progress: A new backdrop for the pool deck has been procured and is awaiting installation. Initial plans for installation were not possible and alternatives are being explored. 2025/10/23	85%
→Undertake review and establish a standard for internal staff movements	Progress: A solution has been identified to improve the information collection needed for all phases and tracking of work flow. It is currently in development and testing phase but has been delayed due to competing priorities. 2025/10/20	60%

Goal	Progress Update	Current Completion
→ Improve Adaptive Equipment Lending Program process of retrieving, receiving, and maintenance of equipment	Progress: The adaptive equipment lending program CI project was completed between January-July 2025. Utilizing several Lean methods (i.e., SIPOC, Gemba walk, swim lane, current state process mapping, future state process mapping), the project team was able to identify a number of process changes that would result in reduced staff time and travel time required to fulfill an equipment loan request, as well as improved equipment maintenance. All changes will be implemented by September and quarterly check-in meetings have been scheduled to monitor progress. 2025/07/23	100%
→ Clarify process for lease of equipment	Progress: Due to staff reassignments there is a delay in this project based on competing priorities. Staff expect to complete this project by the end of 2025. 2025/10/30	80%
→ Streamline data input-management for Facilities asset management	Progress: This project aimed to streamline the process of data entry for building condition assessments. There are targeted numbers to be completed each year and it is a manual and time consuming process. The goal was to reduce the amount of time spent completing the reports and reduce duplication of data entry. With some simple improvements to the structure and format of the reporting tool, staff were able to reduce the time spent on entering data by 25.6 hours achieving a 61.53% improvement. 2025/10/30	100%
→ Standardize calibration process of electronic salt spreader	Progress: Project is nearing completion and final improvement measurements will take place after the shift back to winter season. Final project documentation will also be completed at that time. 2025/10/22	80%
→ Standardize medical supply bags inventory for SJRFD	Progress: No progress has been made on this project. Staff will be getting back on track with this project and further updates in the coming weeks. 2025/11/03	20%
→ Standardize evaluation process for high-angle training	Progress: Project has been implemented. Awaiting final version of documentation. 2025/10/22	95%
→ Improve process of information sharing between Inspection Services and Facilities Engineering related to City infrastructure projects.	Progress: Process maps have been completed and staff are working on next steps in determining opportunities for improvement. 2025/10/30	25%

Goal	Progress Update	Current Completion
→Develop safe operating procedure for engine operator pre-shift checks	Progress: Daily brake and pump check Standard Operating Procedures put in place. Integrated check list posted in each apparatus and digital copy added to truck log. Brake and pump checks performed before start of shift and documentation retained and reviewed weekly. Prior to improvement, there was a 10% completion rate and following the improvement there was 100% completion rate of daily mechanical checks within two weeks of implementation. Identified and corrected minor air-leak and pump-engagement issues early. Estimating about a 20% reduction in unscheduled maintenance events. Increased operator confidence and accountability. 2025/10/29	100%
→Streamline recreation facility call-in procedure	Progress: Project has been scoped, proposal approved, and project team identified. Next step is to hold kickoff meeting with project team. This is a new green belt level project. 2025/10/30	5%
→Improve land use mapping and tracking of City-owned land	Progress: The kickoff meeting was held in September with the project team and continuous improvement tools such as SIPOC and voice of customer exercises have been completed. Mapping of the current process is ongoing, which will assist in identifying areas for improvement. This is a new green belt level project. 2025/10/29	25%
→Standardize Recreation division data collection	Progress: Kickoff meeting took place on October 23, which included completing the CI SIPOC tool and voice of customer exercise. A Gemba walk exercise took place on November 3, including starting to map current process. Further meetings are scheduled for Fall 2025 to complete current state process mapping and identify opportunities for improvement. This is a new green belt level project. 2025/10/30	20%