

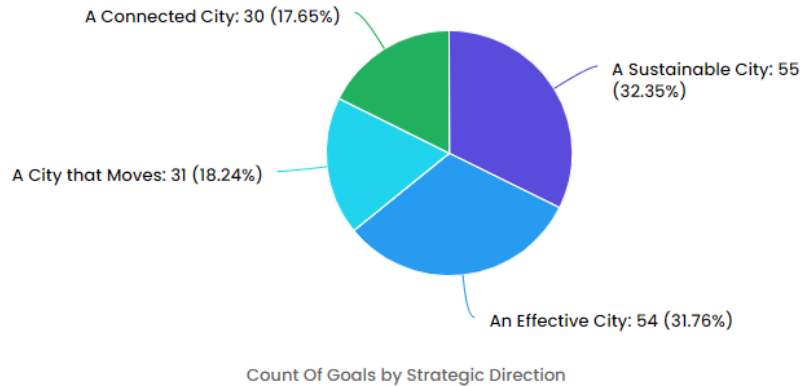


Annual Action Plan

- Progress at a Glance
- Progress Report Q2 2022
- Continuous Improvement Project Updates

Our City Our Future Strategic Plan – Progress at a Glance

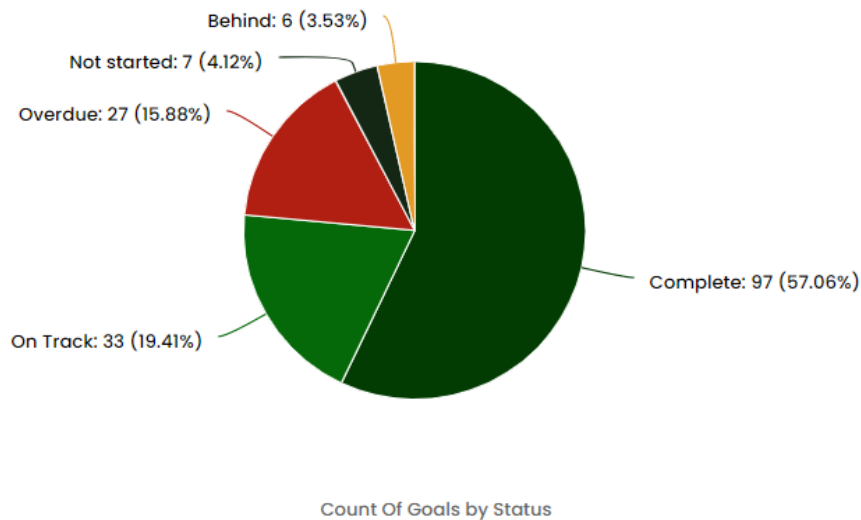
Number of Initiatives per Strategic Direction



Average Completion of Initiatives per Strategic Direction



Status of all Initiatives Since Launch of Plan in 2019



6 initiatives have been completed since the last update to Council

- Develop corporate framework for compliance with Payment Card Industry Data Security Standard (PCI DSS)
- Complete an Economic Development Plan
- Advance a Service Excellence Framework
- Develop staff training modules to enhance understanding and ensure legislative compliance
- Complete a continuous improvement maturity assessment
- Improve emergency and safety services processes, policy, and procedures

Continuous Improvement (CI) – Progress at a Glance

CI Projects Outcome Tracker

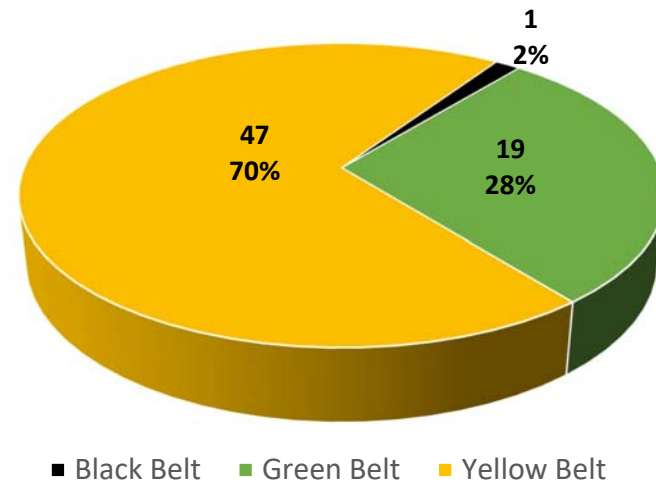
Total Lead/Process Time Saved (hours per year)	Total Staff Time Reinvested (hours per year)
64,256	2,999
Average % Change in Lead/Process Time	Sum of Dollar Value of Staff Time Reinvested
34.3%	\$127,413
Financial Reinvestment	
\$60,217	

All 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, save hard costs and ultimately improve employee engagement and customer experience. To demonstrate how this is working in real time, the City has started using a data collection tool to better capture outcomes from CI projects. The table above shows the cumulative outcomes from a variety of projects, some of which are small in scale but still yield significant results.

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

- Improve the work order process for City Buildings
- Map and improve the asset management process for linear infrastructure
- Improve the user set-up process for network and application privileges
- Streamline the annual call for performers process
- Develop a tracking system for completion of asset inventory and building condition assessments
- Creation of an electronic document log and payroll processing improvements
- Streamline the clothing order process in Community Services
- Improve operational processes at St. John's Regional Fire
- Improve internal communication of water quality information

Total Number of Employees with Continuous Improvement Certifications by Type



CITY OF ST. JOHN'S PLAN

A SUSTAINABLE CITY

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
Be financially responsible and accountable: 100%		2025/12/31									On Track
→ Develop corporate framework for compliance with Payment Card Industry Data Security Standard (PCI DSS): 100%	NEW Council Quarterly Achievements: Revision to the City's Cash Handling Policy to incorporate Payment Card Industry Data Security Standards (PCI DSS) was approved by Council at COTW, June 15th, 2022, thus concluding this strategic plan initiative. <i>2022/06/29</i>	2020/12/31									Complete
→ Develop a Commercial Vacancy Allowance Policy and Align with the Commercial Vacancy Allowance by-law: 100%	NEW Council Quarterly Achievements: Development of the policy is contingent on updating of the commercial allowance by-law which is scheduled to be completed by end of 2022. The due date for policy completion has therefore been moved out to 2023. <i>2022/03/10</i>	2023/01/31									Not started

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
→ Advance a corporate wide asset management program: 100%	<p>NEW</p> <p>Council Quarterly Achievements: The development of an asset management (AM) program is a multi-year process. Currently:</p> <ul style="list-style-type: none"> LIS working on digitizing the AM data collection template and development of a tool to use for ease of input, the tool was piloted in Q2 2022 and is being refined. Facility Engineering continuing to work on data collection Water & Wastewater (Infrastructure) group working on verifying data records Work continues on the Strategic Asset Management Plan with an initial draft expected by year end 2022 Work on Asset Management Roadmap, which is needed to record and track AM targets for short and long term, is on track <p>2022/06/09</p>	2023/12/31									On Track
→ Develop Asset Management Plans	<p>NEW</p> <p>Council Quarterly Achievements: This initiative is multi-year, 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 <p>2022/06/09</p>	2024/12/31									On Track
→ Complete State of Infrastructure Report	<p>NEW</p> <p>Council Quarterly Achievements: Slated to commence in 2023.</p> <p>2022/06/28</p>	2026/12/31									Not started
Plan for land use and preserve and enhance the natural and built environment where we live		2025/12/31									On Track

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
→ Develop a Development Design Manual	NEW Council Quarterly Achievements: The Development Design Manual is being reviewed by new Transportation Staff, Legal, and Senior Management. <i>2022/06/29</i>	2020/12/31									Overdue
→ Develop a Heritage Plan: 100%	NEW Council Quarterly Achievements: Suggest a revised completion date of May 2023, based on the work to be completed. This project will be done in-house. <i>2022/06/30</i>	2021/10/29									Overdue
→ Develop a Downtown Plan - a secondary or area plan under the Envision St. John's Municipal Plan: 100%	NEW Council Quarterly Achievements: Suggest a change of completion date to September 2023, with the relevant steps adjusted accordingly. A timeframe of 1 year from award of contract has been set, once the RFP is advertised and a winning firm is selected. <i>2022/06/30</i>	2021/12/31									Overdue
→ Replace subdivision development policy with new development policy	NEW Council Quarterly Achievements: Old Subdivision and Development policy to be rescinded and details worked into the Development Design Manual. Currently working with Legal Department on changes to security process. <i>2022/06/24</i>	2021/12/31									Overdue
→ Wetland Study (Phase 2) - Functional Assessment	NEW Council Quarterly Achievements: Wetland Assessment field work to begin in coming weeks. Final Report due in November 2022. <i>2022/06/29</i>	2022/04/30									Overdue
→ Gleneyre Street Culvert Replacement	NEW Council Quarterly Achievements: Project to be tendered at the end of June with construction to begin in August. <i>2022/06/21</i>	2022/10/28									On Track


Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
→ Divert waste from landfill: 100%	<p>NEW</p> <p>Council Quarterly Achievements: In January 2022, the new Sanitation Regulation By-Law came into effect requiring garbage placed at the curb be in clear, colourless bags - except for one 'privacy' bag per week. As a result of this regulation, recycling became mandatory. The City continues to see an increase in the tonnage of recycling collected. This increase in recycling is showing a positive benefit of the clear bag program. The City continues to primarily take an educational approach towards this program. Clear bags are now readily available from local retailers and suppliers.</p> <p>2022/06/27</p>	2022/12/30									On Track
→ Empire Avenue Sewer Separation Study: 100%	<p>NEW</p> <p>Council Quarterly Achievements: Aiming to have RFP issued by end of June and consultant hired by August to begin the study.</p> <p>2022/06/21</p>	2023/03/31									Behind
→ Plan for and implement Phase 2 of Goulds Servicing - Sanitary Trunk Sewer Extension.: 100%	<p>NEW</p> <p>Council Quarterly Achievements: Project started in Fall 2021. Construction currently ongoing with latest schedule showing all sewer pipe to be installed in 2022. The remaining work including surface course asphalt expected to be completed by the Summer of 2023.</p> <p>2022/06/21</p>	2023/07/28									On Track
→ Plan for and implement Phase 3 of Goulds Servicing - Sewage Forcemain: 100%	<p>NEW</p> <p>Council Quarterly Achievements: Construction is progressing well. All pipe is expected to be installed by August. Connections to the Trunk Sewer (Gould's Servicing - P2) and the pumping station cannot be completed until the Gould's Servicing - Trunk Sewer P2 is active. This is expected to be completed by the Summer of 2023.</p> <p>2022/06/21</p>	2023/12/15									On Track

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
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: 100%		2025/12/31									On Track
→ Complete a new Economic Development Plan, review and prioritize recommendations: 100%	NEW Council Quarterly Achievements: The economic development plan has been drafted as a framework to guide the directions for economic development activities. <i>2022/06/24</i>	2019/12/31									Complete
→ Begin implementation of the Economic Development Plan: 100%	NEW Council Quarterly Achievements: Progress ongoing with the delivery of projects within the framework. <ul style="list-style-type: none"> Innovate Canada will be hosted July 2022 Second My New St. John's Live event will be held October 2022 Public art project installed, Williams Lane Place marketing ongoing with Advantage St. John's <i>2022/06/24</i>	2020/12/31								Overdue	
→ Deliver on a regional Themed Signage Strategy as outlined in Roadmap 2021: 100%	NEW Council Quarterly Achievements: RFP re-issued and being reviewed. <i>2022/06/24</i>	2020/12/31									Overdue
→ Deliver, with partners, a report on Regional Economic Development	NEW Council Quarterly Achievements: Reports are complete and working through direction with partners <i>2022/06/28</i>	2022/05/31									Overdue
→ Explore opportunities to build an innovative problem solving culture using entrepreneurial approaches.: 100%	NEW Council Quarterly Achievements: Working towards a new project for 2022 with further information to be provided in future council reports. <i>2022/06/24</i>	2022/12/31									On Track

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
↪ Refresh the Arts & Cultural plan	NEW Council Quarterly Achievements: Assessment of plan completed in 2021 and refresh of directions/themes on schedule for 2023 completion <i>2022/06/24</i>	2023/03/31				<div style="width: 20%; height: 10px; background-color: #008000;"></div>	<div style="width: 40%; height: 10px; background-color: #cccccc;"></div>				On Track
Work collaboratively to create a climate-adapted and low-carbon city		2025/12/31				<div style="width: 10%; height: 10px; background-color: #008000;"></div>	<div style="width: 80%; height: 10px; background-color: #cccccc;"></div>				On Track
↪ Implementation of Resilient St. John's Community Climate Plan: 100	NEW Council Quarterly Achievements: <ul style="list-style-type: none"> Residential Energy Retrofits Program Design: The City is working with Econext to design a program to support residential energy efficiency, with the intention to apply for funding to FCM's PACE Financing. Program design workshops by Fundamental Inc. are ongoing with the City, as well as NLPower, NLHydro, the provincial government, and communities across Newfoundland and Labrador. A program design for council's consideration to support is expected by end of year. Details of what would need to be adjusted in the municipal act, and taxation act for Cities in NL to be able to consider the implementation of these program through the property tax frameworks were provided to the provincial government for consideration. These types of programs are available to residents in most provinces in Canada at the discretion of municipal councils. Metrobus Electrification: The City was awarded a ZEVIP planning grant to develop a detailed feasibility study for the long-term electrification of the system. Including modeling to ensure operation needs are met, route modeling to determine range of vehicles, and specification for a phased charging infrastructure deployment at the Metrobus depot. Environmental and Sustainability Experts Panel: Membership has been appointed and discussions ongoing as to how the ESEP can best support the City and community in scoping the implementation of the Resilient St. John's Community Climate Plan by scoping projects and programs to be implemented through partnerships. 	2022/12/31				<div style="width: 5%; height: 10px; background-color: #008000;"></div>	<div style="width: 15%; height: 10px; background-color: #cccccc;"></div>				On Track

Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
<ul style="list-style-type: none"> IURC Partnership: Through funding by the European Union, the City hosted delegates from the City of Braga, Portugal. This study visit is part of the European Union's International Urban and Regional Cooperation (IURC) program in North America. IURC is the world's largest city-to-city cooperation program and an international network of reference for urban innovation and sustainable urban development. This study visit saw staff and community organizations share lessons across the following thematic areas: Sustainable urban mobility and transportation including electric mobility; Tourism, incorporating sustainable and local development; Education, jobs, skills, innovation and technology; Renovation wave - energy efficiency in buildings. Lundrigan's Marsh Restoration Green Team: A Green Team in partnership with CCNL and SAM has been taken on by the City to complete some cleanup work on the lookout, and restoration work and tree planting at Lundrigan's Marsh, including various educational sessions for residents between July - August 2022. Building Residents' Home Flood Resilience: Funding application to the Intact Foundation to support residential flood protection improvements was not selected this year. Other funding sources will be pursued as they become available. Incorporating Climate Change: Climate change considerations are being included in risk assessment and business continuity planning, as well as water infrastructure masterplans and management. Low-waste & Circular Economy: Partnership with DFO and NAACAP to deploy litter collection baskets downtown is coming to an end. Recommendations are expected to come to council for next steps. Efforts to scope and support community composting and waste-to-value community efforts are ongoing. 										

2022/06/28

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
<p>↳ Implementation of Corporate Climate Plan</p>	<p>NEW</p> <p>Council Quarterly Achievements:</p> <ul style="list-style-type: none"> Energy Audits to Identify Opportunities & Developing a Budget-Neutral Approach to Energy Efficiency and GHG Reduction: The Corporate Energy Team is developing the scope of a "self-paying" energy efficiency program through an energy performance contract with Honeywell and their subcontractors, who were selected through a competitive process. The first step was to complete a detailed energy audit at 19 City owned buildings and facilities to identify "self-paying" opportunities. The project team submitted a proposal to the Climate Change Challenge Fund, and is in the process of identifying more grants as the energy efficiency solutions are being developed. The program aims to address energy efficiency, while also helping the corporate city operations achieve heating oil fuel use reductions in line with the City's Greenhouse gas reduction targets. Electric Vehicle Charging Infrastructure in City Facilities: The City awarded the supply and install contracts for a corporate EV charging network. Work is ongoing to finalize the timelines for the installation. Also, a proposal was submitted to NLPower's call for Level 3 chargers hosts, including City owned facilities as well as City owned land to ensure opportunities exist for NLPower to place chargers in our community. Site selection will be determined by NLPower and the City may or may not be selected this year. Anti-Idling Corporate Policy: is under review and revisions will be brought to council. <p>2022/06/28</p>	2022/12/31									<p>On Track</p>

A CITY THAT MOVES

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
Create a sustainable and accessible, low-carbon public transportation system: 100%		2025/12/31								On Track
→ Improve the customer experience through the introduction of new smart card features (mCard and Go-Card)	<p>NEW</p> <p>Council Quarterly Achievements: This work is proceeding well and several new smart card features have been introduced including real-time card reloads, the ability to temporarily suspend lost cards, or place cards on vacation mode.</p> <p>2022/06/28</p>	2022/05/31								Overdue
→ Completion and adoption of an electrification plan for public transit	<p>NEW</p> <p>Council Quarterly Achievements: Consultant has been chosen and project scoping exercise is being completed.</p> <p>2022/06/28</p>	2022/10/31								On Track
→ Commence the development of an accessibility plan for transit	<p>NEW</p> <p>Council Quarterly Achievements: This item is due to commence in fall 2022.</p> <p>2022/06/28</p>	2022/11/30								Not started

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Implement select recommendations from the Public Transit Review: 100%	NEW Council Quarterly Achievements: Several initiatives are being undertaken in 2022: <ul style="list-style-type: none"> • Improve transit accessibility by installing bus shelters at ten new locations – the tender for new shelters has been completed and the order placed with delivery expected by mid-fall 2022. Locations for shelters have been selected. • Evaluate the effectiveness of on demand software for paratransit – the evaluation has been completed and monitoring continues. • Identify opportunities for a pilot of on demand service on Metrobus – preliminary discussions will take place in early July. • GoBus – introduce use of Go-Cards on accessible taxis when providing rides under contract – this item has been completed and cards are working well. • Implementation of automated onboard stop announcement system to improve accessibility on all routes – this item is due to commence in Q3 2022. <i>2022/06/28</i>	2022/12/31								On Track
→ Improve safety for all users on a well-maintained street network: 100%	NEW Council Quarterly Achievements: Household travel survey delayed due to Transportation Group staffing levels and COVID-19. <i>2022/06/30</i>	2025/12/31								On Track
→ Implement the Transportation Master Plan: 100%	NEW Council Quarterly Achievements: Household travel survey delayed due to Transportation Group staffing levels and COVID-19. <i>2022/06/30</i>	2020/04/30								Overdue

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Implement select recommendations and actions from the Paid Parking Management Strategy: 100%	<p>NEW</p> <p>Council Quarterly Achievements: Staff have worked with the vendor to resolve the battery capacity issues in pay stations. The remaining pay stations are ordered and expected to be in transit within the next week or so. No recent work on parking permit design for Churchill Square or consultations on residential and visitor permit program due to Transportation Group staffing level and COVID-19</p> <p>2022/06/30</p>	2020/12/31								Overdue
→ Goldstone St. @ Team Gushue Highway Ramps Intersection Improvements - Roundabouts: 100%	<p>NEW</p> <p>Council Quarterly Achievements: Design is approximately 75% complete. No funding for construction to date. Design is expected to be completed Summer 2022.</p> <p>2022/06/21</p>	2021/12/31								Overdue
→ Initiate Annual Intersection Safety Program	<p>NEW</p> <p>Council Quarterly Achievements: Consultants report in Draft form. Work ongoing. Expect completion Fall 2022</p> <p>2022/06/30</p>	2021/12/31								Overdue
→ Digitize City Pavement Markings	<p>NEW</p> <p>Council Quarterly Achievements: Some preliminary work completed in preparation for an RFP. New manager reviewing with staff. Will provide more detailed update in Q3.</p> <p>2022/07/04</p>	2021/12/31								Overdue
→ Integrate Paid Parking Management System	<p>NEW</p> <p>Council Quarterly Achievements: Meeting with the vendors have taken place. Each vendor is now working on the implementation plan which should be completed by July 31st. Go live is expected to be by September 5th.</p> <p>2022/07/04</p>	2022/09/30								On Track
→ Update Traffic Calming Policy	<p>NEW</p> <p>Council Quarterly Achievements: Revised policy in draft. On track for completion of policy in Fall 2022.</p> <p>2022/06/30</p>	2022/12/31								On Track

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Implement annual traffic calming program	NEW Council Quarterly Achievements: Corridors identified and public surveys completed. Prioritization underway. Expect to complete five streets in 2022. <i>2022/06/30</i>	2022/12/31								On Track
Expand and maintain a safe and accessible active transportation network: 100%		2025/12/31								On Track
→ Conduct Kelly's Brook Trail design process (shared use path recommended by Bike St. John's Master Plan): 100%	NEW Council Quarterly Achievements: Design for Columbus Drive to Carpasian Road, phase 1, is near completion with some minor revisions. Carpasian Road to King's Bridge Road, phase 2, is in the concept alignment stage. Original funding was insufficient for construction so it was approved by Council to cancel the original agreement and apply for alternate cost-shared funding options. Funding was applied for under two cost-sharing opportunities but staff have not heard back to date. <i>2022/06/21</i>	2021/06/30								Overdue
→ Annual Infill Sidewalk Program	NEW Council Quarterly Achievements: Working with Transportation Department to prioritize locations where sidewalk is required while coordinating with the Bike Master Plan ultimate build-out. Aiming to go to tender Early Fall for 2022 Program. 2021 Program ongoing and expected to be completed this Summer. <i>2022/06/21</i>	2022/12/31								Behind
→ Construct Kelly's Brook Shared Use Path: 100%	NEW Council Quarterly Achievements: Design phase still ongoing. No approved funding for construction to date. <i>2022/06/22</i>	2023/04/04								Not started
→ Canada Drive active transportation improvements	NEW Council Quarterly Achievements: Concepts developed and presented through public engagement in Spring 2022- What we Heard document released June 28, 2022. Design phase ongoing. <i>2022/06/30</i>	2024/12/31								On Track

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
Elizabeth Avenue active transportation and roadway improvements	NEW Council Quarterly Achievements: Design ongoing. <i>2022/06/30</i>	2024/12/31								On Track

A CONNECTED CITY




Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
Increase and improve opportunities for residents to connect with each other and the City: 100%		2025/12/31								On Track
→ Increase number of youth engaged in City matters through a Youth Panel: 200 People(s)	<p>NEW</p> <p>Council Quarterly Achievements: The Online Youth Panel was launched in Q1 with a goal to have ongoing feedback from the youth demographic. To date there are 97 members of the Panel of whom, 57, have opted in to text messaging. The target for the year is 200 members and lead staff are working with the City's Communications Team and Youth Engagement Working Group to develop strategies and approaches to increase not only the number of members within the Panel but also their active participation in the surveys. To date, the City has issued five panel questionnaires and received 139 responses. Topics have included: indicators of a livable city, affordable housing, elections, employment, disaster and emergency preparedness. Results are shared with relevant city staff for their consideration.</p> <p><i>2022/06/24</i></p>	2022/12/31								On Track
→ Pilot the use of EngageStJohns.ca for planning applications requiring rezoning	<p>NEW</p> <p>Council Quarterly Achievements: Pilot plan is in implementation mode. Staff in Organizational Performance and Strategy are working with Planning and Communication to ensure projects are accurate and timely and will monitor participation and usage of the project page over the next 12 months. To date, four projects have been profiled. Staff will ramp up communications efforts in Sept. 2022.</p> <p><i>2022/06/24</i></p>	2023/06/30								On Track
Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities: 100%		2025/12/31								On Track
→ Roll out social marketing strategy to address Not in My Backyard (NIMBY)	<p>NEW</p> <p>Council Quarterly Achievements: This project remains on hold.</p> <p><i>2022/06/29</i></p>	2021/12/31								Overdue




Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Galway Village Green (Phase 1)	<p>NEW</p> <p>Council Quarterly Achievements: Galway Village Green Phase 1 Playground Project is moving ahead as scheduled. Council awarded the Construction Tender to Can-Am Platforms on June 20, 2022. Pre-Construction meeting is slated for June 22, 2022 while construction documentation is collected and contracts executed. There is the potential for this project to be delayed in completion. There are challenges with the acquisition of the playground equipment as there are country-wide delays associated with similar projects and scope. However, staff are confident that they can achieve completion of the parking lot, multi-court, fencing, trails, pathways, and park lighting per the proposed fall completed schedule.</p> <p>2022/06/21</p>	2022/11/30								On Track
→ Advance Year 1 of the Healthy City St. John's Strategy	<p>NEW</p> <p>Council Quarterly Achievements: Progress on the Healthy City Strategy is on schedule with the formation of the joint Eastern Health/City of St. John's Mobilization team to be finalized by the June 30th deadline. The duties of Recreation Division staff have been realigned to support advancement of the Strategy. Work towards goals in all 6 pillars is advancing.</p> <p>2022/06/24</p>	2022/12/16								On Track
→ Develop Conceptual Design for Bowring Park Skating Surface	<p>NEW</p> <p>Council Quarterly Achievements: Staff are ahead of the projected schedule outlined for the tasks identified for this project. The RFP will be issued for the Prime Consultant by June 24, 2022. It is anticipated that two conceptual renderings will be in hand for review and selection of the preferred design by our primary stakeholder, the Bowring Park Foundation, by September so that they may be able to start on their fundraising campaign for this project</p> <p>2022/06/21</p>	2022/12/30								On Track
→ Reduce vacancies in lower end of market (LEM) rental housing units by 10% by Dec 2022: 26 Vacancy Rate (%) to 16 Vacancy Rate (%)	<p>NEW</p> <p>Council Quarterly Achievements: On track to achieve the 10% reduction in LEM vacancy rate by end of year.</p> <p>2022/06/29</p>	2022/12/31								On Track

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Cycling Pump Track at Quidi Vidi	<p>NEW</p> <p>Council Quarterly Achievements: Construction is expected to begin in August after the Royal St. John's Regatta and is anticipated to be complete in October.</p> <p>2022/06/22</p>	2022/12/31								Behind
→ Construction of the H.G.R. Mews Centre Replacement	<p>NEW</p> <p>Council Quarterly Achievements: The new Mews Replacement project is moving ahead according to schedule. A significant amount of civil site works have been completed to date. The playground is in the final stages of completion with the grand opening scheduled for August 11, 2022. The geothermal wells have been installed on site and the lines are currently being tested for connection to the building. Pool walls for both the lap pool and the leisure pool are completed and steel erection is well underway. Land acquisition for widening the entrance to Mundy Pond Park is nearly finalized. Site services and headwalls for culverts are currently being completed to enable the site access road work to begin and curb, gutter and sidewalk installation and a base course of asphalt. Trail modifications and upgrades will be completed in the coming week and returned to Grand Concourse standards shortly.</p> <p>2022/06/21</p>	2023/11/30								On Track
→ Upgrade Downtown Lighting to LED	<p>NEW</p> <p>Council Quarterly Achievements: Funding not secured for 2022. Application is submitted for 2023. An update will be provided in 2023.</p> <p>2022/06/30</p>	2023/12/01								Not started
→ Create a new Recreation Master Plan	<p>NEW</p> <p>Council Quarterly Achievements: Slated to commence in fall of 2022.</p> <p>2022/06/28</p>	2023/12/06								Not started

AN EFFECTIVE CITY

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
Work with our employees to improve organizational performance through effective processes and policies: 100%		2025/12/31								On Track
→ Evaluate the Special Events application process and associated fees and make recommendations for modifications: 100%	NEW Council Quarterly Achievements: Updated policy and procedures have been reviewed by the Legal Department and required revisions are in the process of being made. Once completed, Legal will conduct a final review. <i>2022/06/22</i>	2021/01/31								Overdue
→ Review and update accident review process: 100%	NEW Council Quarterly Achievements: Reviewing external contractor feedback and comparing to internal departmental requirements in preparation for commencing drafting of final report. <i>2022/06/29</i>	2021/11/30								Overdue
→ Implement bid evaluation software: 100%	NEW Council Quarterly Achievements: Staff want to complete the Vendor Performance project before starting this one as it is a module in the same software. Expect to begin this project in the 1st quarter of 2023. <i>2022/06/24</i>	2021/12/31								Overdue
→ Develop action plan and build capacity to support the Employee Success Program: 100%	NEW Council Quarterly Achievements: Delayed due to resource shortages. Training material is being finalized with a pilot session taking place in August. Roll out to all management employees will be scheduled after the pilot. <i>2022/06/28</i>	2021/12/31								Overdue
→ Develop staff training modules to enhance understanding and ensure legislative compliance	NEW Council Quarterly Achievements: Training modules have been completed for Mechanics' Liens, Development Securities, and Land Easements. Scheduling of sessions is forthcoming. <i>2022/06/29</i>	2021/12/31								Complete

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Enhance awareness and understanding within the organization of the role of Legal Services	<p>NEW</p> <p>Council Quarterly Achievements: Information session on role of Legal Department was offered at the Managers' Forum on May 3, 2022. Session was well received.</p> <p><i>2022/06/29</i></p>	2021/12/31								Overdue
→ Occupational Health and Safety Program Policy Development	<p>NEW</p> <p>Council Quarterly Achievements: The initiative has stalled. Staff will continue with developing an OHS program policy as it is a cornerstone to revamping the division. In addition, the City's internal audit division has begun an audit of the OHS divisions. Audit objectives will be developed by the beginning of July, preliminary documentation has already been provided to audit division.</p> <p><i>2022/06/21</i></p>	2021/12/31								Overdue
→ Implement a new FDM Training Module	<p>NEW</p> <p>Council Quarterly Achievements: Continue to work through final three outstanding issues related to our CAD system which is holding back the upgrade. As delays working around these identified issues have persisted, staff are changing course to move forward to implement the Training module under the current version and continue to work on the upgrade after words. Request has been submitted to vendor to get this process moved up and started.</p> <p><i>2022/06/23</i></p>	2022/02/01								Overdue

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
<p>→ Complete a continuous improvement maturity assessment</p>	<p>NEW</p> <p>Council Quarterly Achievements: This maturity assessment is complete and the City received a bronze status result, a typical result for an organization of this size at this stage of its Lean journey. It is important to note that this result has been achieved using existing human resources and budget over the past four and half years. The report notes: "Overall, the City of St. John's has a well established foundation for continuous improvement. It has developed a strong stance in lean as the way of work. The municipality has developed a strategy, a method of linking projects to strategy and a St. John's steering committee, commitment to training and development, as well as opportunities to improve which are abundant and supported. Standard work has been developed and leveraged from many parts of the organization." Recommendations for the future include: Leverage Hoshin (Lean) planning for strategy , formalize a link with performance and delivery of strategic goals, identify core value streams across the organization and determine key process health metrics to drive operational excellence, continue to drive engagement and excitement through forms of communication. The Organizational Performance and Strategy Team will work with senior staff to develop an action plan going in to 2023 that aligns with other strategies such as service excellence, employee engagement, etc. to further advance the City's CI efforts.</p> <p><i>2022/06/29</i></p>	2022/06/30								Complete
<p>→ Review and Update Residential Parking Guide</p>	<p>NEW</p> <p>Council Quarterly Achievements: Parking Enforcement staff met with Access staff to develop review criteria. Some preliminary work completed.</p> <p><i>2022/07/04</i></p>	2022/12/30								On Track
<p>→ Expand the Application of Electronic Field Notices in Regulatory Services</p>	<p>NEW</p> <p>Council Quarterly Achievements: Some preliminary work done. Staff are working on developing a checklist for the permit types.</p> <p><i>2022/06/29</i></p>	2022/12/30								On Track

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Review and update by-laws: 100%	<p>NEW</p> <p>Council Quarterly Achievements: Work is proceeding on the following:</p> <ul style="list-style-type: none"> A draft of the Residential Property Standards By-law is in development. Code of Ethics By-law - the Province is to provide templates for model codes. This will determine if the City has to draft its own codes or simply adopt the province's templates. Internal meetings are taking place on the Commercial Property Tax By-law. Anticipate a draft by late fall 2022. <p>2022/06/29</p>	2022/12/30								On Track
→ Develop policies, procedures & service standards to enhance Regulatory Services processes: 100%	<p>NEW</p> <p>Council Quarterly Achievements: Four standard operating procedures have been completed in inspection services and two in parking enforcement. Two additional procedures are slated for completion in parking enforcement in 2022.</p> <p>2022/06/29</p>	2022/12/30								On Track
→ Improve processes, policy, and procedures related to emergency and safety services: 100%	<p>NEW</p> <p>Council Quarterly Achievements: This initiative has reached completion. Final item is the first meeting of the Emergency and Continuity Advisory Committee which is booked for July 5, the Terms of Reference will be tabled for approval at this meeting.</p> <p>2022/06/21</p>	2022/12/31								Complete
→ Develop a Support for Affordable Housing Development Policy	<p>NEW</p> <p>Council Quarterly Achievements: Work to create the policy continues to move along. Review by internal stakeholders is underway.</p> <p>2022/06/24</p>	2022/12/31								Behind

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Undertake Continuous Improvement Projects	<p>NEW</p> <p>Council Quarterly Achievements: Nine continuous improvement projects have been completed since the last update and two additional projects are nearing completion. Ten new yellow belt projects are getting underway and are due to be completed in Q3-Q4. A new project is also underway to document and improve the intake process for development securities.</p> <p><i>2022/06/30</i></p>	2022/12/31								Behind
→ Create a continuous improvement (CI) culture through ongoing training & development: 100%	<p>NEW</p> <p>Council Quarterly Achievements: The focus so far in 2022 has been on continuing to grow capacity and awareness of CI tools and strategy using virtual tools as much as possible and to better quantify and communicate results both internally and outside the organization. Since the last update, staff have:</p> <ul style="list-style-type: none"> delivered CI for managers to all new managers to the organization Shared CI success stories internally through information sessions/stories continued to support current green and yellow belt (YB) projects and other project leads in the implementation and sustainability of their projects (see project updates for details). One cohort of YBs took place in 2022 bringing the total of YBs trained to 47. developed two case studies for City Guide to translate results from CI to the public <p><i>2022/06/29</i></p>	2022/12/31								On Track
→ Deliver employee conflict management training: 1.2k People(s)	<p>NEW</p> <p>Council Quarterly Achievements: Training in conflict management continues. As of the end of Q2, 111 employees have completed the training session.</p> <p><i>2022/06/30</i></p>	2023/06/30								On Track

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
<p>↳ Identify and undertake initiatives to support employee engagement</p>	<p>NEW</p> <p>Council Quarterly Achievements: Results at both a corporate and departmental level have been shared and discussed with staff throughout the organization. Departments have provided feedback to the project team on the discussions and the project team has analyzed the key issues from a corporate perspective. Over the coming months the project team will develop a corporate action plan to address issues and work with department heads on their departmental focused plans to address key concerns.</p> <p>2022/06/29</p>	2023/12/31								On Track
<p>Ensure accountability and good governance through transparent and open decision making: 100%</p>		2025/12/31								On Track
<p>↳ Initiate communications strategy to share decisions from Council & Committee of the Whole meetings: 100%</p>	<p>NEW</p> <p>Council Quarterly Achievements: Working with the Information Technology department, Council Chambers has been set up to host press conferences and other video productions live on our website. Staff have purchased the microphones necessary to produce podcasts, with a plan to begin with a Mayor's podcast in September. Staff will have the new website in place in the fall, with an ability for members of the public to sign up for Council updates. By mid-September, this strategy will be in full implementation.</p> <p>2022/06/28</p>	2019/12/31								Overdue
<p>↳ Implement vendor performance module for bids and tenders software: 100%</p>	<p>NEW</p> <p>Council Quarterly Achievements: Software bugs have created significant delays in this project. Most of the problems have been resolved. Staff are working with the vendor to resolve these and expect to have the project complete in the 4th quarter of 2022.</p> <p>2022/06/24</p>	2021/05/28								Overdue
<p>Achieve service excellence through collaboration, innovation and modernization grounded in client needs</p>		2025/12/31								On Track

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Advance a Service Excellence Framework: 100%	<p>NEW</p> <p>Council Quarterly Achievements: This framework has been approved by senior staff and the Deputy City Manager for Community Services is senior champion. The framework will also include innovation and focus on six pillars: Continuous Improvements, Voice of Customer, Service Standards, Tools and Training, E-services, Web and Apps. Action items to advance the pillars will be captured on an annual basis under the new goal approved in 2022 – Achieve service excellence through collaboration, innovation, and modernization grounded in customer needs.</p> <p>2022/06/24</p>	2019/12/31		█						Complete
→ Implement solutions software, Yardi Voyager, to improve management of applications, tenants, units, rent payments	<p>NEW</p> <p>Council Quarterly Achievements: Staff continue to work with IT and the Yardi vendor, however, the project is behind. The new 'go live' date is mid November 2022.</p> <p>2022/06/24</p>	2021/12/31			█ █					Overdue
→ Plan for and implement the 2022 Citizen Satisfaction Survey: 100%	<p>NEW</p> <p>Council Quarterly Achievements: Staff are currently reviewing proposals and a vendor will be selected and contract put in place in the coming weeks. Survey is on track for implementation in Fall 2022.</p> <p>2022/06/24</p>	2022/12/31		█						Behind
→ Advance a new City website: 100%	<p>NEW</p> <p>Council Quarterly Achievements: The new site is in test mode, with all content reviewed and uploaded. During Q3 staff will finalize the site for a fall launch.</p> <p>2022/06/28</p>	2022/12/31	█							On Track
→ Source & Implement Citizen Request Management (CRM) System for 311	<p>NEW</p> <p>Council Quarterly Achievements: On track. Finalizing the contact with the vendor and looking to have the project kick-off in the fall.</p> <p>2022/07/05</p>	2023/12/31				█				On Track

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

GOAL

Goal	Current Completion	Progress Update
Undertake Continuous Improvement Projects	Behind	<p>Progress: Nine continuous improvement projects have been completed since the last update and two additional projects are nearing completion. Ten new yellow belt projects are getting underway and are due to be completed in Q3-Q4. A new project is also underway to document and improve the intake process for development securities.</p> <p>Next Steps: <i>No value</i> 2022/06/30</p>
→ Work order process for City Buildings: 100%	Complete	<p>Progress: A high volume of service requests are processed by the City Buildings division of Public Works annually. A significant number of service requests (71%) require follow-up or clarification before actioning due to inaccurate or incomplete information. In addition, only 54% of service requests are received via Wrensoft, the corporate application designed to facilitate the process. To address the problem of defective service requests the following process Improvements were piloted: 1. Creation of intranet page with user help information, guides, faqs, video etc.; 2. Communication of service standards and related information; 3. Creation of training curriculum and pilot of virtual training session/demo held for 24 users on December 16, 2021.</p> <p>Data collection completed after the piloted improvements indicated improvement goals were met as follows: percentage of service requests received in Wrensoft versus other means increased from 54% to 95% (76% improvement); percentage of service requests with errors decreased from 71% to 50% (30% improvement). This has improved the overall efficiency of the process by reducing rework.</p> <p>Though the improvement goals were met, it is important to note that a significant number of service requests still contain errors and rework will occur in the process unless continued intervention occurs (continuous improvement is about incremental change). Changing user behaviour is in itself a process and it is recommended that the virtual training session be offered at least once a year and follow-up be initiated with specific user groups.</p> <p>Next Steps: <i>No value</i> 2022/06/07</p>

Goal	Current Completion	Progress Update
→ Collection of Accommodation Tax: 100%	Overdue	<p>Progress: There has been increased interest from the accommodation sector in availing of additional electronic payment options for accommodation tax. Implementing changes to this process will require discussions with a number of City departments. It is anticipated that these discussions will begin in the fall of 2022 and that this will be the medium-term focus of this CI project.</p> <p>Next Steps: Begin discussions on feasibility of additional electronic payment options. 2022/06/10</p>
→ Improve Operational processes at St. John's Regional Fire Department: 100%	Complete	<p>Progress: The SJRFD Mechanical Service Work Order (MSWO) CI Project brought to light the wastage of time during the changeover of SJRFD front-line apparatus and respectively the equipment on these trucks with another replacement spare apparatus. The process was heavily reliant on availability of spare apparatus and equipment and of the process amongst Fire Suppression and Mechanical Division involved during the changeover. Two new engines were brought in to service and will replace some of the existing front-line engines that will go into service as spare engines for quick and effective changeover when required. Along with these trucks going into service, a new Policy and Operational Guideline (POG) was developed that addressed the effective changeover process starting with the spare apparatus being staged at certain locations. The new engines and the new Policy and Operational Guideline were implemented Q1 2022 with monitoring and evaluation following.</p> <p>Other recommendations outlined in the report include new diagnostic programming for mechanics use and new Vehicle Maintenance/Tracking software program. Staff have upgraded the WIFI in the Fire Stations and at the Mechanical Division which allowed mechanics to have more accessibility to Diagnostic Software while evaluating a truck on-site at any of the fire stations rather than having to wait for the Mechanical Division (Garage) to run their diagnostic programs.</p> <p>As a result of the implemented improvements, there was a 17% reduction in lead time time and an additional 17% increase in work capacity allowing the other mechanic to concentrate on other work rather than being involved in changeover process.</p> <p>Next Steps: <i>No value</i> 2022/06/17</p>
→ Improve the process used to obtain fleet shop supplies in Public Works: 100%	Overdue	<p>Progress: Contract for the vending machine was re-tendered and closed June 23, 2022. Bids are being evaluated. As per the tender, installation will occur within 3 months of contract award.</p> <p>Next Steps: Evaluate bids, award contract, and proceed to installation. 2022/06/24</p>

Goal	Current Completion	Progress Update
→ Map and improve the asset management process for linear infrastructure: 100%	Complete	<p>Progress: This project is complete. The resulting coordination of work between Planning, Engineering & Regulatory Services and Public Works for the Streets Rehab program has seen future cost avoidance of \$380k for two streets sampled. A3 final report for project is completed and has been submitted for review.</p> <p>Next Steps: <i>No value</i></p> <p>2022/06/09</p>
→ Standardize the records management process to increase quality at source: 100%	Overdue	<p>Progress: Pilot of training program delivered to Legal Department in January 2022. Data collection to assess the effectiveness of the pilot and the impact on quality of records received at Records Management/Archives will occur as records are forwarded from Legal. Anticipate having results to report by end of third quarter 2022.</p> <p>Next Steps: Complete data collection and assess effectiveness of pilot. Deliver training to other relevant Departments.</p> <p>2022/06/22</p>
→ Improve the user set-up process for network and application privileges	Complete	<p>Progress: Every year the Network team in Corporate Information Services processes more than 1,500 requests to add or change user network accounts and application privileges. Assigning users the correct group membership involves multiple employees, uses multiple applications, and uses information stored in multiple locations. If the correct information isn't provided upfront, staff have to gather it which can add 30 minutes to the setup process every time. This project developed a computer application which examines the City's IT directories and automatically gathers the information required. The application saves time and improves the accuracy of account setup. This process improvement will save more than 1,700 hours of staff time annually; time that can be reinvested into other work.</p> <p>Next Steps: <i>No value</i></p> <p>2022/06/13</p>
→ Restructure the Intranet by piloting an improvement to the purchasing pages	Overdue	<p>Progress: The pilot has been finalized and reviewed.</p> <p>Next Steps: Submit A3 final report.</p> <p>2022/06/28</p>

Goal	Current Completion	Progress Update
→ Map and streamline the OHS training process	Overdue	<p>Progress: The project team met with project sponsors to outline the current state of the process and review the root causes of waste. The current process has many steps and touchpoints throughout and there is duplication of effort, waiting, rework, and extra processing. Several suggested improvement ideas have been identified by the team and these are under further discussion by the project sponsors.</p> <p>Next Steps: Receive feedback on solutions and discuss the implementation plan details including timelines.</p> <p>2022/06/24</p>
→ Create electronic forms for remote data collection for sewer pumping stations	Overdue	<p>Progress: Electronic forms have been created and crews are using them in the field using iPad minis. Anticipate that additional improvements or changes will be made as the forms are used more frequently.</p> <p>Next Steps: Submit final A3 report.</p> <p>2022/06/30</p>
→ Improve the annual call for performers process	Complete	<p>Progress: The Call for Performers is an annual intake program for the “Music @” Concert Series, Cruise ship Dockside Welcomes, and other City-hosted events and festivals (e.g., Canada Day, Festival of Music & Lights). A fillable PDF form was used in the process but could be problematic as it was not user-friendly, tended to experience compatibility issues, and resulted in a high volume of emails. Once completed forms were received, a considerable amount of manual administrative work was required to collate and organize information. To improve the process a Microsoft online form was created that was mobile friendly, easy to use, more intuitive, and had built-in accessibility features. Feedback from users was positive and submissions for the year increased by 140% over the previous 5 years. The new online form helped reduce errors and eliminated a considerable amount of administrative work saving approximately 31 hours of staff time annually.</p> <p>Next Steps:</p> <p>2022/06/13</p>
→ Map and standardize the asset acquisition and disposal process	Overdue	<p>Progress: Project is getting underway. Internal discussions held to refine project scope. Will focus first on mapping the current state of the process with a view to identifying potential areas for improvement.</p> <p>Next Steps: <i>No value</i></p> <p>2022/06/22</p>

Goal	Current Completion	Progress Update
→ Improve internal communication of water quality information	Complete	<p>Progress: Training materials completed and information session for staff held on May 2, 2022. A pre and post session survey was completed by all attendees to help assess effectiveness. The overall benefit of the session was rated as 4.7 on a scale of 1-5, (5 being very beneficial). The overall level of awareness for all topics covered in the information session increased post session. For example, attendees comfort level with water quality and services provided by the laboratory showed a 62% increase. In addition, there has been improved communication and response time to substandard distribution system results and their remediation. Laboratory Services have been notified that action was taken after receiving unsatisfactory field results in a timely manner. Laboratory staff were then able to re-test and received a satisfactory result.</p> <p>Next Steps: 2022/06/30</p>
→ Streamline the clothing order process in Community Services	Complete	<p>Progress: Uniforms for Citizen Services and Tourism staff are not part of a tender and can often take longer to order and can be more costly. The annual ordering process is time consuming for supervisors, buyers, and the Finance department. To reduce rework and waste in the process, a standard fillable PDF form was created providing staff with specific pre-determined choices. It is anticipated that this form will help reduce waste in the ordering process by 70%, however, as this is an annual process exact savings will not be known until the next order takes place.</p> <p>Next Steps: Track improvement metrics on next ordering cycle. 2022/06/13</p>
→ Creation of electronic document log and other improvements for payroll processing in Planning, Engineering & Regulatory Services	Complete	<p>Progress: When the capital works payroll process partially transitioned from paper records to electronic filing in early 2021, the records log was not transitioned and remained paper-based. Ticket posting, job log, and other information was recorded in hard copy and maintained in a binder. Electronic information is more secure, easier to retrieve and review. This CI project standardized the payroll process so all aspects could be recorded, stored, and documented electronically. In addition, a set of standard payroll processing work instructions was updated, As a result of these improvements, the time to complete the payroll process was reduced by 33% resulting in an annual savings of 26 hours of staff time. Transitioning to electronic records also saved approximately 1,800 sheets of paper annually.</p> <p>Next Steps: <i>No value</i> 2022/06/13</p>

Goal	Current Completion	Progress Update
→ Develop a tracking system for completion of asset inventory and building condition assessments	Complete	<p>Progress: This item has been completed through the efforts of a yellowbelt project within the Facility Engineering Team. Staff now have a comprehensive list of all of buildings and a checklist of those buildings that have been completed along with their civic address and related information including pictures, as-builts etc. Implemented improvements resulted in a 55% reduction in the overall lead/process time and staff time savings of 132 hours per year.</p> <p>Next Steps: <i>No value</i> 2022/06/21</p>
→ Develop standard workflows/checklists for processes in the Infrastructure Division of Public Works	Overdue	<p>Progress: Resource limitations has not permitted this project to start. Anticipate a fall 2022 completion.</p> <p>Next Steps: 2022/06/30</p>
→ Map the current street excavation permit process	On Track	<p>Progress: This is a new continuous improvement project. Project proposal submitted and approved. First draft of high level process map has been completed documenting main steps and stakeholders in the process.</p> <p>Next Steps: Review and revise map. 2022/06/07</p>
→ Create a visual management guide for water filter change process	On Track	<p>Progress: This is a new continuous improvement project. Project proposal submitted and approved. Working with team to define the current state of the process and collect data/information to help in the creation of a standard visual guide.</p> <p>Next Steps: 2022/06/07</p>
→ Standardize the process for class of City Buildings service requests	On Track	<p>Progress: This is a new continuous improvement project. Project proposal submitted and approved.</p> <p>Next Steps: Get project underway. 2022/06/07</p>
→ Organize electronic files in Fire Support Services	Not started	<p>Progress: This is a new continuous improvement project. Project proposal submitted and approved.</p> <p>Next Steps: Get project underway. 2022/06/07</p>

Goal	Current Completion	Progress Update
→ Improve process for development securities intake and tracking	On Track	<p>Progress: Current state mapping is underway. Several divisions have been consulted to understand their inputs and outputs for the process. To date, current state process maps have been developed for the high-level securities process, and for some sub-process.</p> <p>Next Steps: Begin value mapping and root cause analysis of issues for all sub-processes. Eliminate waste and create a new process, along with associated sub-processes, and implement the new ways of working.</p> <p>2022/06/29</p>
→ Improve parking permit application	On Track	<p>Progress: This is a new continuous improvement project. Project proposal submitted and approved.</p> <p>Next Steps: Get project underway.</p> <p>2022/06/30</p>
→ Streamline the administrative process for firefighter medicals	On Track	<p>Progress: This is a new continuous improvement project. Project proposal submitted and approved.</p> <p>Next Steps: Get project underway.</p> <p>2022/06/13</p>
→ Review the process for temporary occupancies	On Track	<p>Progress: This is a new continuous improvement project. Project proposal submitted and approved.</p> <p>Next Steps: Get project underway.</p> <p>2022/06/13</p>
→ Streamline collection of asset information and condition assessments using as-builts	On Track	<p>Progress: A field tool is currently in production mode using Survey 123 an ARCGIS product. Staff are now able to directly enter as-built information into a work sheet using a form and identify and create an asset list before going to the field for on-site verification. This tool also allows staff to effectively report the condition of the asset and identify items of concern that should be addressed by City Buildings.</p> <p>Next Steps: <i>No value</i></p> <p>2022/06/21</p>
→ Creation of information technology standards for procurement	Not started	<p>Progress: This is a new continuous improvement project. Project proposal submitted and approved.</p> <p>Next Steps: Get project underway.</p> <p>2022/06/13</p>

Goal	Current Completion	Progress Update
<p>↳ Streamline site transportation of walk behind asphalt saw</p>	<p>On Track</p>	<p>Progress: This is a new continuous improvement project. Project proposal submitted and approved.</p> <p>Next Steps: Get project underway.</p> <p><i>2022/06/28</i></p>