



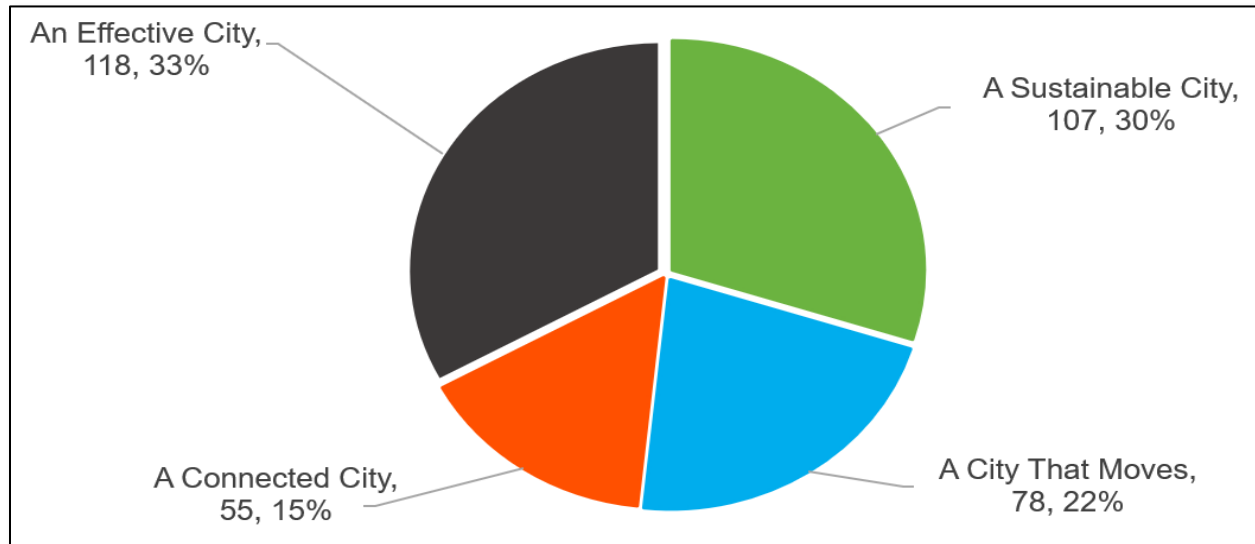
# Annual Action Plan

- Progress at a Glance
- June 2026 Progress Report
- Continuous Improvement Project Updates

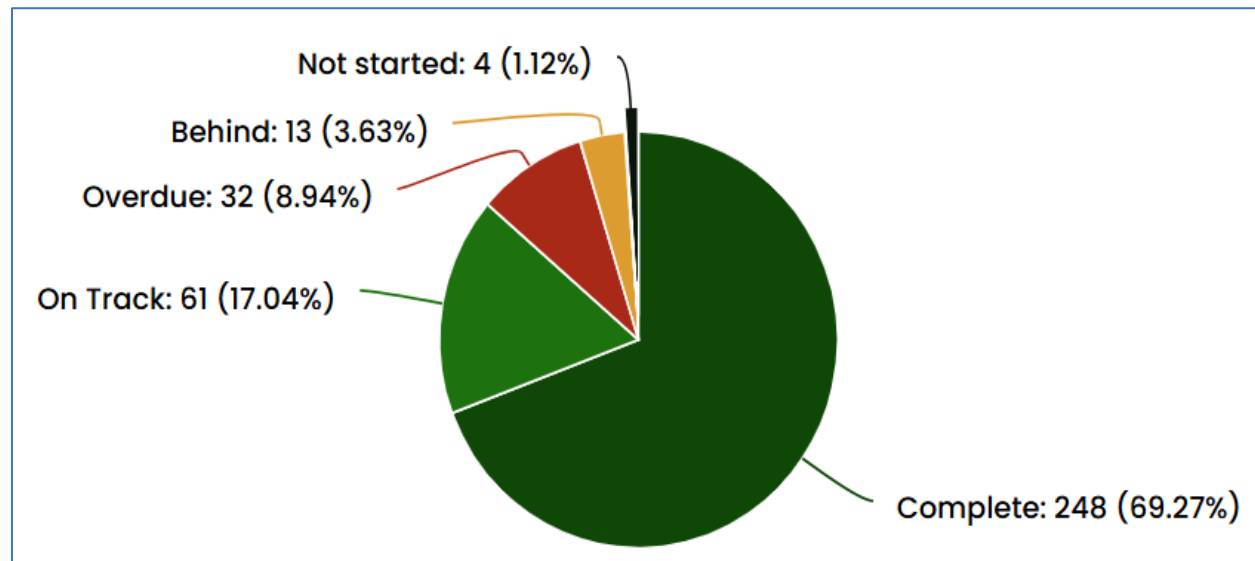
A Sustainable City | A City that Moves | A Connected City | An Effective City

# 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



## 15 initiatives completed since the last update

- Plan for and implement Trenchless Rehabilitation of the Water Street Brick Sewer (final phase of the Water Street Infrastructure Project)
- Design of Royal Drive, Mooney Crescent, Old Petty Harbour Road Sewer Replacement
- Complete study of Waterford Bridge Road Classification
- Consolidate Metrobus Route 3 from 3A/3B
- Expand Metrobus Route 23 weekday service
- Increase frequency of Metrobus Route 14 from 60 to 30 minutes during weekday peak periods
- Improve the Metrobus customer experience through the introduction of new smart card features (mCard and Go-Card) designed to make the system user friendly
- Consider amending the Heritage Financial Incentives Program eligible work to include renovations on all facades of a building and a building's foundation
- Consider amending the Heritage Financial Incentives Program eligible work to include a new grant for municipality designated Heritage Buildings
- Design and construct new accessible washrooms for Chafe's Lane Park
- Develop a Downtown Pedestrian Mall Long-Term Plan
- Work with community partners to establish a community garden at the H.G.R. Mews Community Centre
- Occupational Health and Safety policy program development
- Implement an inventory system for SJRFD mechanical services
- Redevelop and improve access to information through a new City website

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

**CI Projects Outcome Tracker**

<b>Total Lead/Process Time Saved (hours per year)</b>	<b>Total Staff Time Reinvested (hours per year)</b>
<b>148,344</b>	<b>12,127</b>
<b>Average % Change in Lead/Process Time</b>	<b>Sum of Dollar Value of Staff Time Reinvested (per year)</b>
<b>57%</b>	<b>\$694,794</b>
<b>Sum of Financial Reinvestment (per year)</b>	<b>Cost Avoidance Realized<sup>1</sup></b>
<b>\$122,798</b>	<b>\$380,000</b>

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

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

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

## 3 CI projects have been completed since the last update to Council

- Analyze and streamline Fleet division communication methods
- Standardize medical supply bag inventory for SJRFD
- Reorganize Economic Development & Partnerships network drive using 5S

9 City staff completed Continuous Improvement Yellow Belt certification in Spring 2026 and will now complete a CI project in their work area. The Spring 2026 cohort included staff from all City departments.

The City has 112 staff who have a CI certification – 91 Yellow Belts and 21 Green Belts.

### Total Number of CI Certifications by Department



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

### CITY OF ST. JOHN'S PLAN

#### A SUSTAINABLE CITY

Goal	Council Update	Due Date	Current Completion	Plan
<b>Be financially responsible and accountable</b>		2029/12/31	69%	
→ <b>City Buildings Asset Management Plan</b>	Update to Council: Asset management plans were originally reported together and now are being reported as their own stand-alone projects to support more accurate reporting.  Data collection is ongoing. <i>2026/06/03</i>	2030/04/30	2%	Budget & Treasury Plan Facility Engineering Plan
→ <b>Complete State of Infrastructure Report</b>	Update to Council: Not due to start until 2028. <i>2025/11/03</i>	2029/12/31	Not Started	Budget & Treasury Plan
→ <b>Develop a Commercial Vacancy Allowance Policy and Align with the Commercial Vacancy Allowance by-law</b>	Update to Council: Policy is being drafted for internal discussion. <i>2026/06/15</i>	2023/12/31	40%	Legal Services Plan Revenue Accounting Plan
→ <b>Develop Asset Management Roadmap</b>	Update to Council: Incorporating new provincial requirements into roadmap. <i>2026/06/03</i>	2026/12/31	33%	Budget & Treasury Plan
→ <b>Develop Strategic Asset Management Plan</b>	Update to Council: Paused for other priorities, expect to continue later in 2026. <i>2026/06/03</i>	2025/12/31	20%	Budget & Treasury Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ <b>Fleet Asset Management Plan</b>	<p><b>Update to Council:</b> Asset management plans were originally reported together and now are being reported as their own stand-alone projects to support more accurate reporting.</p> <p>Phase 1 &amp; 2 are complete and approved by Council.</p> <p>Phase 3 will be complete in Q3 2026. <i>2026/06/02</i></p>	2027/12/31	79%	Budget & Treasury Plan
→ <b>Linear Infrastructure Asset Management Plan</b>	<p><b>Update to Council:</b> Asset management plans were originally reported together and now are being reported as their own stand-alone projects to support more accurate reporting.</p> <p>Data collection is ongoing. <i>2026/06/03</i></p>	2033/01/07	0%	Budget & Treasury Plan
→ <b>Parks Asset Management Plan</b>	<p><b>Update to Council:</b> Asset management plans were originally reported together and now are being reported as their own stand-alone projects to support more accurate reporting.</p> <p>Playground data collection is completed. Skate parks and other park data collection began May 2026 and schedule to conclude September 2026. <i>2026/06/02</i></p>	2028/09/29	18%	Budget & Treasury Plan
→ <b>Roads and Sidewalks Asset Management Plan</b>	<p><b>Update to Council:</b> Asset management plans were originally reported together and now are being reported as their own stand-alone projects to support more accurate reporting.</p> <p>Data collection is ongoing. <i>2026/06/03</i></p>	2031/06/30	17%	Budget & Treasury Plan

Goal	Council Update	Due Date	Current Completion	Plan
Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors		2029/12/31	97%	
→ Advantage St. John's staff will undergo investment attraction training to enhance skills	Update to Council: This initiative is scheduled to start July 2026. <i>2026/06/09</i>	2026/10/26	Not Started	Office of the City Manager Plan
→ Advantage St. John's to Attend 15 conferences/trade shows to showcase the St. John's region brand and identify investment attraction opportunities	Update to Council: Advantage St. John's has participated in seven (7) conferences showcasing the St. John's region in Ottawa, France, Germany, Japan, South Korea and St. John's. These conferences garnered a great deal of interest largely from the energy, defence, oceans and technology fields. <i>2026/06/09</i>	2026/12/31	47%	Office of the City Manager Plan
→ Advantage St. John's to complete an investment attraction toolkit	Update to Council: Funding for this work has been secured from the Government of Canada. An RFP has been launched for this work and is expected to get underway in August. Completion is expected to be on time. <i>2026/06/09</i>	2026/10/26	10%	Office of the City Manager Plan
→ Advantage St. John's to conduct an investment readiness review of the municipalities in the St. John's region	Update to Council: There has been a slight shift in this activity. Advantage St. John's has secured funding from the Government of Canada to hire a consultant to complete this work. An RFP will be issued in June and work will get underway by August. Completion is expected to be on time. <i>2026/06/09</i>	2028/12/31	10%	Office of the City Manager Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Advantage St. John's to identify 50 new companies interested in investing into the St. John's region</b></p>	<p>Update to Council: Interest in investing into the Capital Region is very strong. There are three shows left for Advantage St. John's staff to log into the Customer Relationship Management (CRM) system and are already at 40% of the annual target. There are also at least 7-9 conferences remaining to participate in for 2026. Seven companies have visited St. John's region with Advantage St. John's so far in 2026. There are six more companies slated to visit in June/July.</p> <p><i>2026/06/09</i></p>	2026/10/26	40%	Office of the City Manager Plan
<p><b>Plan for land use and preserve and enhance the natural and built environment where we live</b></p>		2029/12/31	88%	
<p>→ <b>Complete a new Urban Forest and Wildfire Management Master Plan</b></p>	<p>Update to Council: Scope of the project was expanded to incorporate wildfire protection through grant funding provided by Firesmart. Procurement for planning consultant is ongoing.</p> <p><i>2026/06/12</i></p>	2027/12/31	5%	Parks and Sustainability Plan
<p>→ <b>Complete Critical Infrastructure Climate Risk Assessment and Prioritization</b></p>	<p>Update to Council: The City was successful in securing funding to support a mapped critical infrastructure risk assessment. The work was procured and data analysis is ongoing.</p> <p><i>2026/06/11</i></p>	2026/12/31	15%	Parks and Sustainability Plan
<p>→ <b>Consider amending the Heritage Financial Incentives Program eligible work to include renovations on all facades of a building and the building's foundation</b></p>	<p>Update to Council: The <b>Heritage Financial Incentives Program</b> was amended and eligible costs now includes renovations on all facades of a building and the building foundations. These changes were included on March 9, 2026 when the call for applications for heritage grants was announced.</p> <p><i>2026/05/11</i></p>	2026/03/13	100%	Heritage Strategic Plan
<p>→ <b>Consider amending the Heritage Financial Incentives Program to include a new grant for municipally designated Heritage Buildings</b></p>	<p>Update to Council: A grant titled "<b>Designated Heritage Building Grant</b>" was announced on March 9, 2026.</p> <p><i>2026/05/11</i></p>	2026/03/13	100%	Heritage Strategic Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Design Long Pond Flood Control Structure	Update to Council: Call for design in progress. <i>2026/06/10</i>	2027/03/31	25%	Engineering Plan
→ Develop a Downtown Plan under the Envision St. John's Municipal Plan	Update to Council: The remaining steps involve an amendment package to Council to implement the plan, intended for late 2026. <i>2026/06/11</i>	2023/12/31	90%	Planning Plan Healthy City Strategy Plan Climate Plan
→ Develop neighbourhood plan for Cowan Heights	Update to Council: Plan will go to Committee of the Whole on June 23, 2026. <i>2026/06/11</i>	2025/11/25	90%	Planning Plan Healthy City Strategy Plan Climate Plan
→ Develop neighbourhood plan for Mundy Pond and Central Areas	Update to Council: Consultants are working on draft plan, July 2026. <i>2026/06/11</i>	2027/06/30	80%	Planning Plan Healthy City Strategy Plan Climate Plan
→ Develop neighbourhood plan for Rennies River	Update to Council: Consultants are working on draft plan, July 2026. <i>2026/06/11</i>	2027/06/30	80%	Planning Plan Healthy City Strategy Plan Climate Plan
→ Develop neighbourhood plan for University Area	Update to Council: Plan will go to Committee of the Whole on June 23, 2026. <i>2026/06/11</i>	2025/11/25	90%	Planning Plan Healthy City Strategy Plan Climate Plan
→ Develop strategy to increase Industrial, Commercial & Institutional waste diversion	Update to Council: Staff are working to better define the potential roles the City can play in advancing greater waste diversion from Industrial, Commercial, and Institution and the Circular Economy. Staff previously participated in a workshop organized by Econext and their Circular Economy Incubator to pass along information to entrepreneurs on the role the City can play in supporting their ideas and concepts. <i>2026/06/09</i>	2025/06/30	15%	Waste & Recycling Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
→George Street Revitalization - DESIGN ONLY	Update to Council: Preliminary design and engagement with impacted parties for both the plaza and the underground work ongoing and expected to continue throughout 2026. <i>2026/05/27</i>	2026/12/18	57%	Construction Engineering Plan
→Plan for and implement Trenchless Rehabilitation of the Water Street Brick Sewer	Update to Council: Cured-in-place pipe (CIPP) Lining completed on May 15th, 2026. This is the final phase of the Water Street Infrastructure Improvements project. <i>2026/05/27</i>	2025/11/28	100%	Construction Engineering Plan Climate Plan
→Rehabilitate Duck Pond Bridge - Bowring Park	Update to Council: Discussions ongoing to determine Shared Use Path (SUP) route. Construction date depends on final decision of SUP alignment. <i>2026/05/27</i>	2025/10/31	46%	Construction Engineering Plan
→Replace Quidi Vidi Slipway	Update to Council: Slipway replacement completed. Parking lot asphalt reinstatement remaining and expected to be completed prior to Summer tourist season. <i>2026/05/27</i>	2025/12/19	99%	Construction Engineering Plan
→Royal Drive, Mooney Crescent, Old Petty Harbour Road - Sewer Replacement - DESIGN ONLY	Update to Council: Design package completed. No construction funding to date. <i>2026/05/27</i>	2024/04/26	100%	Construction Engineering Plan Climate Plan
→Upgrade Storm Sewer - Barrow's Road	Update to Council: Expect to award design services in next few weeks. Design to be completed this Summer with possible construction to start in Fall 2026. <i>2026/05/27</i>	2027/06/25	16%	Construction Engineering Plan Climate Plan
→Wetland Study Phase 2B Functional Assessment	Update to Council: Draft report received on April 9. Reviewed with Consultant. <i>2026/06/03</i>	2024/11/30	88%	Development Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
<b>Work collaboratively to create a climate-adapted and low-carbon city</b>		2029/12/31	75%	
→ <b>Develop a Low-Carbon Fleet and Supporting Infrastructure Masterplan</b>	<p>Update to Council: Project is ongoing but experienced some delays due to additional level of effort needed to understand City operations and future growth. The funding partner, Federation of Canadian Municipalities, has been updated and project completion expected in 2026.</p> <p>2026/06/11</p>	2026/10/31	85%	<p>Parks and Sustainability Plan</p> <p>Healthy City Strategy Plan</p> <p>Climate Plan</p>
→ <b>Expand Public EV Charging Network</b>	<p>Update to Council: - Equipment purchase complete and delivered.</p> <p>- Procurement of designer and installer complete.</p> <p>- Electrical preparations have begun with NL Power at various sites including Cavendish Square, Victoria Park, Kilbride Community Centre, Quidi Vidi Lake, Shea Heights Community Centre.</p> <p>- A total of 26 Level 2 chargers are planned and will be installed in 2026 to Spring 2027.</p> <p>- Percentage complete for this initiative will increase as each charger becomes operational.</p> <p>2026/06/11</p>	2027/12/31	0%	<p>Parks and Sustainability Plan</p> <p>Healthy City Strategy Plan</p> <p>Climate Plan</p>
→ <b>Explore beneficial reuse of landfill gas</b>	<p>Update to Council: A feasibility study was completed in 2025 which determined a landfill gas to energy project is feasible for Robin Hood Bay. This report evaluated several possible reuse options for the landfill gas at Robin Hood Bay, and production of electricity for sale was determined as the most feasible option. Staff have reached out to Newfoundland and Labrador Hydro (NLH) to discuss opportunities and are waiting for a response.</p> <p>2026/06/05</p>	2027/12/31	50%	<p>Waste &amp; Recycling</p> <p>Climate Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Implement and monitor a Residential Energy Concierge Retrofits Partnership Program</b></p>	<p>Update to Council: Work is ongoing as per the 4 year agreement. Program was launched publicly in September 2025 <a href="https://maketheshiftnl.ca/">https://maketheshiftnl.ca/</a>. Financing partner was contracted (Newfoundland and Labrador Credit Union), and administration procedures were put in place.</p> <p><i>2026/06/12</i></p>	2029/12/31	25%	<p>Parks and Sustainability Plan Healthy City Strategy Plan Climate Plan</p>
<p>→ <b>Retrofit existing City owned buildings and facilities</b></p>	<p>Update to Council: - 245 Freshwater fuel switching from oil to electric: work is ongoing. Only pending new electrical service and commissioning.</p> <ul style="list-style-type: none"> <li>- Housing Retrofits design for the pilot phase (6 units on Hamlin Rd) RFP proceeding to award.</li> <li>- Housing Retrofits at Riverhead Towers are ongoing, completed upgrades include kitchens, bathrooms, LED lighting.</li> <li>- Kilbride Community Centre retrofit design procurement process is ongoing.</li> <li>- Bowring Park Lodge, Greenhouse and Maintenance Shed fuel switch from oil to electric efficiency upgrades funded by the Climate Change Challenge Fund. Work is ongoing. To be completed before March 2027.</li> <li>- Design - Paul Reynolds Community Centre Mechanical Retrofit. Designer contract awarded and design is ongoing.</li> </ul> <p><i>2026/06/11</i></p>	2028/04/01	56%	<p>Parks and Sustainability Plan Climate Plan</p>
<p>→ <b>Review and implement additional tiers of the National Building Code energy efficiency section</b></p>	<p>Update to Council: Work ongoing. Decision Note coming to Council soon.</p> <p><i>2026/06/14</i></p>	2025/12/31	80%	<p>Regulatory Services Plan Climate Plan</p>

## A CITY THAT MOVES

Goal	Council Update	Due Date	Current Completion	Plan
<b>Create a sustainable and accessible, low-carbon public transportation system</b>		2029/12/31	<b>79%</b>	
→ <b>Complete Metrobus Depot Upgrades to accommodate Zero Emission Buses</b>	Update to Council: Progress is continuing on the detailed design of the facility. Staff is working with the consultant team to make efficiencies for budget and operations of the facility. <i>2026/06/05</i>	2027/03/31	<b>48%</b>	Facility Engineering Plan Metrobus Plan Healthy City Strategy Plan Climate Plan
→ <b>Consolidate Route 3 from 3A/3B</b>	Update to Council: The improvement was implemented in January 2026 and is now part of the regular Metrobus schedule. <i>2026/06/11</i>	2026/01/05	<b>100%</b>	Metrobus Plan
→ <b>Expand Route 23 weekday service</b>	Update to Council: The improvement was implemented in January 2026 and is now part of the regular Metrobus schedule. <i>2026/06/11</i>	2026/01/05	<b>100%</b>	Metrobus Plan
→ <b>Implement select recommendations from the Public Transit Review</b>	Update to Council: Installation of the onboard automated stop announcement system began on June 11th. Installation is expected to take 3-4 weeks after which testing will begin. System is expected to be operational by September 30th. <i>2026/06/10</i>	2022/12/31	<b>97%</b>	Metrobus Plan
→ <b>Improve operational efficiency by introducing new accounting and human resource software</b>	Update to Council: Kickoff meeting with staff and BDO was held on June 8th to begin implementation. <i>2026/06/10</i>	2025/12/31	<b>72%</b>	Metrobus Plan
→ <b>Improve the customer experience through the introduction of fare payment by Visa, Mastercard tap</b>	Update to Council: Delay is with Moneris - the financial technology company and payment processor. <i>2026/06/09</i>	2025/09/01	<b>80%</b>	Service Excellence Framework Plan Metrobus Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>➤ <b>Improve the customer experience through the introduction of new smart card features (mCard and Go-Card) including automatic reloads and customer communications designed to make the system user friendly</b></p>	<p>Update to Council: The automatic reload of passes is the only outstanding feature, with all other components completed. 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. The automatic reload of passes will be added as a standalone project once it is determined the work can move forward meeting the updated security requirements.</p> <p><i>2026/06/16</i></p>	2022/05/31	100%	<p>Service Excellence Framework Plan</p> <p>Metrobus Plan</p>
<p>➤ <b>Increase frequency of route 14 from 60 to 30 minutes during weekday peak periods</b></p>	<p>Update to Council: The improvement was implemented in January 2026 and is now part of the regular Metrobus schedule.</p> <p><i>2026/06/11</i></p>	2026/01/05	100%	Metrobus Plan
<p>➤ <b>Increase frequency of routes 9, 11, 14, 18 and 23 from 60 to 30 minutes during weekdays</b></p>	<p>Update to Council: Plans are on track to implement the service improvements in the fall schedule effective September 7th, 2026.</p> <p><i>2026/06/09</i></p>	2026/09/08	50%	Metrobus Plan
<p>➤ <b>Increase the number of bus shelters in the City</b></p>	<p>Update to Council: A shelter was added at one new location in April, 2026 - Newfoundland Drive at Pleasantview Towers.</p> <p><i>2026/06/09</i></p>	2026/12/31	17%	<p>Metrobus Plan</p> <p>Accessibility Plan</p> <p>Building Safer Communities Strategy Plan</p>
<p>➤ <b>Increase the number of wheelchair accessible routes</b></p>	<p>Update to Council: Two new wheelchair accessible routes are planned for 2026.</p> <p><i>2026/06/16</i></p>	2026/12/31	0%	<p>Metrobus Plan</p> <p>Healthy City Strategy Plan</p> <p>Accessibility Plan</p> <p>Building Safer Communities Strategy Plan</p>
<p>➤ <b>Increase transit sustainability by converting twenty (20) additional bus shelters from electrical to solar power</b></p>	<p>Update to Council: RFP for thirty (30) solar kits has closed and expected to be awarded by mid-June.</p> <p><i>2026/06/09</i></p>	2026/12/31	0%	<p>Metrobus Plan</p> <p>Climate Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
→Review and update Metrobus Strategic Plan	Update to Council: The RFP is currently being prepared by staff. <i>2026/06/11</i>	2027/01/31	1%	Metrobus Plan
<b>Expand and maintain a safe and accessible active transportation network</b>		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>2026/05/27</i>	2023/11/15	20%	Construction Engineering Plan Climate Plan
→Canada Drive active transportation improvements	Update to Council: Construction re-started in 2026. Will be ongoing for majority of 2026 season.  <i>2026/05/27</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 and section from Kelly's Brook Park to Columbus Drive Phase 1A - Section 2) is complete. The third and final section from Carpasian Road to Bannerman Road is awarded and construction is expected to start in June and be completed by the Fall of 2026. The section from Bannerman Road to King's Bridge Road has been removed from the scope as the final alignment is still to be determined.  <i>2026/05/27</i>	2026/12/31	94%	Construction Engineering Plan Healthy City Strategy Plan Building Safer Communities Strategy Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Design and construct Crosstown Shared Use Path from Canada Drive to the T'railway</b></p>	<p>Update to Council: Tender closed. Construction to start in Summer 2026 and be complete by end of Summer 2027. Shared Use Path limits is now from Canada Drive to Waterford Bridge Road. Waterford River bridge and connection to the trailway have been removed for funding reasons. <i>2026/06/11</i></p>	<p>2027/03/19</p>	<p>75%</p>	<p>Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan Climate Plan</p>
<p>→ <b>Design and Construct Shared Use Path for Whiteway Street</b></p>	<p>Update to Council: Design is complete and work will be undertaken as part of underground (utility) infrastructure upgrade. <i>2026/06/11</i></p>	<p>2026/10/30</p>	<p>40%</p>	<p>Transportation Engineering Plan</p>
<p>→ <b>Design and construct Shared Use Path from Airport Heights to Paul Reynolds Centre</b></p>	<p>Update to Council: Construction started in Fall 2025. Majority of construction to be completed by Fall 2026. <i>2026/06/11</i></p>	<p>2027/03/31</p>	<p>90%</p>	<p>Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan Climate Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Design and construct Shared Use Path from Portugal Cove Road to Logy Bay Rd</b></p>	<p>Update to Council: Construction ongoing. Completion expected in late Summer 2026. <i>2026/05/27</i></p>	2027/05/31	96%	<p>Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan Climate Plan</p>
<p>→ <b>Design Shared Use Path for Anderson Avenue</b></p>	<p>Update to Council: Initial stages of detailed design ongoing. <i>2026/06/12</i></p>	2026/12/31	20%	<p>Transportation Engineering Plan</p>
<p>→ <b>Determine potential changes to routes in Bike Master Plan</b></p>	<p>Update to Council: Internal consultation ongoing. Recommendations to Council forthcoming in 2026. <i>2026/06/11</i></p>	2024/12/31	45%	<p>Transportation Engineering Plan</p>
<p>→ <b>Implement annual Infill Sidewalk Program</b></p>	<p>Update to Council: 2026 planning is ongoing. <i>2026/05/28</i></p>	2026/12/31	83%	<p>Construction Engineering Plan</p>
<p>→ <b>Improve Kelsey Drive &amp; Thorburn Road/Goldstone Street Intersection</b></p>	<p>Update to Council: Tender awarded and constructed expected to start later in June 2026. <i>2026/06/11</i></p>	2026/11/27	67%	<p>Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan Climate Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
→ Partner with Government of NL for legislative revision of Highway Traffic Act	Update to Council: Communication ongoing with Government of NL to address legislation. 2026/06/11	2027/12/31	10%	Transportation Engineering Plan
→ Review and update the Bike Master Plan	Update to Council: Preliminary work to begin later in June. 2026/06/11	2026/12/31	Not Started	Transportation Engineering Plan
<b>Improve safety for all users on a well-maintained street network</b>		2029/12/31	86%	
→ Complete a study of Brier and Columbus/Old Pennywell/New Pennywell intersection	Update to Council: Study is underway and expected to be complete by Fall 2026. 2026/06/11	2026/12/31	80%	Transportation Engineering Plan
→ Complete Collision Report 2026	Update to Council: Project progress to be determined based on data availability from Provincial government. 2026/06/11	2026/12/31	Not Started	Transportation Engineering Plan
→ Complete study of Waterford Bridge Road Classification	Update to Council: Study presented to Council May 26, 2026. 2026/06/11	2026/06/05	100%	Transportation Engineering Plan
→ Concept development and signal design for the Garrison Hill/Military Road intersection	Update to Council: Working on the concept for the signal; once concept is developed design work will be started. 2026/06/12	2026/12/31	20%	Transportation Engineering Plan
→ Develop Transportation Master Plan	Update to Council: Met with several municipalities, consultants, and Government of Newfoundland and Labrador to determine how best to collect travel data and scope full Transportation Master Plan development. Options are being considered and evaluated. Back to full staff complement in Transportation Engineering and this is now moved out and will be reviewed to determine when the project can restart later in 2026. Trying to avoid paper based approach. 2026/06/11	2020/04/30	75%	Transportation Engineering Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Goldstone St. @ Team Gushue Highway Ramps Intersection Improvements - Roundabouts</b></p>	<p>Update to Council: Consultant and City finalizing design based on recent comments from the Province. Some changes required to original design. Construction funding has been approved. Construction expected to be completed in 2027 pending Provincial approval or revised design and subsequent utility pole relocates.</p> <p><i>2026/05/27</i></p>	<p>2021/12/31</p>	<p>99%</p>	<p>Construction Engineering Plan</p>
<p>→ <b>Implement annual crosswalk safety improvement program</b></p>	<p>Update to Council: Planned improvements for 2025 included the addition of rectangular rapid-flashing beacons (RRFBs), overhead flashers, curb extensions, and accessible signals at several locations across the city. To date 15/16 are complete and the remaining one highlighted below will be installed soon.</p> <p><b>Cornwall Crescent at O'Reilly Street (Overhead Flashers) - waiting on installation</b></p> <p>Work in 2025 was carried out in coordination with other roadwork and infrastructure projects to maximize efficiency and funding.</p> <p>Locations for 2026 are being confirmed and will be updated in the October report.</p> <p><i>2026/06/11</i></p>	<p>2026/12/31</p>	<p>99%</p>	<p>Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>➤ <b>Implement annual traffic calming program</b></p>	<p><b>Update to Council:</b> Two of the streets trialed in 2025 are being permanently implemented in 2026 - tender is live and will be awarded soon. The permanent speed cushions will be installed as part of the City's annual Streets Rehabilitation Program during the upcoming construction season. For 2026, temporary speed cushions will be installed soon and removed in late fall at the following locations:</p> <ul style="list-style-type: none"> <li>• Great Eastern Avenue – Iceland Place to Ladysmith Drive</li> <li>• Heffernan's Line – Back Line to Main Road</li> <li>• Middleton Street – Harding Road to Newfoundland Drive</li> <li>• Old Bay Bulls Road – Elliott's Road to Rosemarkie Street</li> <li>• Parsons Road – Ennis Avenue to Logy Bay Road</li> </ul> <p>Following the trial period, households on these streets will be surveyed to determine support for permanent installation. A minimum of 60% support from survey respondents is required for the project to proceed. If this threshold is not met, the speed cushions will not be made permanent.</p> <p><i>2026/06/11</i></p>	2027/03/31	72%	Transportation Engineering Plan Climate Plan
<p>➤ <b>Implement select recommendations and actions from the Paid Parking Management Strategy</b></p>	<p><b>Update to Council:</b> Not all the recommendations have been implemented due to resource constraints, program changes, or based on feedback from stakeholders. In alignment with the recommendation of the plan for review, there is an initiative that will include reviewing and updating the strategy by finalizing outstanding recommendations and providing a final update to Council.</p> <p><i>2026/06/14</i></p>	2023/12/31	90%	Regulatory Services Plan
<p>➤ <b>Portugal Cove Road &amp; Airport Heights Drive/Majors Path Intersection Improvements</b></p>	<p><b>Update to Council:</b> Construction ongoing. Completion date expected in Fall of 2026.</p> <p><i>2026/05/27</i></p>	2026/11/30	85%	Construction Engineering Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
→Review Paid Parking Management Strategy	Update to Council: The process of closing out the Paid Parking Management Strategy has been reviewed by the Project Review Committee. This initiative will include reviewing and updating the strategy by finalizing outstanding recommendations and providing a final update to Council. Next steps would be preparing an Information Note for Council. <i>2026/06/14</i>	2026/12/31	35%	Regulatory Services Plan
→Review Traffic Calming Policy	Update to Council: Review has begun and project is on track. <i>2026/06/11</i>	2026/12/31	15%	Transportation Engineering Plan
→Study and design of the Goldstone St. corridor, including upgrades to traffic control at the Pippy Place and Goldstone Street intersection	Update to Council: Study nearly complete. <i>2026/06/11</i>	2026/12/31	80%	Transportation Engineering Plan

## A CONNECTED CITY

Goal	Council Update	Due Date	Current Completion	Plan
<b>Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities</b>		2029/12/31	83%	
→ <b>Complete detailed design for Re-imagine Churchill Square Project</b>	Update to Council: Nearly complete and aiming to finalize by end of summer 2026. <i>2026/06/11</i>	2023/12/31	97%	Transportation Engineering Plan
→ <b>Design and construct new Accessible Washrooms for Chafe's Lane Park</b>	Update to Council: Substantial Completion has taken place, with some seasonal deficiencies to be completed. <i>2026/06/10</i>	2025/12/19	100%	Facility Engineering Plan
→ <b>Design and construct new Accessible Washrooms for Kellys Brook Park</b>	Update to Council: Contractor is working on building finishes. Completion is expected in the coming weeks. <i>2026/06/05</i>	2025/12/19	85%	Facility Engineering Plan
→ <b>Design and construct new Accessible Washrooms for Rotary Park</b>	Update to Council: Stakeholder consultation and concept design work is ongoing. Design will progress over the summer, with plans to begin construction after the busy season for the park. <i>2026/06/05</i>	2026/12/31	30%	Facility Engineering Plan
→ <b>Develop a Downtown Pedestrian Mall Long-Term Plan</b>	Update to Council: <b>Recommendations</b> were approved by Council on March 25, 2026. The recommendations focus on programming, activities and inclusion on the Downtown Pedestrian Mall (DPM). Staff have taken steps to address and implement changes based on public engagement feedback. Some initiatives include accessible handwash station, accessible washrooms located on the DPM footprint, City of St. John's parklet for community event spaces, increased signage for safety around e-bike use, and the return of weekly Markets on Water. <i>2026/05/13</i>	2025/12/31	100%	Tourism, Culture & Business Growth Plan

Goal	Council Update	Due Date	Current Completion	Plan
→Develop a Volunteer Framework to help guide Volunteer Services within the City of St. John's	Update to Council: Staff in Community Programs & Services are actively working on the Framework, with presentation to Management by July 31. Timeframe for presentation to Council on track for early September. <i>2026/06/08</i>	2026/09/30	21%	Community Programs & Services Plan
→Develop and launch the City-owned land disposition for the Housing Accelerator Fund Initiative	Update to Council: Work on the program policy is ongoing. A draft RFP was done and is now with Planning, Engineering and Regulatory Services (PERS) for administration. PERS staff continue to work on the RFP with the interdepartmental team. <i>2026/06/10</i>	2025/12/31	59%	Planning Plan
→Develop Facility Access Guides for Recreation facilities	Update to Council: A jurisdictional review of Facility Access Guide types from other jurisdictions was completed and reviewed with the Inclusion Advisory Committee in November 2025. A social story (visual and word Access Guide format) for the new H.G.R. Mews Centre has been developed. <i>2026/06/11</i>	2026/12/31	20%	Service Excellence Framework Plan Healthy City and Inclusion Plan
→Develop the 2027-2029 Accessibility Plan	Update to Council: The engagement plan for this initiative has been developed. Initial consultations with the Inclusion Advisory Committee and internal staff are planned for June 2026. <i>2026/06/07</i>	2026/12/31	16%	Healthy City and Inclusion Plan
→Implement recommendations from Anti-Racism Working Group work plan	Update to Council: Three subcommittees of the Anti-Racism Working Group have been formed to work on the objectives of the work plan. Subcommittees will further define the sub actions and timelines to achieve these objectives. Some work is already initiated through other City projects. <i>2026/06/07</i>	2027/12/31	10%	Healthy City and Inclusion Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Review and rebrand Neighbourhood Watch Program</b></p>	<p>Update to Council: Staff from the City of St. John's and neighbouring municipalities have been meeting to discuss options for an overarching Neighbourhood Watch visual identity and key messaging. Communications staff from each municipality are developing rebrand options for consideration.</p> <p><i>2026/06/07</i></p>	<p>2027/06/30</p>	<p>21%</p>	<p>Healthy City and Inclusion Plan</p>
<p>→ <b>Riverhead Wastewater Treatment Facility Secondary Expansion Phase 1</b></p>	<p>Update to Council: A Limited Call was issued to three Procurement Services firms, and there was a successful submission from one firm. They have submitted their executed copy of the agreement as of June 5th, 2026. A bid approval notice was prepared and approved so that staff can initiate planning of the first contract to be issued and select a Consultant for Phase 1 of the project.</p> <p>As staff continue working on this project, they are also actively pursuing funding programs for Phase 2 of the Riverhead WWTF for construction of the secondary extension so that the plant will meet all effluent discharge criteria as noted in the Wastewater Systems Effluent Regulations (WSER's) under the Fisheries Act.</p> <p><i>2026/06/09</i></p>	<p>2031/03/31</p>	<p>2%</p>	<p>Engineering Special Projects Plan</p>
<p>→ <b>Work with community partners to establish a community garden at the new H.G.R. Mews Community Centre</b></p>	<p>Update to Council: The H.G.R. Mews Community Garden Grand Opening took place on June 10, 2026 and included a Gardeners Gathering with participation from the Wellness Coalition Avalon East, the NL Horticultural Society, Memorial University Botanical Garden, SeniorsNL, Agriculture in the Classroom NL, and the City of St. John's. A call for gardeners was issued in March and all beds have now been assigned.</p> <p><i>2026/06/07</i></p>	<p>2025/07/31</p>	<p>100%</p>	<p>Healthy City and Inclusion Plan Healthy City Strategy Plan Climate Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Work with First Light on the Community Action Plan (items pertaining to City)</b></p>	<p>Update to Council: A hanging piece of artwork is currently being completed that will be displayed in council chambers. First Light and City staff continue to participate in the Joint Coordinating Committee on Indigenous Rights, working towards identifying initiatives to advance the 2023 Community Action Plan and the Calls for Change that are within the City's jurisdiction.</p> <p><i>2026/06/09</i></p>	2026/12/31	20%	<p>Office of the City Manager Plan</p> <p>Healthy City Strategy Plan</p> <p>Building Safer Communities Strategy Plan</p>
<p><b>Increase and improve opportunities for residents to connect with each other and the City</b></p>		2029/12/31	91%	
<p>→ <b>Develop a framework for the promotion and marketing of recreation opportunities and events</b></p>	<p>Update to Council: A draft is near completion for the framework, which will then be shared with the Community Services Department for feedback and adjustments.</p> <p><i>2026/06/11</i></p>	2026/12/31	50%	<p>Service Excellence Framework Plan</p> <p>Community Programs &amp; Services Plan</p> <p>Corporate Communications Plan</p>
<p>→ <b>Refresh existing or develop new Youth Engagement Strategy</b></p>	<p>Update to Council: Public engagement completed in Winter-Spring 2026. <i>What We Heard</i> Shared with Council on April 27, 2026. Staff continue to consult City committees on outcomes from engagement relevant to their work and will meet with internal parties in June to discuss potential projects/initiatives that could be incorporated into a new plan. A subcommittee of the Youth Engagement Working Group is working through the structure of a new plan, key themes, governance, etc. A draft plan will be developed during summer 2026 and released for feedback in the fall.</p> <p><i>2026/06/10</i></p>	2026/06/30	89%	<p>Organizational Performance &amp; Strategy Plan</p> <p>Service Excellence Framework Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>↳ <b>Undertake a plan to better understand behaviours and interests of Grade 7-12 students as it relates to City recreation programs and services</b></p>	<p>Update to Council: Engagement with youth has been rescheduled to the first month of the 2026–2027 school year. This approach aligns with academic priorities, accommodating additional instructional time required due to winter weather disruptions, exam periods, and end-of-year school commitments.</p> <p><i>2026/06/05</i></p>	<p>2026/11/30</p>	<p>40%</p>	<p>Service Excellence Framework Plan Community Programs &amp; Services Plan</p>

AN EFFECTIVE CITY

Goal	Council Update	Due Date	Current Completion	Plan
<p><b>Achieve service excellence through collaboration, innovation and modernization grounded in client needs</b></p>		2029/12/31	82%	
<p>→ <b>Conduct Information Management (IM) &amp; Forms Workflow Review and Implement First Phase of Digital Forms</b></p>	<p>Update to Council:</p> <ul style="list-style-type: none"> <li>• Information Management presentations delivered to 17 teams across the City's operational areas.</li> <li>• Additional Lunch &amp; Learn session delivered to 40+ staff on May 27.</li> <li>• Analysis conducted on all of the City's internal &amp; external forms. Data from the analysis to be used to assess digital form toolset needs.</li> <li>• Decision made to purchase GovStack Forms which is a subset of the GovStack web development tool.</li> <li>• Currently developing some initial forms using the new toolset to assess its capabilities.</li> <li>• Form deployment plan to be developed by mid-August with primary focus on external clients.</li> <li>• Planning to start working with Tourism, Culture &amp; Business Growth in August to assess document workflow needs.</li> </ul> <p><i>2026/06/09</i></p>	2026/12/31	31%	<p>Service Excellence Framework Plan Archives &amp; Records Management Plan</p>
<p>→ <b>Expanding the use of RecConnect to allow for more efficient management of recreation services and data collection</b></p>	<p>Update to Council: Court bookings at both Kenmount Terrace Community Centre and the H.G.R Mews Community Centre are now being managed through online RecConnect, providing a streamlined booking process and improved utilization tracking. Staff are currently working to expand RecConnect functionality to include bookings for birthday parties, showers, and other rental activities across other community centers.</p> <p><i>2026/06/11</i></p>	2026/09/01	10%	<p>Service Excellence Framework Plan Recreation Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ Implement a public notification system for emergencies and other important updates</p>	<p>Update to Council: The procurement process has been completed. The contract is still being finalized, at which time training and implementation will begin.</p> <p>2026/06/11</p>	2026/11/30	25%	<p>Service Excellence Framework Plan</p> <p>Corporate Communications Plan</p>
<p>→ Implement E-Permitting for building, electrical and plumbing permits</p>	<p>Update to Council: Work is still progressing on this. Implementation may be delayed until September due to unforeseen circumstances.</p> <p>2026/06/14</p>	2025/12/31	60%	<p>Service Excellence Framework Plan</p> <p>Regulatory Services Plan</p>
<p>→ Investigate AI potential uses</p>	<p>Update to Council: Work continues on developing an AI policy for use within the City. The policy development is expected to take 12 months to complete. In the interim staff have created a working group to develop guidelines on the use of AI and introductory training. This group has met multiple times and a draft version of the guidelines has been created. Consultation with unions will commence following collective bargaining.</p> <p>Staff received budget approval for the following:</p> <ul style="list-style-type: none"> <li>• Additional CoPilot licenses.</li> <li>• A Statement of Work to review our Office 365 environment.</li> <li>• Enhanced training initiatives.</li> <li>• Targeted use case pilots.</li> </ul> <p>A limited call in Q2 is planned for the selection of a vendor to complete this work.</p> <p>2026/06/10</p>	2026/12/31	52%	<p>Corporate Information Services Plan</p> <p>Service Excellence Framework Plan</p>
<p>→ Plan for and implement the 2026 Resident Satisfaction Survey</p>	<p>Update to Council: RFP closed and evaluation ongoing. Contract to be awarded in June and work plan to be finalized. Survey will be undertaken in Fall 2026 with report to Council in early November.</p> <p>2026/06/12</p>	2027/02/28	35%	<p>Organizational Performance &amp; Strategy Plan</p> <p>Service Excellence Framework Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Redevelop and improve access to information through a new City website</b></p>	<p>Update to Council: New website went live on June 8. <i>2026/06/11</i></p>	2026/06/30	100%	<p>Service Excellence Framework Plan Corporate Communications Plan</p>
<p>→ <b>Review and modify Inspection Services website page to better reflect process</b></p>	<p>Update to Council: Two new checklists developed for Inspection Services processes. Some additional alignment being considered. <i>2026/06/15</i></p>	2024/12/31	70%	<p>Service Excellence Framework Plan Regulatory Services Plan</p>
<p>→ <b>Update language used in procurement processes to ensure accessibility is considered in purchasing goods and services</b></p>	<p>Update to Council: Waiting on information regarding completion of a review of the Provincial process. Additionally, Accessibility Standards Canada (ASC) is developing national accessibility standards which is currently posted for public review. Comments on the review will be provided by the end of Q2 to provide municipal input. Further to this, all solicitation documents will be reviewed using Microsoft Accessibility Checker with an expected completion date at the end of Q3. <i>2026/06/10</i></p>	2024/12/31	70%	<p>Supply Chain Plan Accessibility Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>↳ <b>Working with Service Excellence Working Group establish best practices for service standards</b></p>	<p>Update to Council: Project is proceeding and staff in Organizational Performance and Strategy are meeting with divisional managers to explore options for creation of service standards and tools and resources managers can use as outlined below. This work will continue into fall 2026.</p> <ul style="list-style-type: none"> <li>• Research and draft basic internal communication best practice for tools such as email, teams, etc. How can people use them effectively to manage information.</li> <li>• Work with Communications and HR to develop an internal communications “framework”/best practice for use of email, Webex, other tools to establish internal communications standards</li> <li>• Teach people how to effectively use the tools to manage their internal communications activities</li> <li>• Review current service standards and data available in Verint</li> </ul> <p><i>2026/06/10</i></p>	<p>2025/11/03</p>	<p>80%</p>	<p>Organizational Performance &amp; Strategy Plan Service Excellence Framework Plan</p>
<p><b>Ensure accountability and good governance through transparent and open decision making</b></p>		<p>2029/12/31</p>	<p>95%</p>	
<p>↳ <b>Develop and finalize Election Reform Report</b></p>	<p>Update to Council: An Election Reform Working Group has been formed, with monthly meetings scheduled and a project plan documented. The group has met and initiated work on an Elections Standard Operating Procedure, including process mapping and election-related legislation review. Preparations for future jurisdictional and community engagement have also begun.</p> <p><i>2026/06/10</i></p>	<p>2028/06/30</p>	<p>17%</p>	<p>Office of the City Clerk Plan</p>
<p>↳ <b>Implement vendor performance module for bids and tenders software</b></p>	<p>Update to Council: Vendor Performance Procedures are with Legal for review and once finalized the roll out of process will begin. Expected completion is now end of Q3. 2026.</p> <p><i>2026/06/10</i></p>	<p>2021/05/28</p>	<p>99%</p>	<p>Supply Chain Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<b>Work with our employees to improve organizational performance through effective processes and policies</b>		2029/12/31	90%	
→ <b>Create a Civic Housing Action Fund policy</b>	Update to Council: The policy continues to be worked on with the policy analyst. <i>2026/06/08</i>	2026/02/27	20%	Non-Profit Housing Plan
→ <b>Create a continuous improvement (CI) culture through ongoing training &amp; development</b>	Update to Council: Since the last update, the total number of staff who have completed an introductory level course in Continuous Improvement is nearing 100%. 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. A cohort of new managers received CI for managers training on June 9. Yellow belt certification training took place in April 2026 with 9 City employees. Projects are now being scoped and implemented. Work continues to support green belt staff in advancing their projects. <i>2026/06/10</i>	2026/12/31	95%	Organizational Performance & Strategy Plan Service Excellence Framework Plan
→ <b>Develop an Accessibility Accommodations Policy</b>	Update to Council: The Accessibility Accommodation Policy and Procedures have been drafted. Consultation with internal divisions is ongoing to ensure the procedures reflect the accommodations that the City provides. <i>2026/06/07</i>	2026/12/31	80%	Healthy City and Inclusion Plan Office of the City Clerk Plan Accessibility Plan
→ <b>Develop an Equity Lens to inform municipal decision and policy making</b>	Update to Council: The Equity Lens tool has been drafted and shared with project partners for feedback. <i>2026/06/09</i>	2027/03/31	43%	Service Excellence Framework Plan Healthy City and Inclusion Plan Office of the City Clerk Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Develop and implement Corporate Accessibility and Inclusion orientation</b></p>	<p>Update to Council: Topics to be covered have been identified through consultation with the Inclusion Advisory Committee. Staff have reviewed content from existing sources to inform this training. <i>2026/06/08</i></p>	<p>2027/06/30</p>	<p>5%</p>	<p>Healthy City and Inclusion Plan</p>
<p>→ <b>Develop policies, procedures &amp; service standards to enhance Regulatory Services processes</b></p>	<p>Update to Council: 4 out of 8 completed <i>2026/06/14</i></p>	<p>2026/12/31</p>	<p>90%</p>	<p>Regulatory Services Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Establish an Enterprise Risk Management (ERM) Framework</b></p>	<p>Update to Council:</p> <ul style="list-style-type: none"> <li>Public Works: Completed in 2023. Risk Registers were completed for Roads/Fleet/City Buildings; Water/Wastewater; Parks/Open Spaces.</li> <li>Community Services: Completed in 2024. Risk Registers were completed for Citizen Services; Humane Services; Housing; Recreation; Tourism, Culture, &amp; Business Growth.</li> <li>PERS: Completed in 2025. Risk Registers were created for each of the respective divisions: Planning, Development (Engineering), Engineering and Regulatory Services.</li> <li>Finance &amp; Corporate Services: The ERM Framework development process is underway for Financial Services, Budget and Treasury, and Revenue Accounting, which have been grouped together for development purposes. Work is also in progress within the Organizational Performance and Strategy, Corporate Information Services, and Emergency and Business Preparedness divisions. Development will begin shortly for the remaining Finance and Corporate Services departments, including Supply Chain and Assessment. Access/Citizen Services Centre (311), originally completed under the Community Services ERM framework process, is now aligned with the Finance and Corporate Services division.</li> <li>City Clerk &amp; Solicitor &amp; Manager is scheduled for 2027.</li> </ul> <p><i>2026/06/09</i></p>	2027/12/31	85%	Legal Services Plan
<p>→ <b>Implement actions arising from the 2025 Employee Engagement Survey</b></p>	<p>Update to Council: Department-specific engagement initiatives will continue to be explored in 2026.</p> <p><i>2026/06/08</i></p>	2026/12/31	10%	Human Resources Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>›Implement actions to enhance the corporate safety and wellness culture</p>	<p>Update to Council: The City has adopted a 15-element Occupational Health &amp; Safety (OHS) program. The program manual is complete and was passed by Council on June 2, 2026. A Hazard Recognition Program has been developed and will launch on June 15, 2026, where employees will now have access to a QR code to more efficiently report hazards in the workplace. HR continues to deliver Non-Violent De-escalation Training corporate wide. OHS have partnered with NL Health Services for in-person psychological safety training and more learning opportunities will be explored for Fall, 2026. A Psychological Safety Working Committee has been established and meets quarterly.</p> <p>2026/06/08</p>	2027/12/31	77%	<p>Human Resources Plan</p> <p>Building Safer Communities Strategy Plan</p> <p>Healthy City and Inclusion Plan</p>
<p>›Implement an inventory system for SJRFD mechanical services</p>	<p>Update to Council: This is now considered 100% complete with ongoing evaluation for any improvements.</p> <p>2026/06/10</p>	2023/09/30	100%	Support Services (SJRFD) Plan
<p>›Implement bid evaluation software</p>	<p>Update to Council: Due to additional staffing changes in Supply Chain, the City will proceed with testing the newly released product in Q3. Correspondence has been sent to Bids and Tenders to provide overview of module as well as training for staff.</p> <p>2026/06/10</p>	2021/12/31	43%	Supply Chain Plan
<p>›Initiate parking ticket contesting process</p>	<p>Update to Council: Preliminary work has begun with Legal, IT and Access St. John's.</p> <p>2026/06/14</p>	2026/12/31	25%	<p>Service Excellence Framework Plan</p> <p>Regulatory Services Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Investigate using Artificial Intelligence in Inventory Management</b></p>	<p>Update to Council: AI discussions have been on identifying opportunities for inventory. The City is a participant in the EU Cities Gateway Program, through this, staff were introduced to representatives from the City of Edmonton. There may be value in exploring whether this initiative could advance through a collaborative partnership involving Edmonton. This could provide shared expertise, lessons learned, and potential support mechanisms while reducing implementation risk and cost. Potential for collaboration will be addressed in Q3 with demos from providers on hold at this time.</p> <p><i>2026/06/10</i></p>	2025/06/30	15%	Supply Chain Plan
<p>→ <b>Occupational Health and Safety Program Policy Development</b></p>	<p>Update to Council: A 15-element program has been implemented and is now incorporated into the existing program.</p> <p><i>2026/06/08</i></p>	2021/12/31	100%	Human Resources Plan
<p>→ <b>Review and enhance employee orientation</b></p>	<p>Update to Council: The Safety Orientation Module is near completion and will be launched in the fall of 2026. General employee orientation is still in progress.</p> <p><i>2026/06/08</i></p>	2024/06/28	70%	Human Resources Plan
<p>→ <b>Review and update public engagement policy, processes, training and framework</b></p>	<p>Update to Council: Workplan is established with timelines and deliverables.</p> <p><i>2026/06/10</i></p>	2027/06/30	2%	Organizational Performance & Strategy Plan
<p>→ <b>Review the municipal prosecution diversion program and make recommendations for improvements</b></p>	<p>Update to Council: The internal report has been prepared in first draft and is now receiving internal review and discussion.</p> <p><i>2026/06/15</i></p>	2025/12/31	85%	Legal Services Plan
<p>→ <b>Undertake Continuous Improvement Projects</b></p>	<p>Update to Council: Three projects completed since the last update. Five new ones started since the last update and 12 projects ongoing. 98 total CI projects completed since 2018.</p> <p><i>2026/06/10</i></p>	2026/12/31	86%	Organizational Performance & Strategy Plan Service Excellence Framework Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>↳ <b>Undertake Staff Training and Learning Survey and develop recommendations to improve learning access and experience</b></p>	<p>Update to Council: Survey completed and data analyzed and shared with Training and Learning Committee, Information Services and OHS teams. Further discussions took place with the Management Engagement Team. A summary of results will be shared more broadly with staff. An Action plan with recommendations is in development.</p> <p><i>2026/06/10</i></p>	<p>2026/06/30</p>	<p>68%</p>	<p>Organizational Performance &amp; Strategy Plan</p>

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

### GOAL

Goal	Progress Update	Current Completion
<b>Undertake Continuous Improvement Projects</b>	Progress: Three projects completed since the last update. Five new ones started since the last update and 12 projects ongoing. 98 total CI projects completed since 2018. <i>2026/06/16</i>	86%
→ <b>Analyze and streamline Fleet division communication methods</b>	Progress: Multiple Fleet emails have been consolidated into a single point of contact for Fleet Services. The change has streamlined communications with both internal and external clients and has reduced the number of emails being sent to multiple staff unnecessarily. <i>2026/05/07</i>	100%
→ <b>Review and streamline process for third party service calls</b>	Progress: The pilot training was completed and staff made modifications to the training. Communications materials are in development and a roll out plan is imminent. <i>2026/06/11</i>	95%
→ <b>Reorganize Economic Development &amp; Partnerships network drive using 5S</b>	Progress: Network files were old and dated, having gone through multiple changes in organizational structure and ownership over 20 plus years. As a result of completing a 5S on the network drives, an entire drive was deleted, files are easier to find, frequently used and recent files are more predominant and there was a 20% reduction in files overall freeing up server space. The files are now more streamlined and organized for future improved file management.  <i>2026/06/15</i>	100%
→ <b>Review and enhance communication of pool policy and rules for birthday party bookings</b>	Progress: Installation of the new backdrop for pool parties has been completed at Paul Reynolds Community Centre. Lead staff have collected post-implementation data and are completing final project documentation.  <i>2026/06/11</i>	95%
→ <b>Undertake review and establish a standard for internal staff movements</b>	Progress: A solution has been identified and tested with the project team to streamline staff movement activity including new employees, staff moving from one department/role to another and departures. A pilot group of 12-13 managers currently undertaking live recruitment activity will began June 15. Each participant will use the new tools and provide real time feedback. The pilot will run until all staffing exercises are complete. Outcomes will then be reviewed and tweaks and modifications made before rolling out across the organization.  <i>2026/06/11</i>	80%

Goal	Progress Update	Current Completion
→ Standardize medical supply bags inventory for SJRFD	<p>Progress: This project focused on revising and standardizing the Fire Department's medical kit quality control checks. To ensure there was a consistent way for firefighters to verify all medical bag equipment was available, a revised itemized checklist was developed. The checklist was placed directly within each medical kit and used as part of daily apparatus checks. The improvement helped create more consistent and reliable inspections, reduced the risk of missing, expired, damaged, or malfunctioning equipment, and supported better accountability and readiness for time-sensitive emergency responses.</p> <p>2026/06/11</p>	100%
→ Streamline recreation facility call-in procedure	<p>Progress: A test of a new process to consolidate shift coverage communication to all Facility Service Workers at Paul Reynolds and Mews Centre was completed, with the test results showing a reduction in internal wait time by 80%. Next steps and further opportunities will be discussed with management in the coming weeks.</p> <p>2026/06/12</p>	45%
→ Improve land use mapping and tracking of City-owned land	<p>Progress: This remains ongoing as land is identified and the future state process is used. Further review will take place over the summer and a close of this project is expected in the Fall.</p> <p>2026/06/08</p>	60%
→ Standardize Recreation division data collection	<p>Progress: The pilot identified some challenges with the data collection template. Modifications were made and a second pilot phase was implemented. Data analysis using the revised template is near completion.</p> <p>2026/06/07</p>	75%
→ Streamline recreation facility access procedures	<p>Progress: The project is currently on hold pending completion of a key issue review by City Buildings.</p> <p>2026/06/11</p>	30%
→ Standardize site administrator processes and create user guide for EngageStJohns.ca	<p>Progress: Project scope has been defined and a draft of the administrative guide was presented to divisional staff on June 16. Feedback will be incorporated and a draft shared back with staff before finalizing by end of July.</p> <p>2026/06/12</p>	40%
→ Develop a standardized process for monitoring and tracking fleet EV charging	<p>Progress: Project scope is confirmed and proposal is approved. Next step is to continue to design metrics dashboard.</p> <p>2026/06/12</p>	5%
→ Reorganization of Marketing and Communications media files using 5S tool	<p>Progress: Project scope has been confirmed and proposal approved. Next step is to begin reviewing files and applying 5S methodology.</p> <p>2026/06/12</p>	5%
→ Review and streamline policy file management system	<p>Progress: Project scope has been confirmed and proposal approved. Next step is to begin using the 5S methodology to review and streamline policy file management.</p> <p>2026/06/12</p>	5%

Goal	Progress Update	Current Completion
↳ Standardize gym facility booking process and allocation practices across recreation facilities	Progress: The project team has completed mapping the current state and developed recommendations. Staff presented their findings to management on June 10, with recommendations being reviewed and considered for implementation. <i>2026/06/12</i>	30%