



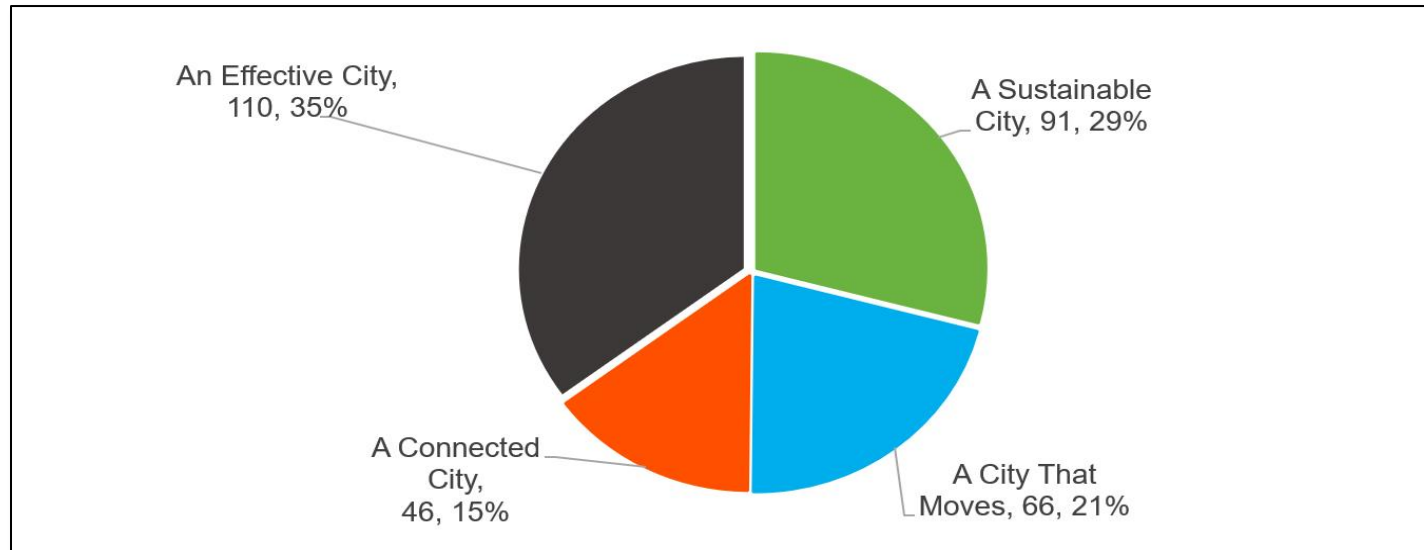
Annual Action Plan

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

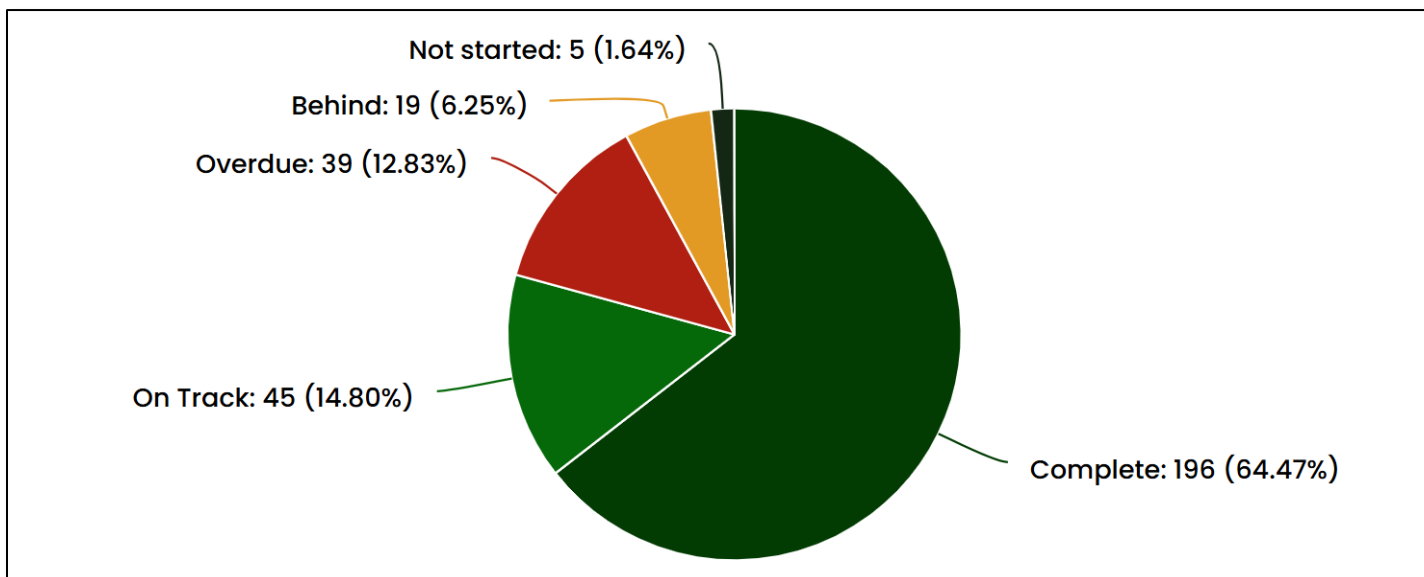
A Sustainable City | A City that Moves | A Connected City | An Effective City

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



10 initiatives completed since the last update

- Complete flood hazard mapping for six streams
- Construction of the H.G.R. Mews Centre Replacement
- Implement Route 10 as a wheelchair accessible service route
- Improve the Metrobus customer experience by introducing service improvements on summer schedule
- Partner with Food First NL to host a community gardener forum
- Initiate development of active transportation public education plan
- Review and update the Commercial Property Tax By-law
- Complete 2023 employee engagement survey
- Source & Implement Citizen Request Management (CRM) System for 311
- Transition to a new online engagement platform

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)
144,616	9,635
Average % Change in Lead/Process Time	Sum of Dollar Value of Staff Time Reinvested (per year)
56%	\$562,398
Sum of Financial Reinvestment (per year)	Cost Avoidance Realized ¹
\$82,674.67	\$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

6 CI projects have been completed since the last update to Council

- Clarify process for leasing of space/land by the City of St. John's
- Consolidate and standardize tracking of contract information in Roads Division
- Reorganize Revenue Accounting workspace
- Standardize material list process for air handling units in City buildings
- Standardize survey field coding
- Streamline First Aid kit inventory for Parks and Open Spaces division

Training Update:

- 6 staff are currently completing the Green Belt Continuous Improvement Training, which is a six-month process including exam and project.
- New Green Belts will be in the areas of Non-Profit Housing, Recreation, Healthy City & Inclusion, and Organizational Performance & Strategy

● 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	71%	
→ Complete State of Infrastructure Report	Update to Council: Not due to start until 2028. <i>2025/06/05</i>	2029/12/31	0%	Budget & Treasury Plan
→ Complete Strategic Asset Management Plan for Facility Engineering	Update to Council: The Strategic Asset Management Plan has been drafted. Due to a number of high priority projects: H.G.R. Mews Community Centre and the Fortis Canada Games Complex, work required to complete this task has not been achievable due to time and resource availability. It is anticipated that the plan will be completed by December 2025 as major projects wrap up and more time becomes available to dedicate to the task. <i>2025/06/12</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: Council approved the new by-law June 3, 2025 and work on the new policy will begin with an internal meeting of the interested parties. <i>2025/06/13</i>	2023/12/31	0%	Revenue Accounting Plan Legal Services Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Develop Asset Management Plans	<p>Update to Council: This initiative is multi-year and data collection is ongoing to support Asset Management plans in the following areas:</p> <ul style="list-style-type: none"> - City Buildings - Fleet - Linear Infrastructure - Roads and Sidewalks - Parks <p>Phases 1 and 2 of the Fleet Strategy were approved by Council in 2023 and are currently being implemented. The 3rd and final phase will be brought forward in late 2025.</p> <p>Data collection has begun for parks and is ongoing in linear, buildings and roads.</p> <p><i>2025/06/04</i></p>	2028/12/31	23%	Budget & Treasury Plan
→ Develop Asset Management Roadmap	<p>Update to Council: Consultations are ongoing to build the Asset Management roadmap</p> <p><i>2025/06/04</i></p>	2026/12/31	33%	Budget & Treasury Plan
→ Develop Strategic Asset Management Plan	<p>Update to Council: Strategic plan initial draft to be brought to steering committee late 2025</p> <p><i>2025/06/04</i></p>	2025/12/31	20%	Budget & Treasury Plan
→ Establish a preventative maintenance program for SJRFD fleet	<p>Update to Council: New Manager of Mechanical Services hired and starting June 23 who will begin working on these directives.</p> <p><i>2025/05/30</i></p>	2023/11/30	0%	Mechanical Services (SJRFD) 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%	

Goal	Council Update	Due Date	Current Completion	Plan
→Continue support and collaboration with Canada Games Host Society in planning for a successful 2025 event	Update to Council: City staff across several City divisions continue to support the planning and logistics for the 2025 Canada Summer Games. June 18th marked 50 days from the start of the event. 2025/06/10	2025/08/31	50%	Tourism, Culture & Business Growth Plan
Plan for land use and preserve and enhance the natural and built environment where we live		2029/12/31	85%	
→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: Public and other consultations are completed and the draft Downtown Plan is in hand. Downtown open house took place on June 17, 2025. The final plan is anticipated to be released summer 2025. 2025/06/11	2023/12/31	90%	Planning Plan Healthy City Strategy Plan Climate Plan
→Develop a Heritage Plan	Update to Council: Draft Heritage Plan open house June 25, 2025. Will go to Council in July. 2025/06/11	2023/12/31	85%	Planning Plan
→Develop neighbourhood plan for Cowan Heights	Update to Council: Public consultation has concluded and the consultants are preparing the draft neighbourhood plan. 2025/06/11	2025/11/25	66%	Planning Plan Healthy City Strategy Plan Climate Plan
→Develop neighbourhood plan for University Area	Update to Council: Public consultation has concluded and the consultants are preparing the draft neighbourhood plan. 2025/06/11	2025/11/25	66%	Planning Plan Healthy City Strategy Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Develop strategy to increase Industrial, Commercial & Institutional waste diversion	<p>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 have been involved with 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.</p> <p><i>2025/06/16</i></p>	2025/06/30	15%	Waste & Recycling Plan Climate Plan
→ Empire Avenue Sewer Separation Study	<p>Update to Council: Comments provided on the draft report. Anticipate final report this summer.</p> <p><i>2025/05/29</i></p>	2023/03/31	95%	Construction Engineering Plan Climate Plan
→ George Street Revitalization - DESIGN ONLY	<p>Update to Council: The request for proposals will be released within the next few weeks. Design will include engagement with the affected stakeholders. There is no funding to date for construction.</p> <p><i>2025/05/29</i></p>	2026/12/18	12%	Construction Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Identify Adaptation and Resilience Improvement for Existing Buildings	<p>Update to Council: - Climate Resilience Coastal Communities Partnership Project assessment of sea level rise continues in partnership with Atlantic Infrastructure Management (AIM) network. Technical modeling work is ongoing, workshops planned for senior City staff in Fall 2025.</p> <p>- Climate risk exposure was assessed for over 140 building assets, detailed resiliency plans and asset value at risk assessments completed for 3 buildings as a pilot (a housing building, an administration building, and a community center). Staff are taking lessons learned to inform an approach to incorporate adaptation action for City owned buildings and facilities thru a master planning process that includes risk and adaptation, energy and asset management.</p> <p>- Local Leadership for Climate Adaptation Proposal has been approved for funding by Federation of Canadian Municipalities. The proposal will provide a community wide detailed assessment of risk to climate change.</p> <p><i>2025/06/16</i></p>	2025/12/31	57%	Sustainability Plan Healthy City Strategy Plan
→ Plan for and implement Trenchless Rehabilitation of the Water Street Brick Sewer	<p>Update to Council: Issued for Tender package near completion. The pre-qualified contractors have been selected. Construction to possibly start in Fall 2025 but possible that it will be delayed until the Spring of 2026 to avoid the Downtown Pedestrian Mall and additional activity due to the Canada Games.</p> <p><i>2025/06/10</i></p>	2025/11/28	38%	Construction Engineering Plan Climate Plan
→ Rehabilitate Duck Pond Bridge - Bowring Park	<p>Update to Council: Options for the replacement or the rehabilitation of the structure are being considered. The construction is expected to be completed in 2026.</p> <p><i>2025/05/29</i></p>	2025/10/31	31%	Construction Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Replace Quidi Vidi Slipway	Update to Council: Engineering agreement has been awarded, and the consultant has inspected the structure and started the design/engagement. <i>2025/05/29</i>	2025/12/19	23%	Construction Engineering Plan
→ Royal Drive, Mooney Crescent, Old Petty Harbour Road - Sewer Replacement - DESIGN ONLY	Update to Council: Consultant working on the design package. No construction funding approved to date. <i>2025/05/29</i>	2024/04/26	70%	Construction Engineering Plan Climate Plan
→ Upgrade Storm Sewer - University Avenue	Update to Council: Remaining work to be completed prior to Canada Games. <i>2025/05/29</i>	2024/11/29	99%	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. Kick Off Meeting with consultants held May 9, 2025. <i>2025/05/22</i>	2024/11/30	25%	Development Plan Climate Plan
Work collaboratively to create a climate-adapted and low-carbon city		2029/12/31	63%	
→ Develop a Low-Carbon Fleet and Supporting Infrastructure Masterplan	Update to Council: Funding agreement with the Federation of Canadian Municipalities was executed for masterplan. Request for proposals and contract award completed. Background data collection and site visits have been initiated by the project team. 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. <i>2025/06/16</i>	2025/12/31	20%	Sustainability Plan Healthy City Strategy Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
→Expand Public EV Charging Network	<p>Update to Council: - Design for all sites has been completed.</p> <p>- Additional financial scope and support has been approved. This was part of the Green and Inclusive Community Buildings application, which included 2 Level 2 EV chargers for Kilbride Community Centre to be installed in 2026.</p> <p>- Equipment purchase has been complete, and installations for 2025 to begin this summer.</p> <p><i>2025/06/17</i></p>	2027/12/31	0%	<p>Sustainability Plan</p> <p>Healthy City Strategy Plan</p> <p>Climate Plan</p>
→Explore beneficial reuse of landfill gas	<p>Update to Council: Draft report of Phase 1 of feasibility study is due in July 2025. Phase 1 of this study will provide recommendations on best options to advance for beneficial reuse of the landfill gas.</p> <p><i>2025/06/16</i></p>	2027/12/31	10%	<p>Waste & Recycling Plan</p> <p>Climate Plan</p>
→Implement a Residential Energy Concierge Retrofits Partnership Program	<p>Update to Council: Agreements were executed by the City with collaborators and the Federation of Canadian Municipalities. Request for proposals issued for financing partner for the program has been completed. Launch of the program expected as soon as Econext is ready for public launch. An update to Council with the program specifics by Econext will be shared prior to public launch.</p> <p><i>2025/06/16</i></p>	2029/12/31	50%	<p>Sustainability Plan</p> <p>Healthy City Strategy Plan</p> <p>Climate Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ Retrofit existing City owned buildings and facilities</p>	<p>Update to Council: - Heat recovery system has been commissioned at Riverhead Wastewater Treatment plant.</p> <p>-245 Freshwater fuel switching from oil to electric design has been completed, permits approved, and implementation is beginning this summer.</p> <p>- Animal Care Centre fuel switching from oil to electric to be commissioned this July and ready for the upcoming 2025 heating season.</p> <p>- City Hall heating and ventilation system (HRVAC) upgrades have been completed, including improved building controls.</p> <p>- Southlands Community Centre LED lighting retrofits will be completed in July.</p> <p>- Shea Heights Community Centre LED retrofit is ongoing with material award to the City by Rexel Canada Electrical through its 2025 Earth Day competition.</p> <p>- Housing Retrofits design phase for the pilot phase (6 units in Hamlin Rd) is ongoing.</p> <p>- Housing Retrofits at Riverhead Towers are ongoing, completed upgrades include kitchens, bathrooms, LED lighting.</p> <p>- Killbride Community Centre retrofit proposal to Green and Inclusive Community Buildings program by Natural Resources Canada has been approved. Design expected to begin by Fall 2025 for energy and accessibility upgrades.</p> <p>- Bowring Park Lodge, Greenhouse and Maintenance Shed fuel switch from oil to electric efficiency upgrades proposal has been approved by the Climate Change Challenge Fund. Work to be completed before March 2027.</p> <p>- Paul Reynolds Community Centre HVAC Performance investigation is ongoing, with recommendations expected by this summer 2025.</p> <p>2025/06/17</p>	2028/04/01	33%	Sustainability Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
<div> <div></div> <div> Review and implement additional tiers of the National Building Code energy efficiency section </div> </div>	Update to Council: Meeting with vendor on June 13th. Costing analysis discussed however further clarification required before moving forward. 2025/06/16	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	67%	
→ Add hybrid buses to Metrobus fleet	Update to Council: Eight (8) hybrid buses have arrived and are in service. Eight (8) additional hybrid buses are expected to arrive by the end of the year. <i>2025/06/06</i>	2025/12/31	50%	Metrobus Plan Healthy City Strategy Plan Climate Plan
→ Complete Metrobus Depot Upgrades to accommodate Zero Emission Buses	Update to Council: This project was awarded and started two months later than originally anticipated. The team has currently completed concept design and is 90% complete schematic design. Final decisions regarding the use of solar panels, multiple technologies to choose and refine for electrification and architectural fire ratings have slowed progress and the ability to advance to detailed design. The Consultant is aware of the schedule timelines tied to the funding application, and adjustments have been made accordingly to make up time during the detailed design. <i>2025/06/12</i>	2027/03/31	40%	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". On February 4th, the contract for the system was awarded to Strategic Mapping Inc. Project is progressing. <i>2025/06/06</i>	2022/12/31	97%	Metrobus Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Improve operational efficiency by introducing new accounting and human resource software	Update to Council: Due to software upgrades to current accounting and human resource software, this initiative is being reviewed. <i>2025/06/09</i>	2025/12/31	0%	Metrobus Plan
→ Improve reliability of the public transit system by upgrading the fare collection and smart card systems	Update to Council: The new smart card readers are installed in approximately 50% of the fleet. Programming to upgrade the smart card system is being finalized. <i>2025/06/06</i>	2024/12/31	88%	Metrobus Plan
→ Improve the customer experience by introducing service improvements on fall schedule	Update to Council: Not due to start until September 2025 <i>2025/06/11</i>	2025/09/15	0%	Metrobus 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 Climate Plan
→ Improve the customer experience through the introduction of fare payment by Visa, Mastercard tap	Update to Council: Not due to start until July 2025 <i>2025/06/11</i>	2025/09/01	0%	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>2025/06/06</i>	2022/05/31	95%	Metrobus Plan
→ Increase the number of bus shelters in the City	Update to Council: Shelter installations in various stages of approval. First shelter for 2025 expected to be installed by June 30th. <i>2025/06/09</i>	2025/12/31	0%	Metrobus Plan Accessibility Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Increase the number of wheelchair accessible routes	Update to Council: Route 10 added as a wheelchair accessible route effective Monday, June 23rd, 2025. <i>2025/06/06</i>	2025/12/31	50%	Metrobus Plan Healthy City Strategy Plan Accessibility Plan
→ Increase transit sustainability by converting twenty (20) additional bus shelters from electrical to solar power	Update to Council: Solar panel systems in ten shelters are 50% complete and should be completed by June 30th <i>2025/06/09</i>	2025/12/31	25%	Metrobus Plan Climate Plan
Expand and maintain a safe and accessible active transportation network		2029/12/31	73%	
→ 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>2025/05/29</i>	2023/11/15	20%	Construction Engineering Plan Climate Plan
→ Canada Drive active transportation improvements	Update to Council: Construction for phase 2 to begin in June 2025. <i>2025/05/29</i>	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 is complete. Remaining section from Kelly's Brook Park to Columbus Drive is started and will be completed in Summer 2025. The design for the third, and final section from Carpasian Road to King's Bridge Road is ongoing and construction is anticipated to start in Fall 2025 at the earliest. <i>2025/05/29</i>	2026/12/31	62%	Construction Engineering Plan Healthy City Strategy Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Design and construct Crosstown Shared Use Path from Canada Drive to the T'railway	Update to Council: Detailed design is nearing completion and will go to tender this year. Expect construction to start this year as well. 2025/06/10	2027/03/19	48%	Transportation Engineering Plan Engineering Plan City of St. John's Plan Healthy City Strategy Plan Accessibility Plan Climate Plan
→ Design and construct Shared Use Path from Airport Heights to Paul Reynolds Centre	Update to Council: Detailed design nearing completion. Expect to issue tender and start construction later this year. 2025/06/10	2027/03/31	33%	Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Climate Plan
→ Design and construct Shared Use Path from Portugal Cove Road to Logy Bay Rd	Update to Council: Detailed design is finished and project is tendered. Expect construction to start this year. 2025/06/10	2027/05/31	73%	Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Climate Plan
→ Determine potential changes to routes in Bike Master Plan	Update to Council: Staff have reviewed routes and are doing internal consultation. Public engagement to follow any potential changes. 2025/06/10	2024/12/31	35%	Transportation Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
<ul style="list-style-type: none"> Elizabeth Avenue active transportation and roadway improvements 	<p>Update to Council: Remaining works which includes surface course asphalt is to be completed in June/July prior to Canada Games.</p> <p>2025/05/29</p>	2024/12/31	99%	<ul style="list-style-type: none"> Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Climate Plan
<ul style="list-style-type: none"> Implement annual Infill Sidewalk Program 	<p>Update to Council: Finalizing list for tender for 2025 program. Tender later this Summer with construction to be substantially completed by the end of 2025.</p> <p>2025/06/06</p>	2025/12/31	83%	<ul style="list-style-type: none"> Construction Engineering Plan
<ul style="list-style-type: none"> Initiate development of active transportation public education plan 	<p>Update to Council: A draft plan has now been developed and is being shared with interested program areas for discussion around implementation.</p> <p>2025/06/05</p>	2024/12/31	100%	<ul style="list-style-type: none"> Corporate Communications Plan
<ul style="list-style-type: none"> Main Road Shoulder Paving - North Side (Doolings Line to Bidgoods to Sunset Street) 	<p>Update to Council: Tender closing on May 30. Work to be completed in Summer 2025.</p> <p>2025/05/29</p>	2025/09/26	27%	<ul style="list-style-type: none"> Construction Engineering Plan
<p>Improve safety for all users on a well-maintained street network</p>		2029/12/31	91%	

Goal	Council Update	Due Date	Current Completion	Plan
→ Complete detailed design for high crash locations to improve intersection safety	<p>Update to Council: Detailed design for the intersections is ongoing and expected to be completed by the end of 2025. Locations include:</p> <ul style="list-style-type: none"> • 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 <p>No funds for construction at this time. 2025/06/10</p>	2023/12/31	97%	Transportation Engineering Plan
→ Develop Transportation Master Plan	<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. Due to staff shortages, this is moved out further and will be reviewed to determined when the project can restart later in 2025/26. 2025/06/10</p>	2020/04/30	75%	Transportation Engineering Plan Climate Plan
→ Goldstone St. @ Team Gushue Highway Ramps Intersection Improvements - Roundabouts	<p>Update to Council: Consultant has final comments and is finalizing design. Design mostly complete with minor items to be revised. No construction funding to date. Land acquisition required for construction is ongoing. NL Power are looking at requirements for lighting and pole relocates. 2025/05/29</p>	2021/12/31	99%	Construction Engineering Plan
→ Implement annual crosswalk safety improvement program	<p>Update to Council: Planned improvements this year include the addition of rectangular rapid-flashing beacons (RRFBs), overhead flashers, curb extensions, and accessible signals at several locations across the city, as follows:</p> <ul style="list-style-type: none"> • Cornwall Crescent at O'Reilly Street (Overhead Flashers) 	2025/12/31	18%	Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan

- Doyles Road at Main Road (RRFBs)
- Duckworth Street at Cathedral Street (RRFBs)
- Duckworth Street at Ordinance Street (curb extensions)
- Elizabeth Avenue at Carpasian Road (RRFBs)
- Elizabeth Avenue at Whiteway Street (Overhead Flashers)
- Ennis Avenue at Vanier Elementary School (RRFBs)
- Hamilton Avenue at Symonds Avenue (RRFBs)
- Mayor Avenue at Kellys Brook Trail (Overhead Flashers)
- Military Road at Bannerman Street (curb extensions & RRFBs)
- Military Road at Carew (curb extensions & RRFBs)
- Newfoundland Drive at Oderin Place (RRFBs)
- Newfoundland Drive at Virginia River Trail (RRFBs)
- Portugal Cove Road at Kerry Street (RRFBs)
- Waterford Bridge Road at Road De Luxe (RRFBs)
- Winter Avenue at Kings Bridge Road (signal timing improvements)

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

2025/06/17

Goal	Council Update	Due Date	Current Completion	Plan
<p>➤ Implement annual traffic calming program</p>	<p>Update to Council: The 5 locations trialed from 2024 are now in the process of being made permanent and include:</p> <ul style="list-style-type: none"> • 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 <p>The three streets for trial in 2025 are currently being implemented and include:</p> <ul style="list-style-type: none"> • 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 <p><i>2025/06/10</i></p>	2025/12/31	58%	<p>Transportation Engineering Plan</p> <p>Climate Plan</p>
<p>➤ Implement procedures to ensure accessible pedestrian routes are maintained in construction zones</p>	<p>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.</p> <p><i>2025/05/29</i></p>	2025/12/31	90%	<p>Construction Engineering Plan</p> <p>Accessibility Plan</p> <p>Healthy City Strategy Plan</p>
<p>➤ Implement select recommendations and actions from the Paid Parking Management Strategy</p>	<p>Update to Council: Council has been updated on the status of the Paid Parking Management Strategy recommendations.</p> <p><i>2025/06/16</i></p>	2023/12/31	90%	<p>Regulatory Services Plan</p>
<p>➤ Major's Path Street Upgrading with Shared Use Path (Hebron Way to Portugal Cove Road)</p>	<p>Update to Council: Remaining work, which includes surface course asphalt, is to be completed in June/July prior to Canada Games.</p> <p><i>2025/05/29</i></p>	2025/11/28	99%	<p>Construction Engineering Plan</p> <p>Climate Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
➤Portugal Cove Road & Airport Heights Drive/Majors Path Intersection Improvements	<p>Update to Council: Design of the round-a-bout and Portugal Cove Road culvert is near completion. Tender is expected this Summer. May be some minor construction 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 late Summer.</p> <p>2025/05/29</p>	2026/11/30	50%	Construction Engineering Plan Climate Plan
➤Upgrade Lambe's Lane Road for 2025 Canada Games	<p>Update to Council: Work is continuing on Lambe's Lane. Part A of the project is complete with the exception of asphalt. Part B is in the final stages of completion with curb and sidewalks being completed the week of June 9. Paving of the road and the shared use path will be completed by June 30th.</p> <p>2025/06/12</p>	2025/06/30	96%	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	83%	
→Canada Games Track & Field & Legacy Facility	<p>Update to Council: The building is in good condition and final deficiencies are being worked on and final cleaning is taking place. Final commissioning and training activities are currently underway in preparation of handover of the facility. The track and field deficiencies are being addressed but the Class II IAAF Certification has been issued for the facility. The soccer pitch has been tested, certified and the FIFA Quality Pro Certification has been issued for the facility. Conditional Occupancy and Substantial Completion are dependent on the contractor addressing life safety issues and the completion of the road access to the facility. The facility grand opening date is July 4th, 2025.</p> <p>2025/06/13</p>	2025/04/30	98%	Facility Engineering Plan
→Complete detailed design for Re-imagine Churchill Square Project	<p>Update to Council: 40% detailed design is complete and full design expected to be completed by the end of 2025.</p> <p>2025/06/10</p>	2023/12/31	34%	Transportation Engineering Plan
→Construction of the H.G.R. Mews Centre Replacement	<p>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.</p> <p>2025/06/12</p>	2023/11/30	100%	Facility Engineering Plan
→Design and construct new Accessible Washrooms for Chafe's Lane Park	<p>Update to Council: Contract has been awarded, and all permits have been applied for and approved and mobilization to site is underway.</p> <p>2025/06/12</p>	2025/12/19	5%	Facility Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
→Design and construct new Accessible Washrooms for Conway Glen Park	<p>Update to Council: The design contract has been awarded but the location of the washrooms has been changed from Conway Glen to Kelly's Brook. This project will be delayed by a month before staff can issue a tender call for construction. The washroom can still be completed this year and staff anticipate a Fall completion. This initiative will be renamed for the next report.</p> <p>2025/06/12</p>	2025/12/19	0%	Facility Engineering Plan
→Design New Goulds Fire Station	<p>Update to Council: The design of the new Goulds Passive House Fire Station will be completed by the end of August. Staff will then proceed to issue the design package as a tender call to hire a contractor to begin construction of the new facility.</p> <p>2025/06/12</p>	2025/12/19	95%	Facility Engineering Plan
→Develop a Downtown Pedestrian Mall Long-Term Plan	<p>Update to Council: The What We Heard document from business and public engagement was released on April 15, 2025.</p> <p>In partnership with Destination St. John's, the City held a Downtown Summit on April 29-30, 2025. The Summit engaged key stakeholders in the business, hospitality, commercial property owners and other partners such as RNC and Provincial Government to further identify and work to resolve key concerns and issues facing downtown. Feedback from the Summit will help inform the 2026 and Beyond Downtown Pedestrian Mall long term plan.</p> <p>2025/06/04</p>	2025/12/31	63%	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	<p>Update to Council: The Anti-Racism Working Group had challenges meeting quorum in fall 2024. Several members reached the end of their terms in 2024 and a call for new members was issued in January 2025. Five new members were onboarded, and the working group met as a full group in June 2025. Work is now progressing towards the development of the workplan.</p> <p><i>2025/06/16</i></p>	2025/03/31	20%	<p>Healthy City and Inclusion Plan</p> <p>Healthy City Strategy Plan</p>
→ Develop and launch the City-owned land disposition for the Housing Accelerator Fund Initiative	<p>Update to Council: This is currently being developed, with a launch time of the end of August, 2025.</p> <p><i>2025/06/12</i></p>	2025/12/31	47%	Non-Profit Housing Plan
→ Partner with Food First NL to host a community gardener forum	<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</p> <p>Healthy City Strategy Plan</p>
→ Roll out social marketing strategy to address Not in My Backyard (NIMBY)	<p>Update to Council: This initiative is currently on hold until required. Staff are evaluating on an ongoing basis.</p> <p><i>2025/06/13</i></p>	2021/12/31	62%	Non-Profit Housing Plan

Goal	Council Update	Due Date	Current Completion	Plan
<ul style="list-style-type: none"> ➤ Work with community partners to establish a community garden at the new H.G.R. Mews Community Centre 	<p>Update to Council: Due to delays with the opening of the building, the community garden will open in Spring 2026.</p> <p><i>2025/06/16</i></p>	2025/07/31	45%	<p>Healthy City and Inclusion Plan</p> <p>Healthy City Strategy Plan</p> <p>Climate Plan</p>
<ul style="list-style-type: none"> ➤ Work with First Voice on the Community Action Plan (items pertaining to City) 	<p>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.</p> <p><i>2025/06/10</i></p>	2026/12/31	20%	<p>Office of the City Manager Plan</p> <p>Healthy City Strategy Plan</p>
Increase and improve opportunities for residents to connect with each other and the City		2029/12/31	81%	
<ul style="list-style-type: none"> ➤ Identify and host civic engagement events for 18-30 years olds that advance other City priorities 	<p>Update to Council: Lead staff are working with the Youth Engagement Working Group and other City staff to host a sustainability focused event on June 26. Details are available in the June 10 COTW agenda.</p> <p><i>2025/06/10</i></p>	2025/12/05	13%	Organizational Performance & Strategy Plan
<ul style="list-style-type: none"> ➤ Improve access to information related to City programs and activities 	<p>Update to Council: Work is continuing to improve navigation and content on the website, with work now focused on the final two sections - Living in St. John's and City Hall. Work has been delayed due to competing priorities, but is anticipated to be completed by end of summer 2025.</p> <p><i>2025/06/10</i></p>	2025/03/31	78%	Corporate Communications Plan
<ul style="list-style-type: none"> ➤ Refresh existing or develop new Youth Engagement Strategy 	<p>Update to Council: Project will be scoped with the Youth Engagement Working Group and begin in Fall 2025.</p> <p><i>2025/06/03</i></p>	2026/06/30	0%	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	85%	
→ Advance online digital services	Update to Council: Completed the AI readiness assessment at the end of November. Proceeding with a pilot of Microsoft Copilot in 2025. <i>2025/06/11</i>	2025/12/31	30%	Corporate Information Services Plan Service Excellence Framework Plan
→ Implement E-Permitting for building, electrical and plumbing permits	Update to Council: Staff are currently working with the provider of the ePermitting module, MS Govern to develop/configure two initial permits, Decks & Change of Occupancy for the ePermitting application. Govern has created an initial version of the City of St. John's public interface (web portal) and is now tying it into the backend Govern permitting and payment process as we are working through the process for fee generation and payment. <i>2025/06/16</i>	2025/12/31	48%	Regulatory Services Plan Service Excellence Framework Plan
→ Review and modify Inspection Services website page to better reflect process	Update to Council: Permit processing timetables for new dwelling construction and renovations and extensions now posted on webpage. Further review ongoing. <i>2025/06/16</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

Goal	Council Update	Due Date	Current Completion	Plan
<ul style="list-style-type: none"> Update language used in procurement processes to ensure accessibility is considered in purchasing goods and services 	<p>Update to Council: Staff have reviewed and included process language in the procurement training material in Reach 360. Once training is complete, staff will be required to consider inclusion and accessibility in the scope of their procurement projects. 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.</p> <p>2025/06/10</p>	2024/12/31	70%	Supply Chain Plan Accessibility Plan
<ul style="list-style-type: none"> Working with Service Excellence Working Group establish best practices for service standards 	<p>Update to Council: Project charter completed and jurisdictional scan partially complete. Work will continue throughout the summer.</p> <p>2025/06/10</p>	2025/11/03	19%	Organizational Performance & Strategy Plan Service Excellence Framework Plan
Ensure accountability and good governance through transparent and open decision making		2029/12/31	99%	
<ul style="list-style-type: none"> Implement vendor performance module for bids and tenders software 	<p>Update to Council: A roll out of the process and software training has begun with select divisions with it being included in several procurement processes. Further training of staff and a City wide roll out expected this year.</p> <p>2025/06/10</p>	2021/05/28	99%	Supply Chain Plan
Work with our employees to improve organizational performance through effective processes and policies		2029/12/31	81%	
<ul style="list-style-type: none"> 2023 Employee engagement survey 	<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>2025/06/11</p>	2023/12/31	100%	Human Resources Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Create a Civic Housing Action Fund policy	Update to Council: The policy has been drafted and will be sent to legal department for review. 2025/06/12	2026/02/27	20%	Non-Profit Housing 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 95%. This includes 100 staff in the Parks division who received introductory classroom training this spring. 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. 98% of all managers have received additional training. Green belt training took place in May/June and six City staff participated; projects are being developed. 2025 continues to focus on advancing CI with performance indicator/process health training and the creation of departmental dashboards to highlight CI successes. A CI Community of Practice meeting took place in June. 2025/02/04	2025/12/31	92%	Organizational Performance & Strategy Plan Service Excellence Framework Plan
→ Develop a Support for Affordable Housing Development Policy	Update to Council: The initial policy has been drafted and is being reviewed by the legal department. 2025/06/12	2022/12/31	78%	Non-Profit Housing Plan
→ Develop an Accessibility Accommodations Policy	Update to Council: The Accessibility Accommodations Policy has been drafted. Staff from Healthy City and Inclusion, Office of the City Clerk and the Legal Department discussed developing Accessibility Accommodation Procedures as well to help provide clear expectations for the public and staff. The procedures are currently being drafted. 2025/06/16	2026/12/31	63%	Healthy City and Inclusion Plan Office of the City Clerk Plan Accessibility Plan

Goal	Council Update	Due Date	Current Completion	Plan
→Develop and roll out a promotional Modular Program for Lieutenants and Captains in SJRFD	Update to Council: Program is developed and in final review. 2025/06/13	2025/12/31	70%	Administration & Info Services (SJFRD) Plan
→Develop human resources management orientation	Update to Council: The module draft is finalized and is being reviewed by the HR team. Once complete, it will be rolled out to a cross-departmental pilot group. 2025/06/11	2024/11/29	75%	Human Resources Plan
→Develop policies, procedures & service standards to enhance Regulatory Services processes	Update to Council: 7 out of 10 Standard Operating Procedures completed this year to date. 2025/06/16	2025/12/31	94%	Regulatory Services Plan
→Enhance the Information Management/Information Protection culture at the City	Update to Council: Draft of structured onboarding/offboarding information management checklists completed and remaining tasks are on track. 2025/06/10	2025/12/31	18%	Archives & Records Management Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Establish an Enterprise Risk Management (ERM) Framework	<p>Update to Council: ERM Framework</p> <ul style="list-style-type: none"> 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: Inaugural meetings have been held with 3 of the 4 divisions in PERS. Planning and Development have also had their second sessions concerning risk assessment/risk ranking process. Anticipated Risk Registers include Planning; Development (Engineering); Engineering; Regulatory Services. Finance and Corporate Services is scheduled for 2026. City Clerk & Solicitor & Manager is scheduled for 2027. <p>2025/06/11</p>	2027/12/31	75%	Legal Services Plan
→ Establish Business Drivers for Electronic Content Management System (ECMS) Tool evaluation	<p>Update to Council:</p> <ul style="list-style-type: none"> Analysis of all "unstructured data" is completed - i.e. network shares, P drives, e-mail accounts Some of the summary analysis was presented during Information Management month in April Additional summary provided to managers during June 12 in-person meeting <p>2025/06/10</p>	2025/10/31	31%	Archives & Records Management Plan
→ Establish Records and Information Management Program	<p>Update to Council:</p> <ul style="list-style-type: none"> Staff will send draft document to Legal for review in late June 2025. <p>2025/06/10</p>	2025/06/30	50%	Archives & Records Management Plan Office of the City Clerk Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Explore best practice in organizational performance and make recommendations to enhance the City's framework	Update to Council: Staff are continuing work to identify best practice and make recommendations that align with the City's goals and values. <i>2025/06/13</i>	2025/07/11	39%	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: No progress to date. <i>2025/06/16</i>	2025/12/31	0%	Regulatory Services Plan
→ Explore opportunities to have pre-approved house plans for contractors to decrease processing times	Update to Council: No progress to date. <i>2025/06/16</i>	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 still in progress. This analysis aims to identify the types and frequency of these transactions to evaluate the feasibility of using corporate credit cards as an alternative. The findings will inform a recommendation on whether the implementation of a procurement card (P-Card) program could serve as a viable solution. <i>2025/06/12</i>	2024/12/31	42%	Financial Services Plan
→ Implement actions arising from the 2025 Employee Engagement Survey	Update to Council: Action items will be developed after the results have been distributed throughout the organization and senior staff have met with their teams to seek feedback. <i>2025/06/11</i>	2026/12/31	0%	Human Resources Plan

Goal	Council Update	Due Date	Current Completion	Plan
➤Implement actions to enhance the corporate safety and wellness culture	<p>Update to Council: Many initiatives have been ongoing, including the completion of an OHS Climate Assessment and Audit Tool at the SJRFD, lunch and learns, webinars, Workplace NL training sessions and a "spot the hazard" contest to support OHS and psychological Safety initiatives. An in-house de-escalation training course is also being rolled out to staff holding public-facing roles.</p> <p><i>2025/06/11</i></p>	2027/12/31	30%	Human Resources Plan
➤Implement an inventory system for SJRFD mechanical services	<p>Update to Council: A new Manager of Mechanical Services has been hired who will begin working on these directives.</p> <p><i>2025/05/30</i></p>	2023/09/30	0%	Mechanical Services (SJRFD) Plan
➤Implement bid evaluation software	<p>Update to Council: The vendor has completed internal testing of the module and expects to role out user testing this month.</p> <p><i>2025/06/10</i></p>	2021/12/31	43%	Supply Chain Plan
➤Investigate using Artificial Intelligence in Inventory Management	<p>Update to Council: Staff is reviewing to see if there is an IT solution available.</p> <p><i>2025/06/10</i></p>	2025/06/30	10%	Supply Chain Plan
➤Occupational Health and Safety Program Policy Development	<p>Update to Council: The OHS Policy draft is complete and requires a final internal review prior to being brought to Council for approval. Communication material to support the policy roll-out has been drafted.</p> <p><i>2025/06/11</i></p>	2021/12/31	87%	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.	<p>Update to Council: A summary report on the Ready 2 Respond self assessment was presented to the Emergency and Continuity Committee on May 1, 2025 and accepted by the committee. Overall, the report shows the City has the core capabilities ranging from governance, training and human capital to prepare, respond and recover to disasters. The consultant is due to provide the final report for this project within the coming weeks and will conclude the project.</p> <p><i>2025/06/03</i></p>	2025/04/01	75%	Emergency and Business Preparedness (SJRFD) Plan Climate Plan
→ Review and enhance employee orientation	<p>Update to Council: Employee orientation for Public Works and St. John's Regional Fire Department employees are being 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.</p> <p><i>2025/06/11</i></p>	2024/06/28	66%	Human Resources Plan
→ Review and update Residential Property Standards By-law	<p>Update to Council: Draft By-Law has been completed and staff are now working on the Decision Note and Notice of Motion for Council review.</p> <p><i>2025/06/12</i></p>	2020/01/01	65%	Legal Services Plan
→ Review and update the Commercial Property Tax By-law	<p>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.</p> <p><i>2025/06/12</i></p>	2022/12/31	100%	Legal Services Plan
→ Review the municipal prosecution diversion program and make recommendations for improvements	<p>Update to Council: Progress: Next steps will be an internal discussion with legal to see if diversion is meeting its intended goals and how to engage with Regulatory Services on this review.</p> <p><i>2025/06/13</i></p>	2025/12/31	33%	Legal Services Plan

Goal	Council Update	Due Date	Current Completion	Plan
→Undertake Continuous Improvement Projects	<p>Update to Council: Since the last update six 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 18 active CI projects and a further three new green belts getting going.</p> <p>2025/06/10</p>	2025/12/31	82%	Organizational Performance & Strategy Plan Service Excellence Framework Plan
→Undertake cultural indigenous awareness training within the Legal Department	<p>Update to Council: Leal department staff have scheduled training in the fall which will mean all staff have completed the Cultural Awareness Training at that time.</p> <p>2025/06/12</p>	2025/05/31	82%	Legal Services Plan Healthy City Strategy Plan
→Update Archival Guide to Holdings	<p>Update to Council: Review of existing document and updating Administrative/departamental histories, Scope and Series locations is expected to be completed by end of June 2025.</p> <p>2025/06/10</p>	2025/12/31	26%	Archives & Records Management Plan
→Update City's Records Retention and Disposition Schedule	<p>Update to Council:</p> <ul style="list-style-type: none"> Legal review completed on May 30, 2025 and Senior Executive reviewed the document on June 13, 2025. Document will be presented to Council for final approval by end of June 2025 <p>2025/06/10</p>	2025/02/28	96%	Archives & Records Management Plan Office of the City Clerk Plan

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

GOAL

Goal	Progress Update	Current Completion
Undertake Continuous Improvement Projects	<p>Progress: Since the last update six 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 18 active CI projects and a further three new green belts getting going.</p> <p>2025/06/17</p>	82%
→ Reorganize the network drive in Waste & Recycling using the 5S tool	<p>Progress: Finalization of A3 Report remaining</p> <p>2025/06/16</p>	98%
→ Streamline the administration process for sports field bookings	<p>Progress: Assigned staff member has been seconded to Canada Games and the project is currently on hold.</p> <p>2025/01/31</p>	26%
→ Analyze and streamline Fleet division communication methods	<p>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.</p> <p>2025/06/10</p>	80%
→ Review and streamline process for third party service calls	<p>Progress: The project team has identified several areas for improvement. Financial Services is currently working with Organizational Performance and Strategy to develop online training focused on service call invoicing. The training module is anticipated to be ready for pilot implementation within the coming weeks.</p> <p>2025/06/11</p>	70%
→ Clarify process for leasing of space/land by the City of St. John's	<p>Progress: Staff completed this project in April 2025. A standardized form and process has been developed.</p> <p>2025/06/13</p>	100%

Goal	Progress Update	Current Completion
→Review, streamline, and standardize process for cheque requisitions	Progress: Form and procedures have been updated and approved. New training and improvement to process developed. Training moving to pilot phase in June. 2025/06/10	90%
→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. 2025/06/18	50%
→Improve user knowledge and awareness of swim spaces and equipment	Progress: New signage has been added to the Paul Reynolds Community Centre lobby identifying the pool areas that are open at any given time. Post-implementation data has been collected. The A3 report and analysis of the quantitative impacts of the changes are being finalized. 2025/06/17	95%
→Implement standardized naming convention for cheque requisitions	Progress: The project team has identified the various types of cheque requests currently being processed and has begun developing a standardized naming convention to promote consistency and reduce duplication, based on the data collected. The next steps include meeting with Financial Services staff to review the proposed list and finalize recommendations, taking into account the potential impact on both internal and external stakeholders. 2025/06/11	75%
→Streamline waste compliance documentation process	Progress: Gemba walk completed and compiling results of the Gemba. 2025/06/16	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. Post-implementation data and the A3 report will then be completed. 2025/06/17	85%
→Reorganize Revenue Accounting workspace	Progress: The physical workspace of the printer area was improved, including visual cues, to reduce waste of motion. These changes resulted in process time savings of 33% for processes involving this particular work area. 2025/03/02	100%
→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. 2025/06/10	60%

Goal	Progress Update	Current Completion
→ Consolidate and standardize tracking of contract information in Roads division	<p>Progress: Using CI tools such as visual management and mistake proofing, a new process and tool was implemented to manage winter contract information. This reduced time spent searching multiple files, minimize duplicate data entry and potential errors, and provided automatic budget updates and accurate budget tracking.</p> <p>2025/06/03</p>	100%
→ Standardize material list process for air handling units in City buildings	<p>Progress: Paper inventory lists were eliminated for this process, resulting in improved inventory accuracy and improved access to inventory information for all HVAC team members. The new process reduced time team members spent travelling and reduced mileage on City vehicles, resulting in process time savings of approximately 57%.</p> <p>2025/06/03</p>	100%
→ Improve Adaptive Equipment Lending Program process of retrieving, receiving, and maintenance of equipment	<p>Progress: CI tools such as SIPOC analysis and Gemba Walk were used at the start of the project, followed by a team exercise to develop a current state process map. Following an analysis of the current state, the team developed a future state process map. Future state changes and data collection for verification are currently underway. An A3 report will be prepared to close out the project.</p> <p>2025/06/13</p>	83%
→ Clarify process for lease of equipment	<p>Progress: Due to staff reassignments there may be a delay in this project based on competing priorities.</p> <p>2025/06/10</p>	80%
→ Streamline data input-management for Facilities asset management	<p>Progress: Work has advanced on this CI project, but it has not been completed within the required timelines due to city capital projects prioritization for the Canada Games.</p> <p>2025/06/13</p>	60%
→ Standardize calibration process of electronic salt spreader	<p>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.</p> <p>2025/06/11</p>	80%

Goal	Progress Update	Current Completion
→Standardize survey field coding	<p>Progress: The project focused on reducing the time spent creating field codes for surveys and creating a standardized workflow to create consistent outcomes using mistake proofing. Working with the team to achieve a one best way approach, the improvement results in 36.7 hours of staff time saved per year in rework and an overall process time savings of 50%. The team continues to monitor progress and expects to achieve additional efficiency over time.</p> <p>2025/04/24</p>	100%
→Standardize medical supply bags inventory for SJRFD	<p>Progress: No progress has been made on this project. Follow up planned.</p> <p>2025/06/17</p>	0%
→Standardize evaluation process for high-angle training	<p>Progress: Current evaluation process has been reviewed. Proposed survey evaluation questions have been drafted and are being reviewed internally.</p> <p>2025/06/10</p>	15%
→Streamline First Aid kit inventory for Parks and Open Spaces division	<p>Progress: The goal of the project was to increase the number of first-aid kits in the Parks & Open Spaces division that were in compliance with legislation, decrease expired and/or otherwise non-compliant contents, and create a safer workplace for staff. Initially, 78% of first-aid kits in the division were not compliant. Following process improvements, all first-aid kits are now in compliance with legislation. Visual management has been used to ensure accuracy of first-aid kits.</p> <p>2025/06/16</p>	100%
→Improve process of information sharing between Inspection Services and Facilities Engineering related to City infrastructure projects.	<p>Progress: Due to the prioritization of city capital projects in preparation for the Canada Games, this project is behind schedule. As soon as time permits, both Yellowbelt candidates will work together to complete their CI projects.</p> <p>2025/06/13</p>	0%