



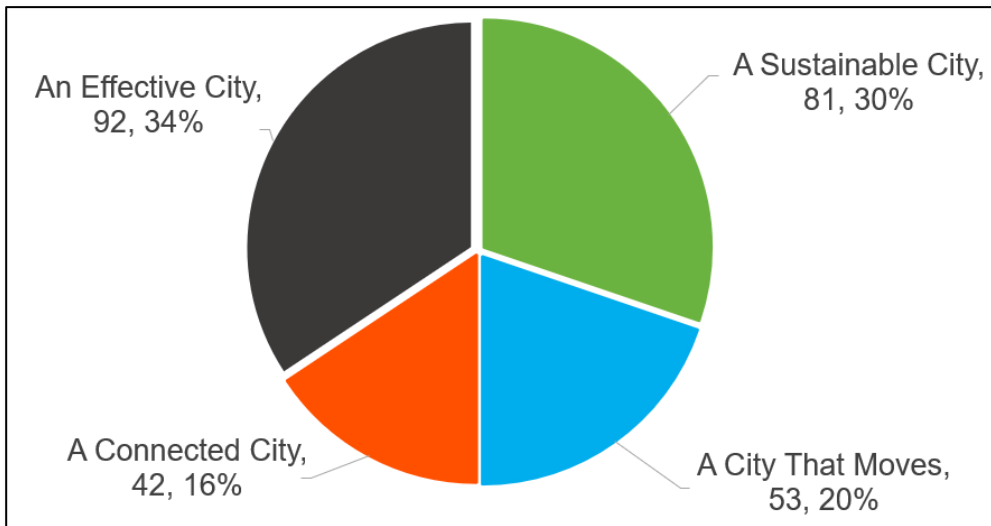
# Annual Action Plan

- Progress at a Glance
- 2024 Progress Report
- Continuous Improvement Project Updates
- 2025 Draft Initiatives

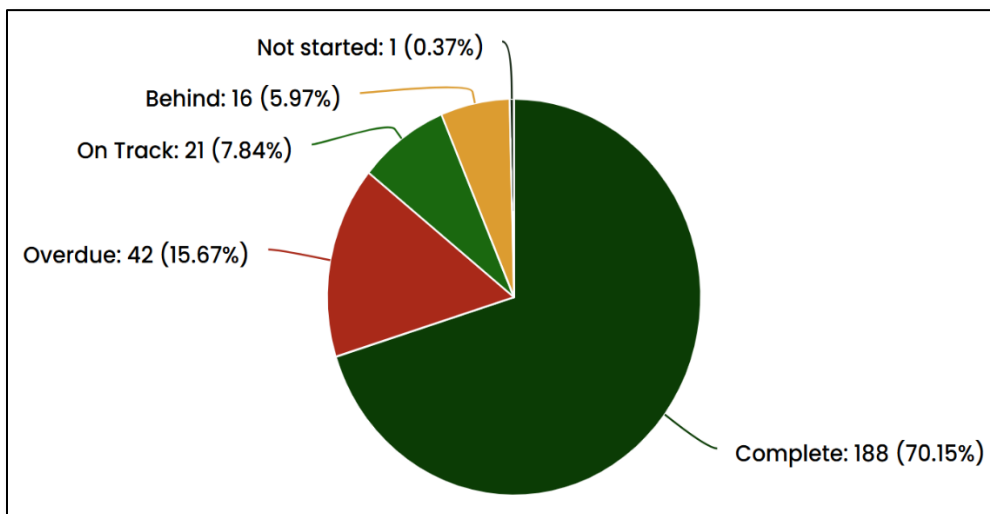
A Sustainable City | A City that Moves | A Connected City | An Effective City

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

## Initiatives per Strategic Direction Since Launch of Plan



## Current Status of All Initiatives Since Launch of Plan



## 16 initiatives completed since the last update

- Advance a corporate wide asset management program
- Collect asset management data
- Complete Letter of Intent, deliver associate documents for regional economic development agency
- Complete report for creative innovation district concept
- Devise marketing and support strategies for key economic initiatives
- 2024 Implementation of Resilient St. John's Climate Plan – Community and Corporate Actions
- Implement annual crosswalk safety improvement program
- Create a new Recreation Master Plan
- Implement an interactive pay station and paid parking map on the City website
- Work with Youth Engagement Working Group to undertake 3-5 outreach events
- Investigate opportunities for website auditing process
- Deliver employee conflict management training
- Establish Information Management (IM) Governance Framework
- Update the attendance management process and finalize policy

# 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>144,493</b>	<b>9,525</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>\$577,130</b>
<b>Sum of Financial Reinvestment (per year)</b>	<b>Cost Avoidance Realized<sup>1</sup></b>
<b>\$81,520.05</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.

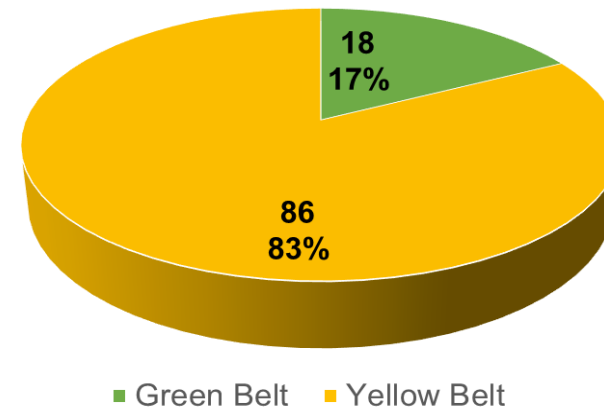
To demonstrate how this is working, the City is using a data collection tool to capture annual outcomes from CI projects. The table above shows the outcomes from a variety of projects, some of which are small in scale but still yield significant results.

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

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

- Streamlining the insurance certificate process for special events
- Reorganize Roads and Traffic network drive using 5S tool
- Review and streamline low value purchase order process
- Implement standardized job indexing in Surveying division
- Dewatering of water and sewer excavations

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



# Continuous Improvement (CI) – Cumulative Summary Since 2018

CI Projects Outcome Tracker	
<b>Total Lead/Process Time Saved*</b>	<b>Total Staff Time Reinvested</b>
<b>536,133 hours</b>	<b>21,956 hours</b>
<b>FTE Equivalents Reinvested (based on total staff time reinvested)**</b>	<b>Sum of Dollar Value of Staff Time Reinvested</b>
<b>12.5 FTEs</b>	<b>\$1,321,756</b>
<b>Sum of Financial Reinvestment</b>	
<b>\$287,881</b>	

The data provided is based on 28 CI projects for which the metrics above were gathered. Not all CI projects capture such metrics. For example, a CI project outcome may include improvement in quality of service or decrease in risk.

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

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

\*Total time in process, including waiting time

\*\* FTE equivalents of time reinvested is based on a 33.75-hour work week and the cumulative staff time reinvested (\$21956/1755), for illustration purposes. This does not represent positions being eliminated, rather it shows the equivalent of time saved that is reinvested in value-added activities. This is a cumulative reinvestment and not annual.

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

CITY OF ST. JOHN'S PLAN

A SUSTAINABLE CITY

Goal	Council Update	Due Date	Current Completion	Plan
<b>Be financially responsible and accountable</b>		2029/12/31	70%	
→ <b>Advance a corporate wide asset management program</b>	Update to Council: Two items separated to individual initiatives for reporting - Strategic Plan  - Asset Management Roadmap.  The remaining items are completed. <i>2025/02/04</i>	2023/12/31	100%	Budget & Treasury Plan
→ <b>Collect Asset Management Data</b>	Update to Council: All asset management activities completed for 2024 including 10 in-field building condition assessments and 20 desktop as-built reviews. <i>2025/02/11</i>	2024/12/31	100%	Facility Engineering Plan
→ <b>Complete State of Infrastructure Report</b>	Update to Council: The State of the Infrastructure report preparation will begin in 2025 and will be a phased approach based on data collection progress through this multi-year program development. <i>2024/10/17</i>	2029/12/31	0%	Budget & Treasury Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Complete Strategic Asset Management Plan for Facility Engineering</b></p>	<p>Update to Council: The framework for this piece of work has been completed. It needs to be reviewed by the Asset Management Program Manager prior to finalizing to ensure alignment with the Corporate Strategic Asset Management Plan. Staff anticipate that the Facility Engineering Asset Management Plan will be completed by the end of the second quarter in 2025.</p> <p><i>2025/02/03</i></p>	2024/12/27	50%	Facility Engineering Plan
<p>→ <b>Develop a Commercial Vacancy Allowance Policy and Align with the Commercial Vacancy Allowance by-law</b></p>	<p>Update to Council: Once Council has approved the changes for the By-Law, work on the policy will begin.</p> <p><i>2025/01/31</i></p>	2023/12/31	0%	Revenue Accounting Plan Legal Services Plan
<p>→ <b>Develop Asset Management Plans</b></p>	<p>Update to Council: This initiative is multi-year and data collection is ongoing to support Asset Management plans in the following areas:</p> <ul style="list-style-type: none"> <li>- City Buildings</li> <li>- Fleet</li> <li>- Linear Infrastructure</li> <li>- Roads and Sidewalks</li> </ul> <p>Phases 1 and 2 of the Fleet Strategy were approved by Council in 2023 and are currently being implemented. The 3rd and final phase will be brought forward in late 2025. Work is ongoing for AM plans in core areas.</p> <p><i>2025/01/31</i></p>	2028/12/31	23%	Budget & Treasury Plan
<p>→ <b>Develop Asset Management Roadmap</b></p>	<p>Update to Council: Consultations have begun to build the Asset Management roadmap</p> <p><i>2025/01/31</i></p>	2026/12/31	33%	Budget & Treasury Plan
<p>→ <b>Develop Strategic Asset Management Plan</b></p>	<p>Update to Council: Strategic plan initial draft to be brought to steering committee mid 2025</p> <p><i>2025/01/31</i></p>	2025/12/31	20%	Budget & Treasury Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ Establish a preventative maintenance program for SJRFD fleet</p>	<p>Update to Council: This initiative is currently identified as part of an audit on the Mechanical Division therefore the Department will wait on the outcome before implementing any future changes.</p> <p><i>2025/01/31</i></p>	<p>2023/11/30</p>	<p>0%</p>	<p>Mechanical Services (SJRFD) Plan</p>
<p>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</p>		<p>2025/12/31</p>	<p>100%</p>	
<p>→ Complete Letter of Intent, deliver associated documents for regional economic development agency</p>	<p>Update to Council: Advantage St. John's is now fully operational as a Regional Economic Development Agency. The organization is fully staffed and the Board of Directors is in place.</p> <p><i>2025/01/24</i></p>	<p>2023/12/31</p>	<p>100%</p>	<p>Office of the City Manager Plan</p>
<p>→ Complete report respecting creative innovation district concept</p>	<p>Update to Council: Report has been completed. Budget and consultant support will be required to action recommendations, in addition to the stakeholder engagement process. Budget and human resource requirements will need to be determined to move forward with implementation of the report.</p> <p><i>2025/01/31</i></p>	<p>2023/08/31</p>	<p>100%</p>	<p>Tourism, Culture &amp; Business Growth Plan</p>
<p>→ Define and deliver initiatives in support of newcomer attraction and retention</p>	<p>Update to Council: The My New St. John's Event took place October 24 2024 with over 35 exhibitors at the St. John's Community Market.</p> <p>Virtual event hosted June 11 with 8 local business/industry partners. Event's objective was to introduce St. John's and potential employment and education opportunities to international pre-arrival immigrants to Canada.</p> <p><i>2024/10/07</i></p>	<p>2024/12/31</p>	<p>100%</p>	<p>Tourism, Culture &amp; Business Growth Plan Healthy City Strategy Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Devise marketing and support strategies for key economic initiatives</b></p>	<p>Update to Council: Two events were held in 2024, October 22nd city staff hosted Metro Business Opportunities (MBO) staff onsite for in person business information sessions at the City's Business Information Centre at 348 Water Street. The second event, Young Voices in Business was held at the Community Market on November 21, 2024 and targeted for youth aged 18-30, organized by the City's Organizational and Strategy team.</p> <p>Due to the implementation of Advantage St. John's, the regional economic piece will be delivered by that organization. The City will continue to work with stakeholders looking for information on operating a business in St. John's, in partnership with Planning, Engineering and Regulatory Services Department.</p> <p><i>2025/01/21</i></p>	2024/12/31	100%	Tourism, Culture & Business Growth Plan
<p>→ <b>Review Municipal Arts &amp; Cultural Plan</b></p>	<p>Update to Council: The review of the current plan has been completed and staff have determined that external consultation services will be required to complete the municipal arts plan, additional budget allocation will also be required.</p> <p><i>2024/06/05</i></p>	2023/03/31	100%	Tourism, Culture & Business Growth 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 flood hazard mapping for six streams</b></p>	<p>Update to Council: Final Draft Report submitted to City. Some revisions required based on feedback from Province.</p> <p><i>2025/01/29</i></p>	2024/04/30	99%	Development Plan
<p>→ <b>Develop a Downtown Plan under the Envision St. John's Municipal Plan</b></p>	<p>Update to Council: The consultants have submitted a draft plan which is being reviewed by staff.</p> <p><i>2025/02/04</i></p>	2023/12/31	73%	Planning Plan



Goal	Council Update	Due Date	Current Completion	Plan
→Develop a Heritage Plan	Update to Council: Work will continue soon on the draft plan. Staff efforts recently have been devoted to the Downtown Plan and the new plans for the University Area and Cowan Heights. Much of the Heritage Plan will be relevant to the downtown, so it was important that the Downtown Plan be further along. <i>2025/02/05</i>	2023/12/31	66%	Planning Plan
→Develop neighbourhood plan for Cowan Heights	Update to Council: Public Engagement for phase 1 is complete and What We Heard released on Feb. 4, 2025. <i>2024/10/22</i>	2025/11/25	58%	Planning Plan
→Develop neighbourhood plan for University Area	Update to Council: Public Engagement took place for Phase 1 and What we Heard released on Feb. 4, 2025. <i>2025/02/04</i>	2025/11/25	59%	Planning Plan
→Develop strategy to increase Industrial, Commercial & Institutional waste diversion	Update to Council: Awaiting funding decisions for third party to help promote and further develop local green economies. Staff have attended webinars on circular economy initiatives from other municipalities in Canada. <i>2025/01/31</i>	2025/06/30	14%	Waste & Recycling Plan
→Empire Avenue Sewer Separation Study	Update to Council: Draft study being reviewed. Final report to be expected Winter 2025. <i>2025/01/31</i>	2023/03/31	90%	Construction Engineering Plan
→Plan for and implement Trenchless Rehabilitation of the Water Street Brick Sewer	Update to Council: Design and tender package preparation ongoing. Anticipate tender Spring/early Summer with construction to start in Fall 2025. <i>2025/01/20</i>	2025/11/28	25%	Construction Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
→Royal Drive, Mooney Crescent, Old Petty Harbour Road - Sewer Replacement - DESIGN ONLY	Update to Council: Design work ongoing but competing priorities are delaying the project. No construction funding approved to date for this project. Design to be advanced in Winter 2025. <i>2025/01/20</i>	2024/04/26	68%	Construction Engineering Plan
→Undertake housing amendments to Envision St. John's Development Regulations	Update to Council: The housing amendments have been approved, brought into legal effect, and implemented, including staff training. <i>2024/10/22</i>	2024/07/19	100%	Planning Plan
→Upgrade Storm Sewer - University Avenue	Update to Council: Project completed except for surface course asphalt and some minor items to be completed early Summer 2025. <i>2025/01/20</i>	2024/11/29	99%	Construction Engineering Plan
→Wetland Study Phase 2B Functional Assessment	Update to Council: RFP was issued, three proposals received. Evaluation is underway. <i>2025/01/29</i>	2024/11/30	24%	Development Plan
<b>Work collaboratively to create a climate-adapted and low-carbon city</b>		2029/12/31	89%	
→2024 Implementation of Resilient St. John's Community Climate Plan - Community Actions	Update to Council: <ul style="list-style-type: none"> <li>• <b>Overarching Actions:</b> <ul style="list-style-type: none"> <li>◦ The Environmental and Sustainability Experts Panel provided feedback to the City's wetland protection study and policy work. Policy was adopted by Council.</li> </ul> </li> <li>• <b>Affordable and Efficient Buildings for All:</b> <ul style="list-style-type: none"> <li>◦ The City and industry-led home retrofit energy coach program was approved and funded by the Federation of Canadian Municipalities (FCM) funding. Program launch expected in 2025.</li> <li>◦ The City's and Natural Resources Canada's (NRCAN) Building Codes Accelerator Fund begun modeling total cost of ownership impact of upper new construction energy efficiency requirements, development of tools, and training of staff.</li> </ul> </li> </ul>	2024/12/31	100%	Sustainability Plan Healthy City Strategy Plan

Three workshops were held between the external stakeholder working group and a builders focus group to inform this work as it proceeds.

- **Transportation Transformation:**
  - The City's transportation engineering division's efforts to improve active transportation are ongoing. The City continues to support pedestrian only areas and collaborate with education projects of electric vehicles.
  - Metrobus electrification detail design for the depot facility retrofit is ongoing.
  - Public EV Charger Network: Proposal to install 26 new chargers was funded by NRCAN.
- **Clean energy for resilience:**
  - The exploration of Landfill Gas beneficial re-use is ongoing.
- **Disaster resilience and emergency preparedness:**
  - Climate-Resilient Coastal Communities Fund proposal was approved. Modeling of the impact of sea level rise and storm surge on the City of St. John's has begun, with an initial focus on the technical modeling.
  - A proposal to FCM's Local Leadership for Climate Adaptation Fund was submitted to produce quantitative data-driven climate risk assessment in collaboration with other Atlantic municipalities. Collaborating municipalities would aim to use a Resilience Engine application to host data that will produce a visualized climate risk assessment.

2025/01/29

→2024 Implementation of Resilient St. John's Community Climate Plan - Corporate Actions

- Update to Council:
- **Existing Building Retrofits:**
    - Energy Performance Contract implementation is in progress:

2024/12/31

100%

Sustainability Plan  
Healthy City Strategy  
Plan

Council Update	Due Date	Current Completion
<ul style="list-style-type: none"> <li>▪ Heat recovery units for Riverhead are implemented.</li> <li>▪ Fuel switching from oil to electric of Buckmaster Recreation Centre, and hybrid for Public Works Depot have been completed.</li> <li>▪ Fuel switching for Animal Care Centre final installation has been delayed to Spring 2025 due to material delays.</li> <li>▪ Recommissioning and system improvements at City Hall is ongoing.</li> <li>▪ LED lighting retrofit of Council Chambers and Foran Green Room installation is complete.</li> <li>▪ Recommissioning (process to bring HVAC systems to intended performance) process is ongoing at six facilities, and completed at Animal Care Centre, Central Fire Station, and substantially at the Public Works Depot.</li> <li>○ 245 Freshwater Rd switch from oil to electric heating detail design is ongoing.</li> <li>○ Green and Inclusive Community Buildings Program Proposal: A Deep Energy Retrofit proposal is pending decision from Natural Resources Canada (NRCAN) grant program to improve energy, inclusivity, and accessibility at Killbride Community Centre.</li> <li>○ Retscreen energy management software was implemented for 17 City building facilities to track the impact of the energy performance contract improvements and monitoring is ongoing.</li> <li>• <b>Housing</b> <ul style="list-style-type: none"> <li>○ Canadian Mortgage and Housing Corporate (CMHC) and NRCAN approved over \$6M funding for The City's Housing portfolio thru the Affordable Housing Fund: Repair and Renewal and the Greener Neighbourhoods Pilot Program (GNPP) respectively, to</li> </ul> </li> </ul>		

Council Update	Due Date	Current Completion	Plan
<p>implement deep energy retrofits of 101 units of housing.</p> <ul style="list-style-type: none"> <li>◦ Hiring for a contract-term Retrofit Coordinator is ongoing.</li> <li>◦ Procurement for implementation team early 2025.</li> </ul> <ul style="list-style-type: none"> <li>• <b>Electrification of fleet:</b> <ul style="list-style-type: none"> <li>◦ The installation at the Depot is complete (a total of 8 Level 2 chargers for fleet use between the Depot and City Hall 2nd floor garage). Two EV vehicles are in operation.</li> <li>◦ Net-zero fleet feasibility study and pathway (fleet and infrastructure). Federation of Canadian Municipalities approved matching funds (\$191k grant). Contractor expected to be on-boarded February 2025</li> </ul> </li> <li>• <b>Climate Risk:</b> <ul style="list-style-type: none"> <li>◦ DecisionVue tool has been implemented across public works. This tool assesses climate impact thresholds against the ongoing 5 day forecast to the area, and proactively alerts managers of various services if a threshold is expected to be exceeded in order to inform response to improve operational risk management.</li> <li>◦ Quantifying Climate risk to corporate assets: a climate-risk analysis process has begun to assess risk to 140 buildings and do a deeper dive at 3. This uses condition assessment reports, building science, and climate science to rank risks and develop actionable recommendations for asset management, operational risk management, develop climate-adjusted cost projections, and support City-wide risk-reduction efforts.</li> </ul> </li> <li>• <b>Reporting:</b> <ul style="list-style-type: none"> <li>◦ Reporting: Greenhouse gas (GHG) corporate inventory was updated to 2023 and an information note will be provided to council early 2025.</li> </ul> </li> </ul>			

2025/01/29

Goal	Council Update	Due Date	Current Completion	Plan
<p>↳ Review and implement additional tiers of the National Building Code energy efficiency section</p>	<p>Update to Council: Architypes developed and presented to working group and other interested parties. Costing Analysis to be completed next. <i>2025/02/04</i></p>	<p>2025/12/31</p>	<p>25%</p>	<p>Regulatory Services 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>		2025/12/31	86%	
→ <b>Add hybrid buses to Metrobus fleet</b>	<p>Update to Council: Eight hybrid buses were planned for 2024. Three buses arrived late November and were placed in service in December 2024. Three buses arrived on January 8th and were placed in service January 28th. Waiting for update on delivery of the final two buses.</p> <p>An additional eight hybrid buses are planned for 2025.</p> <p><i>2025/01/29</i></p>	2025/12/31	70%	Metrobus Plan
→ <b>Complete Metrobus Depot Upgrades to accommodate Zero Emission Buses</b>	<p>Update to Council: Work is progressing as intended on the Metrobus Electrification project. Stantec Consulting was awarded the project, and this is positive as they were the designers of the current Metrobus LEED facility. With a very good understanding of the existing facility and the lot, they are positioned well to be successful in the retrofit of this facility to make it ready for use when the City purchases the first electric buses. Careful planning and attention to details is currently underway as staff assess the potential options for this modern and sustainable retrofit.</p> <p><i>2025/02/03</i></p>	2027/03/31	37%	Facility Engineering Plan Metrobus Plan
→ <b>Develop a service growth strategy for public transit to respond to increased demand and help attract new customers</b>	<p>Update to Council: The implementation plan is complete. However, due to lack of resources including labour shortages, service improvements planned for January 2025 will be delayed. Adjustments will be made to the implementation schedule as resources become available.</p> <p><i>2024/10/07</i></p>	2023/10/31	100%	Metrobus Plan
→ <b>Formalize structure and delivery of a Travel Training Program to improve accessibility for transit users</b>	<p>Update to Council: Development and delivery of Travel Training Program is complete.</p> <p><i>2024/06/05</i></p>	2024/10/31	100%	Metrobus Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>› <b>Implement Route 10 as a wheelchair accessible service route</b></p>	<p>Update to Council: Route 10 will be designated as a wheelchair accessible route when the eight (8) hybrid buses are received and placed into service. Three of the buses arrived in November and placed in service in December 2024. Three buses arrived on January 8th and placed into service January 28th. Waiting for an update on delivery of the final two buses. It is expected that the Route 10 will be designated as wheelchair accessible with the start of the summer schedule in June, 2025.</p> <p><i>2025/01/28</i></p>	2024/12/31	50%	<p>Metrobus Plan</p> <p>Healthy City Strategy Plan</p> <p>Accessibility Plan</p>
<p>› <b>Implement select recommendations from the Public Transit Review</b></p>	<p>Update to Council: The only outstanding goal in this section is "Implement an automated onboard stop announcement system to improve accessibility on all Metrobus routes". On February 4th, the contract for the system was awarded to Strategic Mapping Inc.</p> <p><i>2025/01/28</i></p>	2022/12/31	97%	Metrobus Plan
<p>› <b>Improve reliability of the public transit service by upgrading the communications system from analog to digital</b></p>	<p>Update to Council: Communication system upgrades are complete.</p> <p><i>2024/06/11</i></p>	2023/12/31	100%	Metrobus Plan
<p>› <b>Improve reliability of the public transit system by upgrading the fare collection and smart card systems</b></p>	<p>Update to Council: Upgrade to fare collection system is complete including the ability to now accept paper currency.</p> <p>The equipment to upgrade the smart card system has arrived, however, all programming for new features is not complete. The equipment will be installed when programming is complete.</p> <p><i>2025/01/28</i></p>	2024/12/31	75%	Metrobus Plan



Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Improve the customer experience through the introduction of new smart card features (mCard and Go-Card) including automatic reloads and customer communications designed to make the system user friendly</b></p>	<p>Update to Council: The automatic reload of passes is the only outstanding feature. Due to new security requirements, implementation is a more difficult and lengthy process. This feature is now postponed and will be reviewed at a later date.</p> <p><i>2025/01/28</i></p>	2022/05/31	95%	Metrobus Plan
<p>→ <b>Increase the number of bus shelters in the City</b></p>	<p>Update to Council: The goal for 2024 was to install shelters in six new locations for a total of 76 shelters. By the end of December, five shelters were installed in new locations for a total of 75 bus shelters in the City. These were installed at:</p> <ul style="list-style-type: none"> <li>• Frecker Drive near Cowan United Church</li> <li>• Torbay Road at Fall River Plaza</li> <li>• Gloucester Street opposite Alice Drive</li> <li>• 77 Charter Avenue</li> <li>• Majors Path near Airport Road</li> </ul> <p>A new target for 2025 has been set to add an additional 6 bus shelters, for a total of 81.</p> <p><i>2025/01/28</i></p>	2024/12/31	83%	Metrobus Plan Accessibility Plan
<p><b>Expand and maintain a safe and accessible active transportation network</b></p>		2025/12/31	70%	
<p>→ <b>Back Line Sidewalk Extension (Ridgemount Street to Sunset Street)</b></p>	<p>Update to Council: Funding not approved to date for construction. Design is started and being completed in house as priorities allow.</p> <p><i>2025/01/20</i></p>	2023/11/15	20%	Construction Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Canada Drive active transportation improvements</b></p>	<p>Update to Council: Design drawings being finalized for phase 2. Anticipate tendering in Spring 2025 and completing construction in Summer/Fall 2025.</p> <p><i>2025/01/20</i></p>	<p>2024/12/31</p>	<p>90%</p>	<p>Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan</p>
<p>→ <b>Conduct Kelly's Brook Trail design process (shared use path recommended by Bike St. John's Master Plan)</b></p>	<p>Update to Council: Design of section from Kelly's Brook Park to Columbus Drive is complete and is tendered. The final alignment for the third and final section from Carpasian Road to King's Bridge Road is being determined and will be completed thereafter.</p> <p><i>2024/10/01</i></p>	<p>2021/06/30</p>	<p>100%</p>	<p>Construction Engineering Plan Healthy City Strategy Plan</p>
<p>→ <b>Construct Kelly's Brook Shared Use Path</b></p>	<p>Update to Council: Phase 1A (Section 1) from Carpasian Road to Kelly's Brook Park is complete. Remaining section from Kelly's Brook Park to Columbus Drive is started and will be completed in Summer 2025. The design for the third, and final section from Carpasian Road to King's Bridge Road is ongoing and construction is anticipated to start in 2025.</p> <p><i>2025/01/20</i></p>	<p>2026/12/31</p>	<p>50%</p>	<p>Construction Engineering Plan Healthy City Strategy Plan</p>
<p>→ <b>Design and construct Crosstown Shared Use Path from Canada Drive to the T'railway</b></p>	<p>Update to Council: Detailed design in progress. Project expected to start construction in 2025.</p> <p><i>2025/01/30</i></p>	<p>2027/03/19</p>	<p>38%</p>	<p>Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
→ Design and construct Shared Use Path from Airport Heights to Paul Reynolds Centre	Update to Council: Detailed design in progress. Project expected to start construction in 2025. <i>2025/01/30</i>	2027/03/31	33%	Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan
→ Design and construct Shared Use Path from Portugal Cove Road to Logy Bay Rd	Update to Council: Detailed design in progress. Project expected to start construction in 2025. <i>2025/01/30</i>	2027/05/31	42%	Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan
→ Determine potential changes to routes in Bike Master Plan	Update to Council: Staff have reviewed routes and are doing internal consultation. Public engagement to follow any potential changes <i>2025/01/30</i>	2024/12/31	35%	Transportation Engineering Plan
→ Elizabeth Avenue active transportation and roadway improvements	Update to Council: Project completed except for surface course asphalt and some minor items to be completed early Summer 2025. <i>2025/01/20</i>	2024/12/31	99%	Construction Engineering Plan Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan
→ Extend Shared Use Path (SUP) from Wishingwell Rd to Wexford St.	Update to Council: Construction completed in Fall 2024. 400 meters of SUP was constructed to connect the existing SUP from Wishingwell Road to Wexford Street. <i>2024/10/01</i>	2023/12/31	100%	Construction Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Implement annual Infill Sidewalk Program</b></p>	<p>Update to Council: All work from previous years is complete. Funding approved for 2025 Annual Infill Program. Final list of locations is still being considered.</p> <p><i>2025/01/31</i></p>	2025/12/31	100%	Construction Engineering Plan
<p>→ <b>Initiate development of active transportation public education plan</b></p>	<p>Update to Council: Plans are behind schedule as staff have had to prioritize emerging projects. Anticipating work will be completed in the coming months.</p> <p><i>2025/01/30</i></p>	2024/12/31	50%	Corporate Communications Plan
<p><b>Improve safety for all users on a well-maintained street network</b></p>		2025/12/31	95%	
<p>→ <b>Complete detailed design for high crash locations to improve intersection safety</b></p>	<p>Update to Council: Detailed design for the intersections is ongoing and expected to be completed in 2025. Locations include:</p> <ul style="list-style-type: none"> <li>• Thorburn Road at Goldstone Street/Seaborn Street</li> <li>• Kelsey Drive from TD Bank/Boston Pizza commercial access to Walmart/Home Depot commercial access</li> <li>• Consolidation of commercial access on Hamlyn Road near Village Shopping Centre</li> </ul> <p>No funds for construction at this time.</p> <p><i>2025/01/30</i></p>	2023/12/31	95%	Transportation Engineering Plan
<p>→ <b>Develop Transportation Master Plan</b></p>	<p>Update to Council: Met with several municipalities, consultants, and Government of Newfoundland and Labrador to determine how best to collect travel data and scope full Transportation Master Plan development. Options are being considered and evaluated. Due to staff shortages, this is moved out further in to 2025.</p> <p><i>2025/01/30</i></p>	2020/04/30	75%	Transportation Engineering 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 has final comments and is finalizing design. Design mostly complete with minor items to be revised. No construction funding to date. Land acquisition required for construction is ongoing.</p> <p><i>2025/01/20</i></p>	2021/12/31	99%	Construction Engineering Plan
<p>→ <b>Implement Accessible Pedestrian signals for 2023</b></p>	<p>Update to Council: The following two locations completed.</p> <p>Empire &amp; Freshwater St</p> <p>Waldegrave and Water St</p> <p><i>2024/10/16</i></p>	2023/12/31	100%	Transportation Engineering Plan
<p>→ <b>Implement an interactive pay station and paid parking map for the public on the city website showing paid parking locations.</b></p>	<p>Update to Council: The map includes pay station locations and accessible parking space locations and was developed in consultation with the Accessibility Coordinator.</p> <p><a href="https://www.stjohns.ca/en/streets-parking/accessible-parking.aspx">https://www.stjohns.ca/en/streets-parking/accessible-parking.aspx</a></p> <p><i>2025/02/04</i></p>	2024/12/31	100%	Regulatory Services Plan Accessibility Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Implement annual crosswalk safety improvement program</b></p>	<p><b>Update to Council:</b> More than 12 crosswalks were improved in 2024. Improvements include accessible curb ramps, curb extensions, rapid-flashing beacons, improved signage and/or sightline improvements. Crosswalk locations include:</p> <ul style="list-style-type: none"> <li>• Waterford Bridge Road Bowring Park Crosswalks (Bowring Park Rd)</li> <li>• Waterford Bridge Road Bowring Park Crosswalks (Park Rd)</li> <li>• Cornwall Ave @ 18th Street</li> <li>• Harvey Road at Civic #34 (Paramont Building)</li> <li>• Duckworth St @ Bates Hill</li> <li>• Larkhall @ school</li> <li>• Water Street @ Queens Cove</li> <li>• Newtown @ Kelly's Brook Trail</li> <li>• Elizabeth Ave @ Clarke Place</li> <li>• Elizabeth Ave @ Halliday Place</li> <li>• Bonaventure Ave @ Kelly's Brook Trail</li> <li>• Duckworth Street @ Cavendish Square</li> </ul> <p><i>2025/01/30</i></p>	<p>2024/12/31</p>	<p style="text-align: center;"><b>100%</b></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> Five temporary traffic calming installations were trialed in 2024. Surveys were distributed to residents in Q4 2024 to collect feedback about permanent installations at those locations. Survey results are being compiled and recommendations will be presented to council in Q1 2025. The 5 locations trialed in 2024 are as follows:</p> <ul style="list-style-type: none"> <li>• Durdle Drive</li> <li>• Empire Avenue between Bonaventure Avenue and Carpasian Road</li> <li>• Toronto Street between Princess Anne Place and Macdonald Drive</li> <li>• Ladysmith Drive between Lady Anderson Street and Kiwanis Street</li> <li>• Vinnicombe Street</li> </ul> <p><i>2025/01/30</i></p>	2025/03/31	88%	Transportation Engineering Plan
<p>→ <b>Implement select recommendations and actions from the Paid Parking Management Strategy</b></p>	<p><b>Update to Council:</b> Council has been updated on the status of the Paid Parking Management Strategy recommendations. Review the <a href="#">update</a>.</p> <p><i>2025/02/04</i></p>	2023/12/31	90%	Regulatory Services Plan
<p>→ <b>Major's Path Street Upgrading with Shared Use Path (Hebron Way to Portugal Cove Road)</b></p>	<p><b>Update to Council:</b> Project completed except for surface course asphalt and some minor items to be completed early Summer 2025</p> <p><i>2025/01/20</i></p>	2025/11/28	99%	Construction Engineering Plan
<p>→ <b>Portugal Cove Road &amp; Airport Heights Drive/Majors Path Intersection Improvements</b></p>	<p><b>Update to Council:</b> Design of both culverts ongoing. Schedule for replacement and construction of round-a-bout to consider Canada Games timeframe.</p> <p><i>2025/01/20</i></p>	2026/11/30	47%	Construction Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>↳ Upgrade Lambe's Lane Road for 2025 Canada Games</p>	<p>Update to Council: There was a significant delay on this project due to outstanding easements and removal of NL Power infrastructure, so September, October and November no work was able to be completed. However, even with the delay staff are still able to meet the Substantial Completion date of June 30th, 2025, in advance of the Canada Games in August. The crew has re-mobilized back to site and service installation will continue over the winter months, and paving will begin in May.</p> <p><i>2025/02/03</i></p>	<p>2025/06/30</p>	<p>90%</p>	<p>Facility Engineering Plan</p>



## A CONNECTED CITY

Goal	Council Update	Due Date	Current Completion	Plan
<p><b>Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities</b></p>		2025/12/31	84%	
<p>→ <b>Advance Healthy City St. John's Strategy</b></p>	<p>Update to Council: The Health City Strategy Mobilization Team (City of St. John's staff + NL Health Services [NLHS] staff) continue to meet monthly to further strategy goals. A commitment of the Healthy City Strategy is to establish a collective impact Healthy City Advisory Committee to further support this work. The Terms of Reference for the Healthy City Advisory Committee were approved by Council in April and an Expression of Interest for membership closed on May 17. Applications have been reviewed and staff will be making recommendations for membership to Council by July 2024.</p> <p>A formal reporting tool has been established for the Healthy City Strategy and Accessibility Plan using the City's Strategic Planning application. Future progress on the Healthy City Strategy and Accessibility Plan will be monitored using the application and strategic items will be included in Strategic Plan updates.</p> <p><i>2024/06/06</i></p>	2023/12/31	100%	Healthy City and Inclusion Plan
<p>→ <b>Canada Games Track &amp; Field &amp; Legacy Facility</b></p>	<p>Update to Council: The Class II IAAF Track and Field facility and the FIFA Quality Pro Soccer pitch are completed with some minor seasonal deficiencies remaining with respect to landscaping. The building continues to make progress, and meetings are now set for the end of the month to start planning the Commissioning process for the building with Substantial Completion of the facility targeted for May 2025.</p> <p><i>2025/02/03</i></p>	2025/04/30	67%	Facility Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Complete detailed design for Re-imagine Churchill Square Project</b></p>	<p>Update to Council: 30% detailed design is complete and full design expected to be completed by June 2025. Consultation with the business community and other interested parties in Churchill Square continues.</p> <p><i>2025/01/30</i></p>	2023/12/31	34%	Transportation Engineering Plan
<p>→ <b>Construction of the H.G.R. Mews Centre Replacement</b></p>	<p>Update to Council: As communicated by the City of St. John's, the new H.G.R. Mews Community Centre opening has been delayed due to mechanical failure of the chiller unit which is responsible for heating and cooling of the facility via our green, efficient and sustainable geothermal energy system. The City continues to work with its Prime Consultant and the Contractor on a solution to this problem. However, until the problem has been resolved to our satisfaction, the City will not be accepting handover of the facility at this time. As more information becomes available, the City will be open and transparent about our communications with both internal and external stakeholders with respect to updates, progress and timelines.</p> <p><i>2025/02/03</i></p>	2023/11/30	99%	Facility Engineering Plan
<p>→ <b>Create a new Recreation Master Plan</b></p>	<p>Update to Council: The Recreation Master Plan was presented at Committee of the Whole on February 4, 2025 and approved by Council.</p> <p><i>2025/02/05</i></p>	2024/12/31	100%	Recreation Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Design New Goulds Fire Station</b></p>	<p><b>Update to Council:</b> On schedule to have the Detailed Design completed for the new Goulds Station in July 2025. Passive House Certifier (PHC) onboard, and staff will be hosting the first workshop between the Prime Consultant and the PHC in the coming weeks. Staff are also in the final stages of completing a Negotiated Request for Proposals (NRFP) to hire a Construction Manager (CM) for the project to minimize risk to the City where a Passive House Commercial project has never been completed. Staff are very excited to be targeting Passive House Classic Standard for the new facility as they consider low energy and net zero energy infrastructure in all of new City Buildings.</p> <p><i>2025/02/03</i></p>	2025/12/19	83%	Facility Engineering Plan
<p>→ <b>Develop a Building Safer Communities Strategy with partners</b></p>	<p><b>Update to Council:</b> Council approved the Building Safer Communities Strategy on October 8, 2024. The strategy is a comprehensive plan aimed at addressing the root causes of violence and crime while promoting a safe, connected and healthy community for all residents. It was informed by research and evidence, public engagement, and guidance from the Building Safer Communities Steering Committee. While the City does not provide direct services or programs related to policing or justice, it is an important facilitator in developing initiatives to improve public safety, crime prevention and well-being. The strategy identifies 50 action items to achieve eight goals.</p> <p><i>2024/10/16</i></p>	2024/12/31	100%	Healthy City and Inclusion Plan Healthy City Strategy Plan
<p>→ <b>Develop a Downtown Pedestrian Mall Long-Term Plan</b></p>	<p><b>Update to Council:</b> Public engagement with visitors and potential visitors was completed in September 2024. Engagement with the downtown business community is ongoing and was completed February 9, 2025. A What We Heard will be released following analysis of feedback.</p> <p><i>2025/01/21</i></p>	2025/12/31	30%	Tourism, Culture & Business Growth Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Develop an Anti-Racism workplan in collaboration with the Anti-Racism Working Group</b></p>	<p>Update to Council: The Anti-Racism Working Group had challenges meeting quorum in fall 2024. Several members have reached the end of their terms therefore a call for new members has been issued. Staff also sought feedback from outgoing and existing members to improve the work of the group. A meeting to discuss this feedback with existing members is anticipated for February 2025.</p> <p><i>2025/01/27</i></p>	2025/03/31	15%	<p>Healthy City and Inclusion Plan</p> <p>Healthy City Strategy Plan</p>
<p>→ <b>Develop and launch the City-owned land disposition for the Housing Accelerator Fund Initiative</b></p>	<p>Update to Council: Staff have been working with Land Inventory Services to identify more City owned land, which will continue in Q1 2025 as a Housing Accelerator Fund (HAF) initiative.</p> <p><i>2025/01/31</i></p>	2025/12/31	28%	<p>Non-Profit Housing Plan</p>
<p>→ <b>Partner with Food First NL to host a community gardener forum</b></p>	<p>Update to Council: This event has been rescheduled for May 27, 2025, at the Paul Reynolds Community Centre and Garden. Confirmed topics include composting with City of St. John's Waste Management, nutrition with NL Healthy Services dietitian, "Ask the Arborist" with the City of St. John's Arborist, and Food First NL will offer information on gardening and facilitating an interactive activity on garden locations. More topics and activities are being confirmed as the event date grows closer, such as seed swap and flower fling stations.</p> <p><i>2025/01/27</i></p>	2024/10/31	75%	<p>Healthy City and Inclusion Plan</p> <p>Healthy City Strategy Plan</p>
<p>→ <b>Roll out social marketing strategy to address Not in My Backyard (NIMBY)</b></p>	<p>Update to Council: Staff will be updating and educating related to the concept of NIMBY by Quarter 3 2025</p> <p><i>2025/02/03</i></p>	2021/12/31	62%	<p>Non-Profit Housing Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
<ul style="list-style-type: none"> <li>Work with community partners to establish a community garden at the new H.G.R. Mews Community Centre</li> </ul>	<p>Update to Council: The majority of the infrastructure for the community garden at the new Mews Community Centre is in place. The garden is partially paved to increase accessibility and has a range of garden bed heights to accommodate different ages and abilities. Two wheelchair accessible garden beds will be purchased prior to the opening of the garden with grant funding from Trades NL. The garden has water access on site as well as a compost bin.</p> <p>2025/01/27</p>	2025/07/31	45%	<ul style="list-style-type: none"> <li>Healthy City and Inclusion Plan</li> <li>Healthy City Strategy Plan</li> </ul>
<ul style="list-style-type: none"> <li>Work with First Voice on the Community Action Plan (items pertaining to City)</li> </ul>	<p>Update to Council: A Municipal Reconciliation Liaison position is being implemented through First Light to further advance the action plan.</p> <p>2025/01/24</p>	2026/12/31	20%	<ul style="list-style-type: none"> <li>Office of the City Manager Plan</li> </ul>
<p>Increase and improve opportunities for residents to connect with each other and the City</p>		2025/12/31	94%	
<ul style="list-style-type: none"> <li>Improve access to information related to City programs and activities</li> </ul>	<p>Update to Council: Work is continuing to improve navigation and content on the website, with various sections now complete.</p> <p>2025/01/30</p>	2025/03/31	46%	<ul style="list-style-type: none"> <li>Corporate Communications Plan</li> </ul>
<ul style="list-style-type: none"> <li>Work with Youth Engagement Working Group to undertake 3-5 outreach events</li> </ul>	<p>Update to Council: Working with the Youth Engagement Working Group, staff organized several pop up events at the Downtown Pedestrian Mall in summer 2024 where information about opportunities for youth to engage with the City were made available and City Influencers and EngageStJohns.ca were promoted. Another event was held at Memorial University where staff connected to more than 100 students to share information about City Influencers and how to connect to the City. A final event -Youth Voices in Business - was held on Nov. 21 during Global entrepreneurship week which connected interested young people to business resources and a panel of young business owners shared their stories. A total of 6 events were held.</p> <p>2024/11/22</p>	2024/12/06	100%	<ul style="list-style-type: none"> <li>Organizational Performance &amp; Strategy Plan</li> </ul>

## AN EFFECTIVE CITY

Goal	Council Update	Due Date	Current Completion	Plan
<b>Achieve service excellence through collaboration, innovation and modernization grounded in client needs</b>		2025/12/31	<b>84%</b>	
<ul style="list-style-type: none"> <li>➤ <b>Advance online digital services</b></li> </ul>	<p>Update to Council: Completed the AI readiness assessment at the end of November. Have met with the Service Excellence working group and will be proceeding with a pilot of Microsoft Copilot starting in Q1, 2025.</p> <p><i>2025/02/04</i></p>	2025/12/31	<b>25%</b>	<ul style="list-style-type: none"> <li>Corporate Information Services Plan</li> <li>Service Excellence Framework Plan</li> </ul>
<ul style="list-style-type: none"> <li>➤ <b>Implement E-Permitting for building, electrical and plumbing permits.</b></li> </ul>	<p>Update to Council: First meeting held with vendor on January 28th on scoping out the details of two smaller permit types. This will help form a foundation for all other permit types moving forward. Next meeting will be later in February.</p> <p><i>2025/02/04</i></p>	2025/12/31	<b>25%</b>	<ul style="list-style-type: none"> <li>Regulatory Services Plan</li> <li>Service Excellence Framework Plan</li> </ul>
<ul style="list-style-type: none"> <li>➤ <b>Implement solutions software, Yardi Voyager, to improve management of applications, tenants, units, rent payments</b></li> </ul>	<p>Update to Council: Due to challenges with rolling out this new software, a decision was made to cancel this project and the City will pursue other avenues.</p> <p><i>2024/06/05</i></p>	2021/12/31	<b>100%</b>	<ul style="list-style-type: none"> <li>Non-Profit Housing Plan</li> <li>Service Excellence Framework Plan</li> </ul>
<ul style="list-style-type: none"> <li>➤ <b>Investigate opportunities for website auditing process</b></li> </ul>	<p>Update to Council: A process has been developed and implemented to support website auditing.</p> <p><i>2025/02/11</i></p>	2024/12/31	<b>100%</b>	<ul style="list-style-type: none"> <li>Corporate Communications Plan</li> <li>Service Excellence Framework Plan</li> </ul>
<ul style="list-style-type: none"> <li>➤ <b>Investigate the resident satisfaction survey's capacity to include accessibility feedback</b></li> </ul>	<p>Update to Council: Discussions took place with Accessibility staff regarding potential questions for the 2024 survey. A benchmarking question was added to the survey. 63% of residents agree or strongly agree that the City is accessible.</p> <p><i>2024/10/21</i></p>	2024/09/30	<b>100%</b>	<ul style="list-style-type: none"> <li>Organizational Performance &amp; Strategy Plan</li> <li>Accessibility Plan</li> </ul>

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ Plan for and implement the 2024 Citizen Satisfaction Survey</p>	<p>Update to Council: Report presented to COTW Nov. 19 and released publicly. Department management meetings held to share key results relevant to each department and offer extended to City committees to present results to them as well. Those meetings will take place in early Q. 1, 2025.</p> <p>2024/12/20</p>	2024/12/31	100%	<p>Organizational Performance &amp; Strategy Plan</p> <p>Service Excellence Framework Plan</p>
<p>→ Review and modify Inspection Services website page to better reflect process</p>	<p>Update to Council: Completed Permit Processing Times table for new dwelling construction for posting on web page by February 14, 2025. Further work ongoing.</p> <p>2025/02/04</p>	2024/12/31	20%	<p>Regulatory Services Plan</p> <p>Service Excellence Framework Plan</p>
<p>→ Review the current rates of Commercial Parking Permits in the downtown core to better align with demand</p>	<p>Update to Council: Rates adjusted to better reflect demand and proximity to Paid Parking locations.</p> <p>2024/09/17</p>	2024/12/31	100%	<p>Regulatory Services Plan</p> <p>Service Excellence Framework Plan</p>
<p>→ Source &amp; Implement Citizen Request Management (CRM) System for 311</p>	<p>Update to Council: After some delays, staff have targeted the production Go Live date for April 11th to 14th, 2025. As this date approaches, staff will complete some additional configurations, loading historical data into the new system, finalizing testing, and reaching to the user base for a quick refresher on the Verint solution.</p> <p>2025/02/04</p>	2023/12/31	80%	<p>Corporate Information Services Plan</p> <p>Service Excellence Framework Plan</p>
<p>→ Update language used in procurement processes to ensure accessibility is considered in purchasing goods and services</p>	<p>Update to Council: Staff have reviewed and included process language in the procurement training material in Reach 360. Once training is complete, staff will be required to consider inclusion and accessibility in the scope of their procurement projects. Staff have completed an initial review of other jurisdictions and are in the process of determining if additional language is required in the City's current purchasing templates.</p> <p>2025/01/28</p>	2024/12/31	70%	<p>Supply Chain Plan</p> <p>Accessibility Plan</p>

Goal	Council Update	Due Date	Current Completion	Plan
Ensure accountability and good governance through transparent and open decision making		2025/12/31	100%	
	<p>→ <b>Develop processes to improve reporting on all City plans and strategies</b></p> <p>Update to Council: Project finalized in May 2024. New processes established for new plans and strategies development, updated templates, inventory complete. Going forward all new plans, strategies, frameworks, etc, will consider reporting as part of approval and potentially be linked to City Strategic Plan reporting.</p> <p>2024/05/10</p>	2023/11/30	100%	Organizational Performance & Strategy Plan
→ <b>Implement vendor performance module for bids and tenders software</b>	<p>Update to Council: Procedures have been reviewed and approved. Staff is developing training materials in Reach360 to be rolled out to all users.</p> <p>2025/01/28</p>	2021/05/28	99%	Supply Chain Plan
Work with our employees to improve organizational performance through effective processes and policies		2025/12/31	88%	
	<p>→ <b>2023 Employee engagement survey</b></p> <p>Update to Council: The survey launch date was delayed due to the Canada Post Strike. The survey launched effective January 22, 2025, and will close February 5th. A review of survey results will begin at that time.</p> <p>2025/01/29</p>	2023/12/31	80%	Human Resources Plan



Goal	Council Update	Due Date	Current Completion	Plan
<p>→ Create a continuous improvement (CI) culture through ongoing training &amp; development</p>	<p>Update to Council: Since the last update and by using the City's new e-learning system, the total number of staff who have completed an introductory level course in CI is 86%. All new staff who join the City are assigned CI 101 upon hire through Reach 360. A second cohort of yellow belt certification training was completed in Oct-Nov 2024 and staff are busy working on their projects. Microlearnings development continues to supplement other CI training with the latest one focused on Gemba/walk the work training. Green belt training is being planned for 2025 along with performance indicator/process health training.</p> <p>2025/02/04</p>	2025/12/31	99%	<p>Organizational Performance &amp; Strategy Plan</p> <p>Service Excellence Framework Plan</p>
<p>→ Deliver employee conflict management training</p>	<p>Update to Council: There are three Conflict Management sessions scheduled during the month of February, 2025. A third Conflict Management Module developed specifically for supervisors and managers has been added to the curriculum. 180 employees have participated to date and courses will continue to be offered. This initiative is now a part of regular operations.</p> <p>2025/01/29</p>	2024/03/31	100%	Human Resources Plan
<p>→ Develop a Support for Affordable Housing Development Policy</p>	<p>Update to Council: Housing staff will be working with policy staff to move the initiative forward in Q1 2025</p> <p>2025/01/31</p>	2022/12/31	78%	Non-Profit Housing Plan
<p>→ Develop human resources management orientation</p>	<p>Update to Council: Content is being inputted into e-learning system. Once HR team have finalized the module, it will be piloted with cross-departmental group.</p> <p>2025/01/29</p>	2024/11/29	70%	Human Resources Plan
<p>→ Develop policies, procedures &amp; service standards to enhance Regulatory Services processes</p>	<p>Update to Council: Completed 10 Standard Operating Procedures in 2024; another 10 scheduled for 2025.</p> <p>2025/02/04</p>	2025/12/31	99%	Regulatory Services Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Establish an Enterprise Risk Management (ERM) Framework</b></p>	<p>Update to Council: ERM Framework</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/Business Growth.</li> <li>PERS: To be completed in 2025. Staff are currently in the process of setting up an inaugural meeting with the Planning division. Planned Risk Registers include Planning; Development (Engineering); Engineering; Regulatory Services.</li> <li>Finance and Corporate Services is scheduled for 2026.</li> <li>City Clerk &amp; Solicitor &amp; Manager is scheduled for 2027.</li> </ul> <p><i>2025/02/03</i></p>	2027/12/31	71%	Legal Services Plan
<p>→ <b>Establish Information Management (IM) Governance Framework</b></p>	<p>Update to Council: The final component of the Information Management Governance Framework, the Records Information Management (RIM) Legal and Regulatory Framework, has been completed. The framework document and the regulatory matrix have both been posted to the Records and Information tab on the corporate intranet.</p> <p><i>2025/01/31</i></p>	2024/12/31	100%	Archives & Records Management Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Establish Records and Information Management Program</b></p>	<p><b>Update to Council:</b> The Records Information Management (RIM) Governance Framework has 3 components (RIM Legal &amp; Regulatory Framework, RIM Policy and Procedure and RIM Program). The RIM Program (i.e. how RIM works at the City of St. John's) is currently being developed and encompasses the following elements:</p> <ul style="list-style-type: none"> <li>• Overview &amp; Benefits</li> <li>• Divisional Assessments</li> <li>• Education &amp; Awareness suite</li> <li>• Service Delivery &amp; Performance Monitoring</li> <li>• Retention Schedules</li> <li>• Archives</li> <li>• RIM Drivers and Electronic Content Management System (ECMS) toolset</li> </ul> <p>The core elements of the RIM Program were documented in January 2025, and other elements considered to be ongoing will be developed by end of June 2025 (e.g. Divisional Assessments, Education and Awareness Suite and Retention Schedules)</p> <p><i>2025/01/31</i></p>	2025/06/30	25%	Archives & Records Management Plan
<p>→ <b>Explore P-card solution for purchases and identify recommendations</b></p>	<p><b>Update to Council:</b> Existing cardholders transitioned to the new corporate cards in December 2024. While the new program offers several benefits such as self-management of card issuance and credit limits, the reconciliation and receipt recording process remains unchanged. A review of the program, the online tool, and the types of transactions that could be paid using credit cards is necessary before making a recommendation.</p> <p><i>2025/01/31</i></p>	2024/12/31	33%	Financial Services Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ <b>Identify and undertake initiatives to support employee engagement</b></p>	<p>Update to Council: The work relating to this employee engagement survey has been completed and the next survey, which will be implemented in the Fall of 2024, will inform next steps relating to engagement initiatives.</p> <p><i>2024/06/05</i></p>	2023/12/31	100%	Human Resources Plan
<p>→ <b>Implement an inventory system for SJRFD mechanical services</b></p>	<p>Update to Council: This initiative is currently identified as part of an audit on the Mechanical Division therefore the Department will wait on the outcome before implementing any future changes.</p> <p><i>2025/01/31</i></p>	2023/09/30	0%	Mechanical Services (SJRFD) Plan
<p>→ <b>Implement bid evaluation software</b></p>	<p>Update to Council: Staff have been informed by the supplier that a new version of the module is in the development phase with a release of no earlier than April 2025. Once the updated module is released, staff will begin the review and implementation process.</p> <p><i>2025/01/28</i></p>	2021/12/31	43%	Supply Chain Plan
<p>→ <b>Occupational Health and Safety Program Policy Development</b></p>	<p>Update to Council: Safety Services team has been working with the Policy Analyst to draft the revised OHS Policy. Anticipated completion date of draft policy is July 1, 2025.</p> <p><i>2025/01/28</i></p>	2021/12/31	53%	Human Resources Plan
<p>→ <b>Participate in the National Emergency Capability Standard Project to identify gaps in resources and capabilities.</b></p>	<p>Update to Council: A summary of the Ready 2 Respond report is in progress and will be presented to the Emergency and Continuity Management Advisory Committee in March. A progress report on phase 2 of the project is due in February from the consultant.</p> <p><i>2025/01/30</i></p>	2025/04/01	60%	Emergency and Business Preparedness (SJRFD) Plan

Goal	Council Update	Due Date	Current Completion	Plan
→ Review and enhance employee orientation	Update to Council: Employee orientation for Public Works and St. John's Regional Fire Department employees are being conducted in person as required. Work continues to be done to determine what content should be included in the online orientation session vs what will be delivered in person by HR and department supervisors/managers. <i>2025/01/29</i>	2024/06/28	66%	Human Resources Plan
→ Review and update Residential Property Standards By-law	Update to Council: Legal is ready to start drafting the amendments to the By-Law. <i>2025/01/29</i>	2020/01/01	50%	Legal Services Plan
→ Review and update the Commercial Property Tax By-law	Update to Council: Legal staff are currently drafting the documents to bring forward to Council for their review. <i>2025/01/31</i>	2022/12/31	68%	Legal Services Plan
→ Review the municipal prosecution diversion program and make recommendations for improvements	Update to Council: The data for 2024 is now being analyzed by legal staff to identify trends. The data will then be reviewed by Legal and Regulatory Services to determine whether or not the Diversion process needs revision. <i>2025/01/29</i>	2025/12/31	33%	Legal Services Plan
→ Undertake Continuous Improvement Projects	Update to Council: Since Jan. 2024, ten continuous Improvement projects were completed. The outcomes of all projects are noted in the report. There are currently 23 CI projects ongoing including new projects just starting. <i>2025/02/05</i>	2025/12/31	82%	Organizational Performance & Strategy Plan Service Excellence Framework Plan
→ Undertake cultural indigenous awareness training within the Legal Department	Update to Council: Legal staff continue to look for additional training opportunities and remaining staff to complete First Light Cultural Awareness Training. <i>2025/01/29</i>	2025/05/31	75%	Legal Services Plan Healthy City Strategy Plan

Goal	Council Update	Due Date	Current Completion	Plan
<p>→ Update City's Records Retention and Disposition Schedule</p>	<p>Update to Council: The position of Manager of Archives and Records Management was previously vacant, temporarily delaying progress on this initiative. The position is now filled and work is going related to the initiative.</p> <ul style="list-style-type: none"> <li>Records Analyst currently reaching out to divisional areas for feedback on outstanding questions</li> <li>Record Series framework template developed</li> <li>Manager working on sections of document</li> </ul> <p>2025/01/31</p>	2025/02/28	44%	Archives & Records Management Plan
<p>→ Update the attendance management process and finalize a policy</p>	<p>Update to Council: The policy is approved by Council. The HR Advisory Services team are in the process of rolling out the program to departments, starting with the St. John's Regional Fire Department.</p> <p>2025/01/29</p>	2024/12/27	100%	Human Resources Plan

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

### GOAL

Goal	Progress Update	Current Completion
<b>Undertake Continuous Improvement Projects</b>	<p>Progress: Since Jan. 2024, ten continuous Improvement projects were completed. The outcomes of all projects are noted in the report. There are currently 23 CI projects ongoing including new projects just starting.</p> <p><i>2025/02/05</i></p>	82%
→ <b>Reorganize the network drive in Waste &amp; Recycling using the 5S tool</b>	<p>Progress: Confirmation of results complete, preparation of A3 Report remaining.</p> <p><i>2025/02/03</i></p>	98%
→ <b>Streamline the administration process for sports field bookings</b>	<p>Progress: Assigned staff member has been seconded to Canada Games and the project is currently on hold.</p> <p><i>2025/01/31</i></p>	26%
→ <b>Streamlining the insurance certificate process for special events</b>	<p>Progress: By making some small changes to the insurance requirements for out of province filming, the process time was reduced by 58% and staff time spent on managing these requests was cut in half. This improves the experience of those doing filming work in the City.</p> <p><i>2024/12/05</i></p>	100%
→ <b>Analyze and streamline Fleet division communication methods</b>	<p>Progress: Project team has met and opportunities to streamline Fleet communication channels identified. Multiple email accounts have been consolidated to one and communication provided to staff related to changes.</p> <p><i>2025/02/05</i></p>	60%
→ <b>Review and streamline low value purchase order process</b>	<p>Progress: New low value forms, tracking, and training has been implemented. Data collection to identify any issues will be on-going in 2025.</p> <p><i>2025/01/28</i></p>	100%

Goal	Progress Update	Current Completion
<p>→Review and streamline process for third party service calls</p>	<p>Progress: Potential solutions have been discussed within the project team. Financial Services is collaborating with Organizational Performance and Strategy to develop online training related to service call invoicing. Next steps include a meeting with Regulatory Services to identify process content for the training.</p> <p>Project team is also discussing opportunities to streamline non-service call billings, to ensure accurate and timely invoices.</p> <p>2025/02/12</p>	<p>60%</p>
<p>→Clarify process for leasing of space/land by the City of St. John's</p>	<p>Progress: Staff have reviewed the process and discussed the process with other relevant City departments. A purchasing template, complete with appropriate language has been drafted and sent to Legal for review.</p> <p>2025/01/28</p>	<p>80%</p>
<p>→Review, streamline, and standardize process for cheque requisitions</p>	<p>Progress: Project team identified several potential improvements, including updates to the form, and detailed documentation on completing the form, acceptable approvals and submission procedures. Recommendations have been approved by the project sponsor and Policy Analyst has determined minor revisions are required to the Procurement Policy and Procedures. Next steps include finalizing the changes to the form and piloting with the project team to gather feedback.</p> <p>2025/02/12</p>	<p>70%</p>
<p>→Reorganize Roads and Traffic network drive using 5S tool</p>	<p>Progress: 5S tool used to organize and standardize file naming resulting in an 85% improvement in process time.</p> <p>2024/12/11</p>	<p>100%</p>
<p>→Reorganize Economic Development &amp; Partnerships network drive using 5S</p>	<p>Progress: Due to staff and divisional changes, project is progressing more slowly than planned.</p> <p>2025/01/21</p>	<p>30%</p>
<p>→Improve user knowledge and awareness of swim spaces and equipment</p>	<p>Progress: Signage is finalized and printed. Details regarding displaying of signage are being finalized.</p> <p>2025/01/31</p>	<p>80%</p>
<p>→Implement standardized naming convention for cheque requisitions</p>	<p>Progress: Project team has determined the types of cheque requests processed and started to establish naming guideline to ensure consistency and minimize duplication, based on data collected. Next steps include meeting with Financial Services staff in February to review list and make final recommendations while consider impact on both internal and external parties.</p> <p>2025/02/12</p>	<p>70%</p>



Goal	Progress Update	Current Completion
<ul style="list-style-type: none"> <li>→ <b>Implement standardized job indexing in Surveying Division</b></li> </ul>	<p><b>Progress:</b> Through process review and implementation of a new process using visual management and ArcMap software, process time was reduced by 71%.</p> <p><i>2025/02/06</i></p>	<p><b>100%</b></p>
<ul style="list-style-type: none"> <li>→ <b>Streamline waste compliance documentation process</b></li> </ul>	<p><b>Progress:</b> Gemba walk held in December 2024 and currently compiling results of the Gemba.</p> <p><i>2025/01/31</i></p>	<p><b>50%</b></p>
<ul style="list-style-type: none"> <li>→ <b>Review and enhance communication of pool policy and rules for birthday party bookings</b></li> </ul>	<p><b>Progress:</b> Resources and backdrop are currently in design phase and will be implemented once completed.</p> <p><i>2025/01/27</i></p>	<p><b>75%</b></p>
<ul style="list-style-type: none"> <li>→ <b>Dewatering of water and sewer excavations</b></li> </ul>	<p><b>Progress:</b> Project finalized in January 2025. New equipment in place.</p> <p><i>2025/01/31</i></p>	<p><b>100%</b></p>
<ul style="list-style-type: none"> <li>→ <b>Undertake review and establish a standard for internal staff movements</b></li> </ul>	<p><b>Progress:</b> Current state map is complete and all opportunities for improvement are being identified.</p> <p><i>2025/01/31</i></p>	<p><b>40%</b></p>

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GOALS

CITY OF ST. JOHN'S PLAN

A SUSTAINABLE CITY

Goal	Due Date
Plan for land use and preserve and enhance the natural and built environment where we live	2029/12/31
->George Street Revitalization - DESIGN ONLY	2026/12/18
->Replace Quidi Vidi Slipway	2025/12/19
->Rehabilitate Duck Pond Bridge - Bowring Park	2025/10/31
->Identify Adaptation and Resilience Improvement for Existing Buildings	2025/12/31
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	2025/12/31
->Continue support and collaboration with Canada Games Host Society in planning for a successful 2025 event	2025/08/31
Work collaboratively to create a climate-adapted and low-carbon city	2029/12/31
->Retrofit existing City owned buildings and facilities	2028/04/01
->Implement a Residential Energy Concierge Retrofits Partnership Program	2029/12/31
->Develop a Low-Carbon Fleet and Supporting Infrastructure Masterplan	2025/12/31
->Expand Public EV Charging Network	2027/12/31
->Explore beneficial reuse of landfill gas	2027/12/31

## A CITY THAT MOVES

Goal	Due Date
Create a sustainable and accessible, low-carbon public transportation system	2025/12/31
>Improve the customer experience through the introduction of fare payment by Visa, Mastercard tap	2025/09/01
>Improve the customer experience by introducing service improvements on summer schedule	2025/06/30
>Improve the customer experience by introducing service improvements on fall schedule	2025/09/15
>Increase transit sustainability by converting twenty (20) additional bus shelters from electrical to solar power	2025/12/31
>Improve operational efficiency by introducing new accounting and human resource software	2025/12/31
>Increase the number of wheelchair accessible routes	2025/12/31
Improve safety for all users on a well-maintained street network	2025/12/31
>Implement annual crosswalk safety improvement program	2024/12/31
>Implement 2025 Crosswalk Improvement Program	2025/12/31
>Implement procedures to ensure accessible pedestrian routes are maintained in construction zones	2025/12/31
Expand and maintain a safe and accessible active transportation network	2025/12/31
>Main Road Shoulder Paving - North Side (Doolings Line to Bidgoods) to to Sunset Street)	2025/09/26

A CONNECTED CITY

Goal	Due Date
Increase and improve opportunities for residents to connect with each other and the City	2025/12/31
↳ Refresh existing or develop new Youth Engagement Strategy	2026/06/30
↳ Identify and host civic engagement events for 18-30 years olds that advance other City priorities	2025/02/28
Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities	2025/12/31
↳ Design and construct new Accessible Washrooms for Conway Glen Park	2025/12/19
↳ Design and construct new Accessible Washrooms for Chafe's Lane Park	2025/12/19

## AN EFFECTIVE CITY

Goal	Due Date
Work with our employees to improve organizational performance through effective processes and policies	2025/12/31
→Develop an Accessibility Accommodations Policy	2026/12/31
→Create a Civic Housing Action Fund policy	2025/12/31
→Investigate using Artificial Intelligence in Inventory Management	2025/06/30
→Explore best practice in organizational performance and make recommendations to enhance the City's framework	2025/02/28
→Implement actions to enhance the corporate safety and wellness culture	2027/12/31
→Implement actions arising from the 2025 Employee Engagement Survey	2026/12/31
→Establish Business Drivers for Electronic Content Management System (ECMS) Tool evaluation	2025/10/31
→Enhance the Information Management/Information Protection culture at the City	2025/12/31
→Update Archival Guide to Holdings	2025/12/31
→Explore opportunities to create efficiencies in the parking fine contesting process, within the City's scope of authority	2025/12/31
→Explore opportunities to have pre-approved house plans for contractors to decrease processing times	2025/12/31
→Develop and roll out a promotional Modular Program for Lieutenants and Captains in SJRFD	2025/12/31
Achieve service excellence through collaboration, innovation and modernization grounded in client needs	2025/12/31
→Transition to a new online engagement platform	2025/02/28
→Working with Service Excellence Working Group establish best practices for service standards	2025/03/05

**CONTINUOUS IMPROVEMENT PLAN**

**(CI) EFFECTIVE CITY**

Goal	Due Date
Undertake CI projects	2024/12/31
↳ CI Projects 2025	2025/12/31
↳ Standardize material list process for air handling units in City buildings	2025/06/30
↳ Improve Adaptive Equipment Lending Program process of retrieving, receiving, and maintenance of equipment	2025/03/31
↳ Clarify process for lease of equipment	2025/06/30
↳ Streamline First Aid kit inventory for Parks and Open Spaces division	2025/06/30
↳ Streamline data input-management for Facilities asset management	2025/06/30
↳ Standardize survey field coding	2025/06/30
↳ Improve process of information sharing between Inspection Services and Facilities Engineering related to City infrastructure projects	2025/06/30
↳ Consolidate and standardize tracking of contract information in Roads division	2025/06/30
↳ Standardize calibration process of electronic salt spreader	2025/06/30
↳ Standardize medical supply bags inventory for SJRFD	2025/06/30
↳ Standardize evaluation process for high-angle training	2025/06/30