

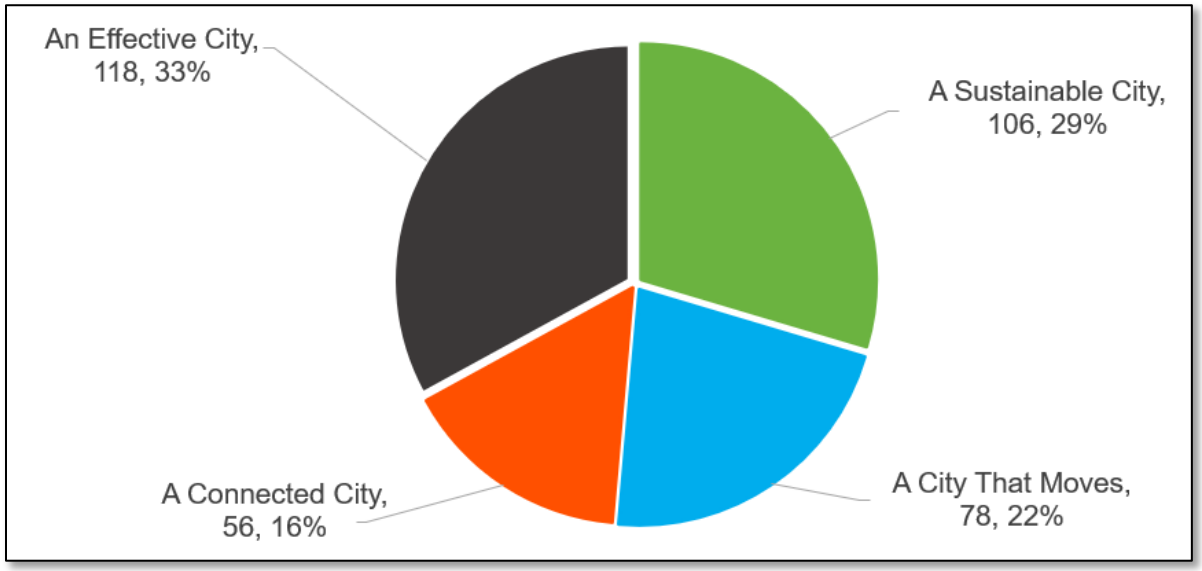
Annual Action Plan

- **Progress at a Glance**
- **November 2026 Progress Report**
- **Continuous Improvement Project Updates**

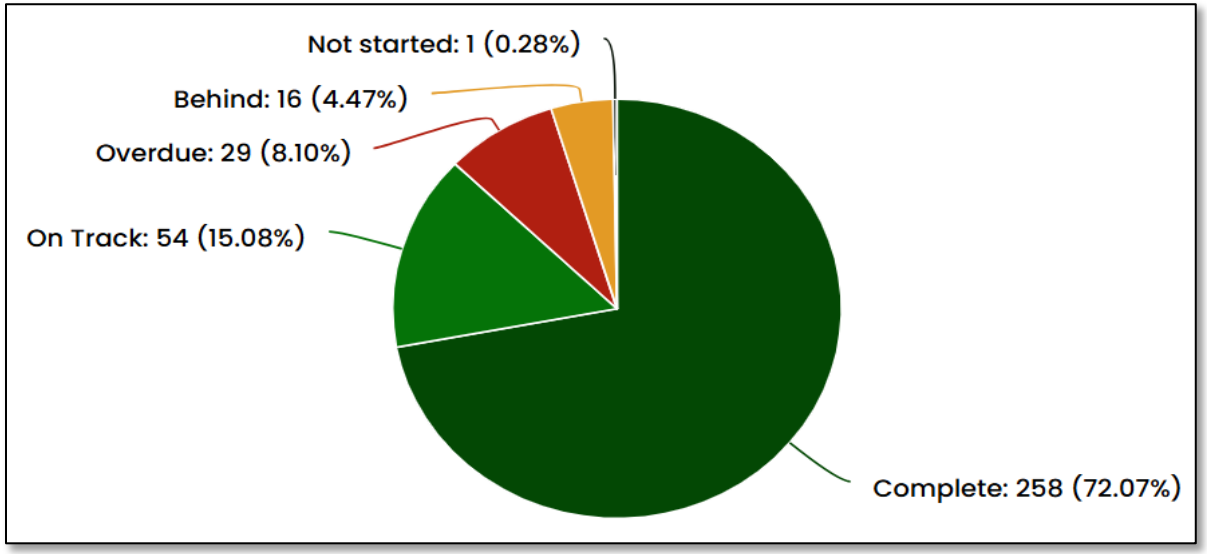
A Sustainable City | A City that Moves | A Connected City | An Effective City

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



Our City Our Future Strategic Plan – Progress at a Glance

10 initiatives completed since the last update

- Construct Kelly's Brook Shared Use Path
- Replace Quidi Vidi Slipway
- Design and construct new accessible washrooms for Kelly's Brook Park
- Implement select recommendations from the Public Transit Review (onboard stop announcement system)
- Improve operational efficiency at Metrobus by introducing new accounting and human resources software
- Undertake staff training and learning survey and develop recommendations to improve learning access and experience
- Advantage St. John's to identify 50 new companies interested in investing in the St. John's region
- Advantage St. John's to attend 15 conference/trade shows to showcase the St. John's region brand and identify investment attraction opportunities
- Wetland Study Phase 2B Functional Assessment
- Develop a framework for the promotion and marketing of recreation opportunities and events

Continuous Improvement (CI) – Progress at a Glance

CI Projects Outcome Tracker	
Total Lead/Process Time Saved (hours per year)	**Total Staff Time Reinvested (hours per year)**
148,486	**12,296**
Average % Change in Lead/Process Time	**Sum of Dollar Value of Staff Time Reinvested (per year)**
55%	**$703,170**
Sum of Financial Reinvestment (per year)	**Cost Avoidance Realized[1]**
$122,798	**$380,000**

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

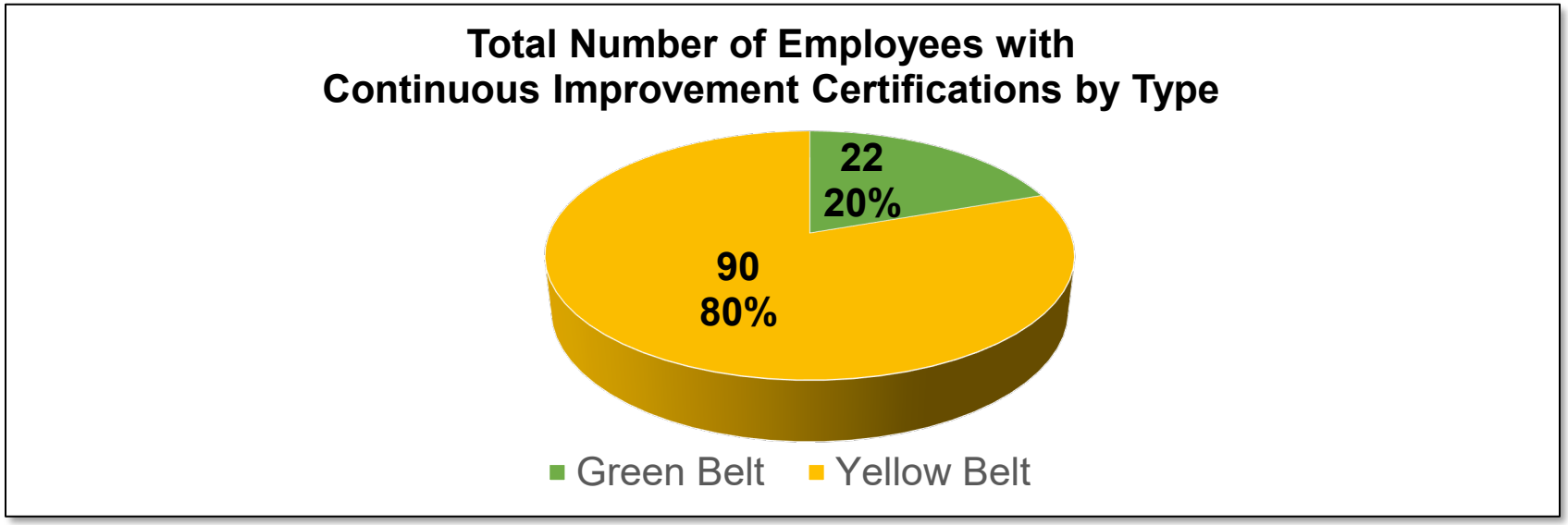
To demonstrate how this is working, the City is using a data collection tool to capture annual outcomes from CI projects. The table above shows the outcomes from a variety of projects, some of which are small in scale but still yield significant results.

[1] Cost avoidance was realized through an asset management CI project

Continuous Improvement (CI) – Progress at a Glance

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

- Standardize site administrator processes and create user guide for EngageStJohns.ca
- Review and streamline policy file management system
- Develop a standardized process for monitoring and tracking fleet EV charging
- Standardize tracking process for public notifications in Planning, Engineering and Reg. Services



7 City staff are currently completing coursework for Yellow Belt certification. Following completion of the session in mid-November, staff will complete the exam and a project in their work area.

Draft · Not started · Behind · On Track · Overdue · Complete · → Direct Alignment

CITY OF ST. JOHN'S PLAN

A SUSTAINABLE CITY

Goal	Council Update	Due Date	Current Completion	Plan
Be financially responsible and accountable		2029/12/31	70%	
→ City Buildings Asset Management Plan	**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. *2026/10/14*	2030/04/30	2%	Budget & Treasury Plan Facility Engineering Plan
→ Complete State of Infrastructure Report	**Update to Council:** Not due to start until 2028. *2025/11/03*	2029/12/31	0%	Budget & Treasury Plan
→ Develop a Commercial Vacancy Allowance Policy and Align with the Commercial Vacancy Allowance by-law	**Update to Council:** The Policy has been drafted and legal and policy staff are working to finalize the draft. Staff anticipate that this will go to Council for approval by year end. *2026/10/23*	2023/12/31	69%	Legal Services Plan Revenue Accounting Plan
→ Develop Asset Management Roadmap	**Update to Council:** Incorporating new provincial requirements into roadmap. *2026/10/14*	2026/12/31	33%	Budget & Treasury Plan
→ Develop Strategic Asset Management Plan	**Update to Council:** Paused for other priorities, expect to continue later in 2026. *2026/10/14*	2025/12/31	20%	Budget & Treasury Plan

Goal	Council Update	Due Date	Current Completion	Plan
Fleet Asset Management Plan	**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. Phase 1 & 2 are complete and approved by Council. Phase 3 is ongoing. Asset Program Manager position is currently vacant. *2026/10/14*	2027/12/31	79%	Budget & Treasury Plan
Linear Infrastructure Asset Management Plan	**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. *2026/10/14*	2033/01/07	2%	Budget & Treasury Plan
Parks Asset Management Plan	**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. Playground data collection is completed. Skate parks and other park data collection began May 2026 and has now been completed. Analysis and preparation of the AMP are next steps. *2026/10/14*	2028/09/29	27%	Budget & Treasury Plan
Roads and Sidewalks Asset Management Plan	**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. *2026/10/14*	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:** Staff are registered in the Foreign Direct Investment Professional (FDIP) certification program with ResearchFDI Academy. Activity is on track to be completed on time. Staff have started the training and are on module one of eight. *2026/10/27*	2026/12/08	13%	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 attended conferences and trade shows in Norway, Germany, France, Japan, South Korea, and Poland as well as in Halifax, Ottawa, Toronto and St. John's in Canada. *2026/10/27*	2026/12/31	100%	Office of the City Manager Plan
Advantage St. John's to complete an investment attraction toolkit	**Update to Council:** A series of investment attraction toolkit RFPs have been successfully issued and kicked-off for the development of an Investor Guide, Sector Specific Pitch Decks, a Benchmarking Study, and Website Optimization. All are expected to be complete by December 31, 2026. *2026/10/27*	2026/10/30	30%	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:** RFP issued and kicked-off. Extensive questionnaire from consultants issued to Advantage St. John's and the three municipalities on October 26th, 2026 with target date for responses set for November 6th, 2026. *2026/10/27*	2028/12/31	30%	Office of the City Manager Plan

Goal	Council Update	Due Date	Current Completion	Plan
Advantage St. John's to identify 50 new companies interested in investing into the St. John's region	**Update to Council:** 66 companies identified from outside the region. Advantage St. John's will concentrate on supporting opportunities by gathering intelligence for them and building connections to the region. *2026/10/27*	2026/10/30	100%	Office of the City Manager Plan
Plan for land use and preserve and enhance the natural and built environment where we live		2029/12/31	89%	
Complete a new Urban Forest and Wildfire Management Master Plan	**Update to Council:** Scope of the project was expanded to incorporate wildfire protection through grant funding provided by Firesmart. Procurement for planning consultant was awarded. *2026/10/28*	2027/12/31	7%	Parks and Sustainability Plan
Complete Critical Infrastructure Climate Risk Assessment and Prioritization	**Update to Council:** Physical and social vulnerability data mapping was completed. Climate Risk assessment data was compiled. Community engagement to support data gathering is ongoing. *2026/10/28*	2026/12/31	70%	Parks and Sustainability Plan
Consider amending the Heritage Financial Incentives Program eligible work to include renovations on all facades of a building and the building's foundation	**Update to Council:** The Heritage Financial Incentives Program 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. *2026/05/11*	2026/03/13	100%	Heritage Strategic Plan Planning Plan
Consider amending the Heritage Financial Incentives Program to include a new grant for municipally designated Heritage Buildings	**Update to Council:** A grant titled "Designated Heritage Building Grant" was announced on March 9, 2026. *2026/05/11*	2026/03/13	100%	Heritage Strategic Plan Planning Plan

Goal	Council Update	Due Date	Current Completion	Plan
Design Long Pond Flood Control Structure	**Update to Council:** Open call RFP for design services resulted in no submissions. Another RFP for design services issued via Limited Call. Process ongoing. *2026/10/26*	2027/03/31	25%	Engineering Plan
Develop a Downtown Plan under the Envision St. John's Municipal Plan	**Update to Council:** The remaining steps to bring the plan to Council involve an amendment package which is in development. Following that will be a Commissioner's hearing and approval. *2026/10/27*	2023/12/31	90%	Planning Plan Healthy City Strategy Plan Climate Plan
Develop neighbourhood plan for Cowan Heights	**Update to Council:** Commissioner's hearing scheduled for Nov. 4th. *2026/10/27*	2025/11/25	84%	Planning Plan Healthy City Strategy Plan Climate Plan
Develop neighbourhood plan for Mundy Pond and Central Areas	**Update to Council:** Plan has been presented to Council and preparations are ongoing for an amendment package. *2026/10/27*	2027/06/30	83%	Planning Plan Healthy City Strategy Plan Climate Plan
Develop neighbourhood plan for Rennies River	**Update to Council:** Plan has been presented to Council and preparations are ongoing for an amendment package. *2026/10/27*	2027/06/30	83%	Planning Plan Healthy City Strategy Plan Climate Plan
Develop neighbourhood plan for University Area	**Update to Council:** Commissioner's public hearing scheduled for Nov. 18th. *2026/10/27*	2025/11/25	84%	Planning Plan Healthy City Strategy Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
Develop strategy to increase Industrial, Commercial & Institutional waste diversion	**Update to Council:** This initiative has been closed, as progress is dependent on other factors including regional coordination and the advancement of an Extended Producer Responsibility (EPR) initiative which has not yet moved forward. Staff will work towards identifying an alternative that aligns with current operations and priorities. *2026/10/27*	N/A		Waste & Recycling Plan Climate Plan
George Street Revitalization - DESIGN ONLY	**Update to Council:** Preliminary design for linear works expected late October-early November. Detailed design is progressing for the stage and plaza on George Street. Work has been slowed by changes requested from stakeholders since the original concept designs were completed in 2022. Coordination between external and internal stakeholders is taking place. Final design is expected to be completed in Spring 2027. *2026/10/26*	2026/12/18	63%	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. *2026/05/27*	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. *2026/10/14*	2025/10/31	46%	Construction Engineering Plan
Replace Quidi Vidi Slipway	**Update to Council:** Project complete and open for 2026 season. *2026/06/29*	2025/12/19	100%	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. *2026/05/27*	2024/04/26	100%	Construction Engineering Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
Upgrade Storm Sewer - Barrow's Road	**Update to Council:** Design expected to be finalized by end of 2026. Coordination required with private property owner parking lot proposal. Construction to start in Spring 2027. *2026/10/14*	2027/06/25	35%	Construction Engineering Plan Climate Plan
Wetland Study Phase 2B Functional Assessment	**Update to Council:** Report approved by Council on October 6, 2026. *2026/10/14*	2024/11/30	100%	Development Plan Climate Plan
Work collaboratively to create a climate-adapted and low-carbon city		2029/12/31	79%	
Develop a Low-Carbon Fleet and Supporting Infrastructure Masterplan	**Update to Council:** Analysis and infrastructure assessments have been completed. Final review is ongoing prior to receiving final report. *2026/10/28*	2026/10/31	90%	Parks and Sustainability Plan Healthy City Strategy Plan Climate Plan
Expand Public EV Charging Network	**Update to Council:** Installations at Newtown Rd Tennis Club, Kenmount Terrace Community Centre, Kilbride Community Centre are complete and commissioned. Cavendish Square, Bannerman Park, Victoria Park, Quidi Vidi Lake, and Shea Heights Community Centre are installed pending power connection and commissioning. *2026/10/28*	2027/12/31	31%	Parks and Sustainability Plan Healthy City Strategy Plan Climate Plan
Explore beneficial reuse of landfill gas	**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. *2026/10/20*	2027/12/31	50%	Waste & Recycling Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
Implement and monitor a Residential Energy Concierge Retrofits Partnership Program	**Update to Council:** Work is ongoing as per the four-year agreement. Program was launched publicly in September 2025 https://maketheshiftnl.ca/. Financing partner was contracted (Newfoundland and Labrador Credit Union), and administration procedures were put in place. TRANE (HVAC provider) added a discounted offer for program participants of up to 20%. As of the end of October 2026, the Shift Program had 225 participants enrolled. The program has received a Luminary award, garnered positive feedback from participants, and supported leveraging approximately $370,561.78 of private capital towards residential energy efficiency renovations in the City. *2026/10/28*	2029/12/31	**35%**	Parks and Sustainability Plan Healthy City Strategy Plan Climate Plan
Retrofit existing City owned buildings and facilities	**Update to Council:** - 245 Freshwater electric HVAC system commissioned, original boilers removal is ongoing. - Housing Retrofits design for the pilot phase (6 units on Hamlin Rd) RFP awarded, design work beginning. - Housing Retrofits at Riverhead Towers are ongoing, completed upgrades include kitchens, bathrooms, LED lighting. Envelope retrofit design contract in procurement process. - Kilbride Community Centre retrofit design awarded and ongoing. - Bowring Park Lodge, Greenhouse fuel switch from oil to electric design is ongoing. To be completed before March 2027. - Bowring Park Maintenance Shed fuel switch from oil to electric construction is ongoing. To be completed before March 2027. - Design - Paul Reynolds Community Centre Mechanical Retrofit. Designer contract awarded and design is ongoing. *2026/10/28*	2028/04/01	**65%**	Parks and Sustainability Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
Review and implement additional tiers of the National Building Code energy efficiency section	**Update to Council:** The City of St. John's has not adopted the additional tiers of 2025 National Building Code standard yet. Staff anticipate a decision in early 2027 on adoption date. *2026/10/26*	2025/12/31	**80%**	Regulatory Services Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
Create a sustainable and accessible, low-carbon public transportation system		2029/12/31	82%	
Complete Metrobus Depot Upgrades to accommodate Zero Emission Buses	**Update to Council:** Staff are completing the final review of issued for tender documents. Tender is expected to be issued prior to the end of 2026 with award in the new year. Construction anticipated to begin in Spring 2027. *2026/10/20*	2027/03/31	38%	Facility Engineering Plan Metrobus Plan Healthy City Strategy Plan Climate Plan
Consolidate Route 3 from 3A/3B	**Update to Council:** The improvement was implemented in January 2026 and is now part of the regular Metrobus schedule. *2026/06/11*	2026/01/05	100%	Metrobus Plan
Expand Route 23 weekday service	**Update to Council:** The improvement was implemented in January 2026 and is now part of the regular Metrobus schedule. *2026/06/11*	2026/01/05	100%	Metrobus Plan
Implement select recommendations from the Public Transit Review	**Update to Council:** Stop announcement system went live the last week of October 2026. It will be noted on the onboard screens that the system is in test mode for the first few weeks. *2026/10/28*	2022/12/31	100%	Metrobus Plan
Improve operational efficiency by introducing new accounting and human resource software	**Update to Council:** System went live November 1st. *2026/10/28*	2025/12/31	100%	Metrobus Plan
Improve the customer experience through the introduction of fare payment by Visa, Mastercard tap	**Update to Council:** Backend software programming is complete. Customer interface is being finalized and implementation of new card readers is being coordinated with supplier. *2026/10/27*	2025/09/01	90%	Service Excellence Framework Plan Metrobus Plan

Goal	Council Update	Due Date	Current Completion	Plan
Improve the customer experience through the introduction of new smart card features (mCard and Go-Card) including automatic reloads and customer communications designed to make the system user friendly	**Update to Council:** The automatic reload of passes is the only outstanding feature, 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. *2026/06/16*	2022/05/31	100%	Service Excellence Framework Plan Metrobus Plan
Increase frequency of route 14 from 60 to 30 minutes during weekday peak periods	**Update to Council:** The improvement was implemented in January 2026 and is now part of the regular Metrobus schedule. *2026/06/11*	2026/01/05	100%	Metrobus Plan
Increase frequency of routes 9, 11, 14, 18 and 23 from 60 to 30 minutes during weekdays	**Update to Council:** All planned route improvements were implemented as scheduled on September 7th, 2026. Unfortunately, due to an unexpected shortage of mechanics, service reductions took effect on October 26th, 2026, reversing the improvements made in September. Recruitment is ongoing for mechanics and the plan is to restore service when the labour shortage is resolved. *2026/10/28*	2026/09/08	50%	Metrobus Plan
Increase the number of bus shelters in the City	**Update to Council:** Shelters were added to two new locations - 342 Freshwater Road and 25 Aberdeen Avenue - for a total of 83. *2026/10/27*	2026/12/31	50%	Metrobus Plan Accessibility Plan Building Safer Communities Strategy Plan

Goal	Council Update	Due Date	Current Completion	Plan
Increase the number of wheelchair accessible routes	**Update to Council:** Due to route adjustments, wheelchair accessible route 33 was discontinued reducing the number of wheelchair accessible routes from 8 to 7. The implementation of additional wheelchair accessible routes is challenging due to lack of space at transfer terminals to accommodate the deployment of ramps. New accessible terminals or upgrades to existing transfer terminals are required to be able to expand wheelchair accessible service. Efforts are continuing to address this issue. *2026/10/27*	2026/12/31	0%	Metrobus Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan
Increase transit sustainability by converting twenty (20) additional bus shelters from electrical to solar power	**Update to Council:** Two additional shelters have been converted to solar power with 14 partially complete. *2026/10/28*	2026/12/31	10%	Metrobus Plan Climate Plan
Review and update Metrobus Strategic Plan	**Update to Council:** Due to workloads and staff changes, this project is temporarily on hold. *2026/10/27*	2027/01/31	1%	Metrobus Plan
Expand and maintain a safe and accessible active transportation network		2029/12/31	81%	
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. *2026/10/14*	2023/11/15	20%	Construction Engineering Plan Climate Plan

Goal	Council Update	Due Date	Current Completion	Plan
Canada Drive active transportation improvements	**Update to Council:** Construction will be ongoing for the rest of the 2026 season. Some work will carry over into 2027. Expected completion is Summer 2027. *2026/10/14*	2024/12/31	95%	Transportation Engineering Plan Construction 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 now complete. 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. *2026/10/14*	2026/12/31	100%	Construction Engineering Plan Healthy City Strategy Plan Building Safer Communities Strategy Plan Climate Plan
Design and construct Crosstown Shared Use Path from Canada Drive to Waterford Bridge Rd	**Update to Council:** Construction started in Summer 2026. Minor items and surface course asphalt will carry over into 2027. *2026/10/14*	2027/03/19	91%	Transportation Engineering Plan Construction Engineering Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan Climate Plan
Design and Construct Shared Use Path for Whiteway Street	**Update to Council:** Design is completed and construction is in progress. *2026/10/26*	2026/10/30	80%	Transportation Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
Design and construct Shared Use Path from Airport Heights to Paul Reynolds Centre	**Update to Council:** Final surface course asphalt placement and reinstatement items being completed. Expected completion is Fall 2026. *2026/10/14*	2027/03/31	98%	Transportation Engineering Plan Construction Engineering Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan Climate Plan
Design and construct Shared Use Path from Portugal Cove Road to Logy Bay Rd	**Update to Council:** Construction completed. Lights to be turned on in next 1-2 weeks. *2026/10/14*	2027/05/31	99%	Transportation Engineering Plan Construction Engineering Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan Climate Plan
Design Shared Use Path for Anderson Avenue	**Update to Council:** Detailed design nearing completion. *2026/10/26*	2026/12/31	80%	Transportation Engineering Plan
Determine potential changes to routes in Bike Master Plan	**Update to Council:** Internal consultation ongoing. Recommendations to Council are delayed to 2027. *2026/10/26*	2024/12/31	45%	Transportation Engineering Plan
Implement annual Infill Sidewalk Program	**Update to Council:** Construction ongoing. Expected completion by end of October 2026. *2026/11/02*	2026/12/31	95%	Construction Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
Improve Kelsey Drive & Thorburn Road/Goldstone Street Intersection	**Update to Council:** Goldstone Street @ Thorburn Road intersection completed. Kelsey Drive intersection improvements ongoing. Some surface asphalt paving will carry into 2027. *2026/10/14*	2026/11/27	83%	Transportation Engineering Plan Construction Engineering Plan Healthy City Strategy Plan Accessibility Plan Building Safer Communities Strategy Plan Climate Plan
Partner with Government of NL for legislative revision of Highway Traffic Act	**Update to Council:** Province completing public engagement and review and City awaits outcome. *2026/10/26*	2027/12/31	20%	Transportation Engineering Plan
Review and update the Bike Master Plan	**Update to Council:** Delayed due to workload and staff resources. *2026/10/26*	2026/12/31	0%	Transportation Engineering Plan
Improve safety for all users on a well-maintained street network		2029/12/31	88%	
Complete a study of Brier and Columbus/Old Pennywell/New Pennywell intersection	**Update to Council:** Study is underway and a draft is expected to be completed this year. *2026/10/26*	2026/12/31	80%	Transportation Engineering Plan
Complete Collision Report 2026	**Update to Council:** Received data from Province in Fall 2026 which has delayed the start and will bring the completion timelines for the report in to 2027. *2026/10/26*	2026/12/31	0%	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

Goal	Council Update	Due Date	Current Completion	Plan
Concept development and signal design for the Garrison Hill/Military Road intersection	**Update to Council:** Area impacted and interested parties are being consulted. Progress has challenges. *2026/10/26*	2026/12/31	60%	Transportation Engineering Plan
Develop Transportation Master Plan	**Update to Council:** Full staff complement in Transportation Engineering now and this project will be restarted in early 2027. *2026/10/26*	2020/04/30	67%	Transportation Engineering Plan Climate Plan
Goldstone St. @ Team Gushue Highway Ramps Intersection Improvements - Round-a-bouts	**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 at the earliest pending Provincial approval and subsequent utility pole relocates. *2026/10/14*	2021/12/31	99%	Construction Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
Implement annual crosswalk safety improvement program	**Update to Council:** All 2025 locations completed. Locations identified for 2026 include: • Airport Heights @ Elderberry Street - Completed Blackler Avenue @ Mews Centre - Completed • Freshwater Rd @ Keane Place - Completed • Bay Bulls Rd @ Long Beach Street • Cashin Avenue @ Empire Avenue • Cornwall Avenue @ Topsail Rd • Forest Rd @ Lakeview Avenue • Landysmith Drive @ Kiwanis Street • Montague Street @Trail • University Avenue @ Paton Street • Waterford Bridge Rd @ Syme's Bridge Rd Three are completed and others are in various stages of planning and implementation but may go in to spring 2027. *2026/10/26*	2026/12/31	**27%**	Transportation Engineering Plan Healthy City Strategy Plan Accessibility Plan

Goal	Council Update	Due Date	Current Completion	Plan
Implement annual traffic calming program	**Update to Council:** Approved 2025 trialed locations were permanently implemented in 2026. For 2026, temporary speed cushions were installed at the following locations: • Great Eastern Avenue – Iceland Place to Ladysmith Drive • Heffernan's Line – Back Line to Main Road • Middleton Street – Harding Road to Newfoundland Drive • Old Bay Bulls Road – Elliott's Road to Rosemarkie Street • Parsons Road – Ennis Avenue to Logy Bay Road Trial period is concluding and residents will be surveyed in Nov-Dec 2026 to determine support for permanent installation in 2027. A minimum of 60% support from survey respondents is required for the projects to proceed. A recommendation will be brought forward to Council in Q1, 2027. *2026/10/26*	2027/03/31	67%	Transportation Engineering Plan Climate Plan
Implement select recommendations and actions from the Paid Parking Management Strategy	**Update to Council:** There is no further update. The initiative for 2026 is to bring report to Council to close out this initiative. The report is being prepared. *2026/10/28*	2023/12/31	90%	Regulatory Services Plan
Portugal Cove Road & Airport Heights Drive/Majors Path Intersection Improvements	**Update to Council:** Construction near completion. Completion date expected by end of October 2026. *2026/10/14*	2026/11/30	99%	Construction Engineering Plan Climate Plan
Review Paid Parking Management Strategy	**Update to Council:** The City's Project Review Committee reviewed and provided feedback and considerations on the project close out report. Research and drafting of the report is underway. *2026/10/28*	2026/12/31	70%	Regulatory Services Plan

Goal	Council Update	Due Date	Current Completion	Plan
Review Traffic Calming Policy	**Update to Council:** Policy reviewed and a policy note is being developed. *2026/10/26*	2026/12/31	**80%**	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:** Currently resolving internal and external stakeholder details in final stages of detailed deign. *2026/10/26*	2026/12/31	**90%**	Transportation Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities		2029/12/31	86%	
Complete detailed design for Re-imagine Churchill Square Project	**Update to Council:** Final design details are being reviewed internally. Recommendations and report coming soon. *2026/10/26*	2023/12/31	97%	Transportation Engineering Plan
Construct Goulds Fire Station	**Update to Council:** Work is progressing on schedule for the Goulds Fire Station. Underground site work is moving forward, and all work across Main Road has been completed and asphalt has been reinstated. Geothermal wells have been drilled and grouted. Work has begun on the retaining wall on the south of the site and is expected to be completed by the end of the month. Steel installation is expected to begin in early November. *2026/10/20*	2028/01/14	24%	Facility Engineering Plan
Design and construct new Accessible Washrooms for Chafe's Lane Park	**Update to Council:** Substantial Completion has taken place, with some seasonal deficiencies to be completed. *2026/06/10*	2025/12/19	100%	Facility Engineering Plan
Design and construct new Accessible Washrooms for Kellys Brook Park	**Update to Council:** Washroom facility was substantially complete on July 27, 2026. Parks has been operating the washrooms throughout the summer. *2026/09/16*	2025/12/19	100%	Facility Engineering Plan
Design and construct new Accessible Washrooms for Rotary Park	**Update to Council:** Geotechnical investigation was put on hold during the busy summer months at the park due to public safety concerns. Geotechnical work is now complete, and design work will continue with construction planned for next year. *2026/10/20*	2026/12/31	33%	Facility Engineering Plan

Goal	Council Update	Due Date	Current Completion	Plan
Develop a Downtown Pedestrian Mall Long-Term Plan	**Update to Council:** Recommendations 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. *2026/05/13*	2025/12/31	100%	Tourism, Culture & Business Growth Plan
Develop a Volunteer Framework to help guide Volunteer Services within the City of St. John's	**Update to Council:** Staff have completed their research and proposal for a Volunteer Framework. Meetings to occur early November with Senior Management to discuss the recommendations, and a timeframe for next steps. *2026/10/23*	2026/09/30	50%	Community Programs & Services Plan
Develop and launch the City-owned land disposition for the Housing Accelerator Fund Initiative	**Update to Council:** An RFP was issued for land at 23-31 Plymouth Rd and a public hearing took place September 23 related to 245 Forest Rd. The Commissioner's Public Meeting for 245 Forest Road is scheduled for November 30. *2026/10/27*	2025/12/31	75%	Planning Plan
Develop Facility Access Guides for Recreation facilities	**Update to Council:** Facility Access Guides for the H.G.R. Mews Community Centre and Paul Reynolds Community Centre have been drafted. *2026/10/07*	2026/12/31	60%	Healthy City and Inclusion Plan Service Excellence Framework Plan
Develop the 2027-2029 Accessibility Plan	**Update to Council:** A draft of the 2027-2029 Accessibility Plan has been developed. Public engagement on the draft plan was launched September 29 and concluded on October 25. The What We Heard will be presented to Council, the Inclusion Advisory Committee, and Metrobus Accessibility Committee in November. *2026/10/08*	2026/12/31	57%	Healthy City and Inclusion Plan

Goal	Council Update	Due Date	Current Completion	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 have been meeting regularly. A community event related to Anti-Racism is planned for December. *2026/10/28*	2027/12/31	15%	Healthy City and Inclusion Plan
Review and rebrand Neighbourhood Watch Program	**Update to Council:** Staff have reviewed the Neighbourhood Watch program to identify opportunities for improvement in its procedures. Staff are also organizing a focus group with existing Neighbourhood Watch participants to further inform improvements. *2026/10/07*	2027/06/30	30%	Healthy City and Inclusion Plan
Riverhead Wastewater Treatment Facility Secondary Expansion Phase 1	**Update to Council:** The Negotiable Request for Proposals (NRFP) for Professional Consulting Services was issued on September 3rd, 2026. The question period for general inquiries or clarifications for the proponent closed on October 20th, 2026. The question period for the Canadian Construction Documents Committee (CCDC-31 2020) Form of Agreement (FOA) Supplementary Conditions (SC's) closes on November 9th, 2026. The submissions are due on November 27th, 2026, and the short-listed proponents for the Best and Final Offer (BAFO) phase will be notified on December 16th, 2026. Commercial Confidential Meetings (CCM's) will take place early in January 2027 with the final ranking of proponents forecasted for February 5th, 2027. Once a successful proponent is identified, it will go to Council for approval and award. In terms of securing funding for Phase 2 of the project, construction of the secondary treatment facility, no progress has been made. Staff continue to monitor funding opportunities for applicability to this project. *2026/10/27*	2031/03/31	12%	Engineering Special Projects Plan

Goal	Council Update	Due Date	Current Completion	Plan
Work with community partners to establish a community garden at the new H.G.R. Mews Community Centre	**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. *2026/06/07*	2025/07/31	100%	Healthy City and Inclusion Plan Healthy City Strategy Plan Climate Plan
Work with First Light on the Community Action Plan (items pertaining to City)	**Update to Council:** A hanging piece of artwork is currently being completed that will be displayed in council chambers, with completion expected in Quarter 1 2027. Senior staff are attending Indigenous training in November. First Light and City staff continue to participate in the St. John's Reconciliation Circle, working towards identifying initiatives to advance the 2023 Community Action Plan and the Calls for Change that are within the City's jurisdiction. *2026/10/27*	2026/12/31	25%	Office of the City Manager Plan Healthy City Strategy Plan Building Safer Communities Strategy Plan
Increase and improve opportunities for residents to connect with each other and the City		2029/12/31	95%	
Develop a framework for the promotion and marketing of recreation opportunities and events	**Update to Council:** Framework has been completed, with actions being implemented. *2026/10/14*	2026/12/31	100%	Community Programs & Services Plan Corporate Communications Plan Service Excellence Framework Plan Recreation Plan

Goal	Council Update	Due Date	Current Completion	Plan
Refresh existing or develop new Youth Engagement Strategy	**Update to Council:** A draft plan is in final stages of development based on what we heard through public engagement, feedback from the Youth Engagement Working Group, and internal discussions with relevant divisions. The new plan, along with the recommended actions for 2027, will be brought to Council before the end of the year for final approval. *2026/10/26*	2026/06/30	98%	Service Excellence Framework Plan Organizational Performance & Strategy Plan
Undertake a plan to better understand behaviours and interests of Grade 7-12 students as it relates to City recreation programs and services	**Update to Council:** Engagement was rescheduled to the beginning of the 2026-2027 school year due to scheduling challenges with schools. Staff are currently developing the project schedule and will be connecting with schools in November & December. *2026/10/23*	2026/11/30	40%	Service Excellence Framework Plan Community Programs & Services Plan

AN EFFECTIVE CITY

Goal	Council Update	Due Date	Current Completion	Plan
Achieve service excellence through collaboration, innovation and modernization grounded in client needs		2029/12/31	**88%**	
Conduct Information Management (IM) & Forms Workflow Review and Implement First Phase of Digital Forms	**Update to Council:** • Developed four digital forms for Community Services with REAL program application ready for implementation. • Conducted work process review of all staff members in Tourism, Culture, and Business Growth. This activity focused on review of current document related processes, pain points and wish lists. • Initial meeting held with Tourism, Culture, and Business Growth management to review work completed to date, Document Management system (DMS) and Digital form capabilities. Currently analyzing results and will be documenting summary of findings by November 30. This will help establish the requirements for a potential DMS RFP for 2027 (pending budget approval). • Request to expand the scope of the review to include the remaining teams in Community Services has been approved. *2026/10/21*	2026/12/31	**54%**	Service Excellence Framework Plan Archives & Records Management Plan
Expanding the use of RecConnect to allow for more efficient management of recreation services and data collection	**Update to Council:** Staff are currently working to expand RecConnect functionality to include bookings for birthday parties and showers, with an expected launch date of January 1, 2027. Staff are currently working with vendor to configure the system to meet City needs, which includes testing to be completed before end of 2026. *2026/10/29*	2026/09/01	**50%**	Service Excellence Framework Plan Recreation Plan

Goal	Council Update	Due Date	Current Completion	Plan
Implement a public notification system for emergencies and other important updates	**Update to Council:** System is anticipated to launch week of November 9, with training ongoing and work to support the transitional plan underway. *2026/10/23*	2026/11/30	75%	Corporate Communications Plan Service Excellence Framework Plan
Implement E-Permitting for building, electrical and plumbing permits	**Update to Council:** Work is still ongoing. Soft Launch was scheduled for November 2026, but is now pushed to January 2027 due to unexpected updates to the current system. IT is working with the 3rd party vendor to ensure a January 2027 soft launch. *2026/10/26*	2025/12/31	80%	Regulatory Services Plan Service Excellence Framework Plan
Investigate AI potential uses	**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 and developed general guidelines on the use of AI and introductory training which will roll out later this Fall. An update was provided to Council in Oct. Staff received budget approval for the following: • Additional Copilot licenses. • A Statement of Work to review our Office 365 environment. • Enhanced training initiatives. • Targeted use case pilots. A limited call was issued in Oct. 2026 for a vendor to complete this work. The closing date for the limited call is November 20th, 2026, with the expectation that the work will begin in early 2027. *2026/10/29*	2026/12/31	53%	Corporate Information Services Plan Service Excellence Framework Plan
Plan for and implement the 2026 Resident Satisfaction Survey	**Update to Council:** Data collection concluded in late Sept and draft report received and reviewed. Final report will be presented to Council at an upcoming meeting. *2026/10/26*	2027/02/28	60%	Service Excellence Framework Plan Organizational Performance & Strategy Plan

Goal	Council Update	Due Date	Current Completion	Plan
Redevelop and improve access to information through a new City website	**Update to Council:** New website went live on June 8. *2026/06/11*	2026/06/30	100%	Corporate Communications Plan Service Excellence Framework Plan
Review and modify Inspection Services website page to better reflect process	**Update to Council:** Work on this has been completed and nothing further can be done until E-Permitting is implemented. *2026/10/28*	2024/12/31	85%	Regulatory Services Plan Service Excellence Framework Plan
Update language used in procurement processes to ensure accessibility is considered in purchasing goods and services	**Update to Council:** Work is underway to integrate accessibility considerations into the City's procurement policies, templates, and purchasing processes. Key initiatives include incorporating accessibility requirements into procurement documents, providing staff training and guidance on accessible procurement practices, and improving accessibility for suppliers participating in procurement opportunities. These efforts aim to ensure accessibility is consistently considered when purchasing goods and services, resulting in more inclusive procurement practices and improved access for both residents and vendors. Challenges include staff training needs, updating processes and templates, and ensuring consistent application across departments. *2026/10/27*	2029/12/31	45%	Supply Chain Plan Accessibility Plan
Working with Service Excellence Working Group establish best practices for service standards	**Update to Council:** Divisional meetings took place during May-Aug 2026 to further explore understanding of service standards and determine opportunities by division. A summary of findings was shared with senior staff and pilot projects will be established to test service tools. *2026/10/26*	2025/11/03	94%	Organizational Performance & Strategy Plan Service Excellence Framework Plan
Ensure accountability and good governance through transparent and open decision making		2029/12/31	95%	

Goal	Council Update	Due Date	Current Completion	Plan
Develop and finalize Election Reform Report	**Update to Council:** An Election Reform Working Group (ERWG) was established in February 2026, to review and assess election processes, and to develop recommendations on election reform options and improvements, to be presented to Council June 30, 2028. Since beginning its work, ERWG has met monthly. Key activities to date include: • - Engaging with other municipalities to learn from their election processes and practices; • - Mapping Election Day activities; • - Developing election-related questions for the Residential Satisfaction Survey; • - Identifying potential changes to the Municipal Elections Act for consideration in the City's feedback to the Province; and • - Working with the City's Healthy City and Inclusion Division to begin reviewing election accessibility. Next steps include the development of a draft public engagement plan for Spring 2027. The engagement process will provide an opportunity for residents to share feedback on the City's election process and identify areas for potential improvement. *2026/10/19*	2028/06/30	22%	Office of the City Clerk Plan
Implement vendor performance module for bids and tenders software	**Update to Council:** The Supplier Performance Procedures were approved by Council October 6th and are ready for organization wide rollout. The next step is for the Policy Analyst to post the approved procedures online then communication and staff training can begin. *2026/10/28*	2026/12/31	99%	Supply Chain Plan
Work with our employees to improve organizational performance through effective processes and policies		2029/12/31	93%	

Goal	Council Update	Due Date	Current Completion	Plan
Create a Civic Housing Action Fund policy	**Update to Council:** The Civic Housing Action Fund (CHAF) policy is still in progress between Housing, Policy and Legal staff. A new policy creation framework will complement this process. *2026/10/29*	2026/02/27	20%	Non-Profit Housing Plan
Create a continuous improvement (CI) culture through ongoing training & development	**Update to Council:** A new cohort of employees is completing Yellow Belt certification this fall and staff who completed training in Spring 2026 are working through their projects. Work continues to support staff who completed green belt training and are advancing their projects and CI leadership training is planned for early 2027. Nearly 100% of staff have completed an introductory level course in Continuous Improvement as 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 in person. *2026/10/29*	2026/12/31	95%	Organizational Performance & Strategy Plan Service Excellence Framework Plan
Develop an Accessibility Accommodations Policy	**Update to Council:** The Accessibility Accommodation Policy and Procedures have been drafted and will be presented to the Inclusion Advisory Committee for feedback in November. *2026/10/28*	2026/12/31	83%	Healthy City and Inclusion Plan Office of the City Clerk Plan Accessibility Plan
Develop an Equity Lens to inform municipal decision and policy making	**Update to Council:** The Equity Lens Framework has been approved in principle. Next steps are to develop training materials and train City staff in its use. *2026/10/28*	2027/03/31	56%	Healthy City and Inclusion Plan Office of the City Clerk Plan Service Excellence Framework Plan
Develop and implement Corporate Accessibility and Inclusion orientation	**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. *2026/10/28*	2027/06/30	5%	Healthy City and Inclusion Plan

Goal	Council Update	Due Date	Current Completion	Plan
Develop policies, procedures & service standards to enhance Regulatory Services processes	**Update to Council:** Six of eight new standard operating procedures completed this year. Testing now complete on new app. Roll out to staff expected in January 2027. *2026/10/29*	2026/12/31	**95%**	Regulatory Services Plan

Goal	Council Update	Due Date	Current Completion	Plan
Establish an Enterprise Risk Management (ERM) Framework	**Update to Council:** The City is advancing its Enterprise Risk Management (ERM) Framework through the development of divisional risk registers to support strategic decision-making, strengthen risk oversight, and improve organizational resilience. Work began in 2026 across all divisions within Finance and Corporate Services, as part of a five-year roadmap to develop risk registers for all City divisions. Risk registers have been completed for the following divisions in Finance and Corporate Services: • Organizational Performance and Strategy • Corporate Information Services • Corporate Security • Access and Citizen Services Centre (311) Work on the remaining Finance and Corporate Services divisional risk registers is progressing as follows: • Financial Services, Budget and Treasury, and Revenue Accounting: Approximately 80% complete. A working session to finalize the register is scheduled for October 27, 2026. • Emergency and Business Preparedness: Approximately 50% complete. A meeting to finalize the register is scheduled for December 8, 2026. • Supply Chain: An initial risk identification session is scheduled for November 16, 2026. • Assessment: Work is expected to begin shortly. Recent staffing changes have modestly affected timelines. Overall, the ERM initiative remains on track. *2026/10/27*	2027/12/31	88%	Legal Services Plan

Goal	Council Update	Due Date	Current Completion	Plan
Implement actions arising from the 2025 Employee Engagement Survey	**Update to Council:** Human Resources will continue to work with Deputy City Managers and the City Manager on action plans for their departments based on their specific needs through 2027. *2026/10/26*	2026/12/31	50%	Human Resources Plan
Implement actions to enhance the corporate safety and wellness culture	**Update to Council:** The OHS Program is now in place and a good foundation to support the initiative has been established. Training has taken place across the organization. There will be ongoing initiatives to continue to enhance the health and safety culture in all departments. *2026/10/26*	2027/12/31	85%	Human Resources Plan Building Safer Communities Strategy Plan Healthy City and Inclusion Plan
Implement an inventory system for SJRFD mechanical services	**Update to Council:** This is now considered 100% complete with ongoing evaluation for any improvements. *2026/06/10*	2023/09/30	100%	Support Services (SJRFD) Plan
Implement bid evaluation software	**Update to Council:** A meeting has been scheduled with Bids & Tenders to review Bid Evaluation software. The review will assess the solution's functionality, integration requirements, compliance considerations, implementation costs, and alignment with municipal procurement processes. Key implementation risks include data migration, user adoption, and change management. Findings and recommendations will be reported back to Council following the review. *2026/10/27*	2027/12/31	35%	Supply Chain Plan

Goal	Council Update	Due Date	Current Completion	Plan
Initiate parking ticket contesting process	**Update to Council:** A client-facing process has been created in the Verint test site, which has been reviewed by Legal and Access. IT staff is reviewing if the system can send automated emails based on the parking offices decision, or if they will be staff generated. Once this is confirmed, the process will be implemented in the live Verint site. An Information Note will be prepared for Council briefing them on the process. *2026/10/28*	2026/12/31	80%	Regulatory Services Plan Service Excellence Framework Plan
Investigate using Artificial Intelligence in Inventory Management	**Update to Council:** Request for Information (RFI) for Artificial Intelligence (AI) Solutions for Inventory Management, was issued on August 4, 2026. The RFI closed on September 17, 2026, and responses received are currently under review and will be used to inform future procurement and inventory management initiatives. *2026/10/27*	2027/01/31	50%	Supply Chain Plan
Occupational Health and Safety Program Policy Development	**Update to Council:** A 15-element program has been implemented and is now incorporated into the existing program. *2026/06/08*	2021/12/31	100%	Human Resources Plan
Review and enhance employee orientation	**Update to Council:** The Safety Orientation Module is complete. General employee orientation is still in progress. *2026/10/26*	2024/06/28	80%	Human Resources Plan

Goal	Council Update	Due Date	Current Completion	Plan
Review and update public engagement policy, processes, training and framework	**Update to Council:** Workplan is moving forward. Jurisdictional scan is nearing completion and staff have reviewed all existing policies and resources. Next steps include: • finalize best practice from scan • completion of policy note • meetings with staff and Council • develop recommendations for changes/modifications to policy, process and tools. Work is expected to be completed on time as planned. *2026/10/26*	2027/06/30	20%	Organizational Performance & Strategy Plan
Review the municipal prosecution diversion program and make recommendations for improvements	**Update to Council:** Draft of Information Note to Council is complete and will be sent for approval in near future. *2026/10/23*	2025/12/31	90%	Legal Services Plan
Undertake Continuous Improvement Projects	**Update to Council:** The City continues to advance continuous improvement (CI) projects throughout the City with goals of improving turnaround times, achieving cost savings and/or creating time savings, all the while improving value for the customer. Four projects were completed since the last update in June, three new ones started, and 11 projects are ongoing but making progress. Once the yellow belt training concludes in November, seven new projects will get started. There have been 103 CI projects completed since 2018. A summary of CI achievements is included in the report. *2026/10/29*	2026/12/31	93%	Organizational Performance & Strategy Plan Service Excellence Framework Plan
Undertake Staff Training and Learning Survey and develop recommendations to improve learning access and experience	**Update to Council:** A summary of results was shared with senior leaders and an action plan approved which will be actioned in 2026-27. A summary of key findings was shared with all staff. *2026/07/24*	2026/06/30	100%	Organizational Performance & Strategy Plan

Draft Not started Behind On Track Overdue Complete → Direct Alignment

GOAL

Goal	Progress Update	Current Completion
Undertake Continuous Improvement Projects	**Progress:** The City continues to advance continuous improvement (CI) projects throughout the City with goals of improving turnaround times, achieving cost savings and/or creating time savings, all the while improving value for the customer. Four projects were completed since the last update in June, three new ones started, and 11 projects are ongoing but making progress. Once the yellow belt training concludes in November, seven new projects will get started. There have been 103 CI projects completed since 2018. A summary of CI achievements is included in the report. *2026/10/30*	93%
→ **Review and streamline process for third party service calls**	**Progress:** The training was rolled out and data collection is underway. Communications materials were sent to staff involved in the process to ensure awareness and understanding. This project will be finalized in early 2027. *2026/10/22*	95%
→ **Review and enhance communication of pool policy and rules for birthday party bookings**	**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 final project documentation is being completed. *2026/10/23*	95%
→ **Undertake review and establish a standard for internal staff movements**	**Progress:** A solution has been tested with a pilot group of managers to streamline staff movement activity including new employees, staff moving from one department/role to another and departures. The online tool allows staff to make one request for technology, cell phones, etc. Pilot group provided feedback and staff are tweaking the tool. The project team will meet again in early Nov. to finalize any changes and review other outstanding action items related to this project. *2026/10/22*	85%
→ **Streamline recreation facility call-in procedure**	**Progress:** Pilot of new process to consolidate shift coverage communication to all Facility Service Workers at Paul Reynolds and Mews Centre was completed. Project leads met with management to discuss recommendations and work is continuing to determine next steps. *2026/11/02*	45%

Goal	Progress Update	Current Completion
Improve land use mapping and tracking of City-owned land	**Progress:** Staff within LIS, Legal and Housing have worked together to create a process with multiple prongs that clarifies the tracking of City-owned land [where information lives and who should be contacted when seeking information about City-owned land]. Mapping functions are being developed to provide a visual complement. *2026/10/29*	73%
Standardize Recreation division data collection	**Progress:** Data analysis using the revised template is complete. Training for managers is being planned for the fall with the goal of rolling out the new template in January 2027 for remaining sites. *2026/10/28*	80%
Streamline recreation facility access procedures	**Progress:** This item is tied to City Buildings completing their review of access. Awaiting follow up and direction. *2026/10/23*	30%
Standardize site administrator processes and create user guide for EngageStJohns.ca	**Progress:** With the change to a new software platform in 2025, staff identified the need for a user guide for site administrators that complements the existing project user guide and vendor tools available. The new guide provides documentation on key processes site users undertake daily/weekly and will be an evergreen document reviewed on an annual basis. This tool ensures staff are using the one best way to manage the site. *2026/10/15*	100%
Develop a standardized process for monitoring and tracking fleet EV charging	**Progress:** EV Fleet Charging Cost Tracker Procedure was developed, including documentation for staff. *2026/10/28*	100%
Reorganization of Marketing and Communications media files using 5S tool	**Progress:** Sort phase of 5S methodology is nearing completion. Work on remaining phases is anticipated to be completed by end of 2026. *2026/10/23*	50%
Review and streamline policy file management system	**Progress:** Staff used the 5S tool to create a standardized folder structure, document-naming convention and version-control approach within the Corporate Policy shared drive. The pilot improved file findability, reduced navigation complexity, established a clearer source of truth, corrected misfiled records, and created a sustainable framework for ongoing policy file management. The new structure provides a more efficient and consistent repository while supporting records management and ATIPPA requirements. *2026/10/19*	100%
Reorganization of recreation equipment at Kenmount Terrace Community Centre using the 5S tool	**Progress:** A 5S is nearly complete for this project. Unused and broken equipment has been removed from the shelving. Appropriate storage containers have been obtained and labels for equipment and shelving have been printed to support visual management. Finalizing the equipment tracking chart and creating a plan for standardizing and maintaining the equipment's organization and cleaning are in progress. *2026/10/28*	70%

Goal	Progress Update	Current Completion
Map the current Real Program application process	**Progress:** The REAL Program process has been mapped and data collected for application processing from deadline date to placement letter being sent to applicants. Areas of waste and opportunities for improvement have been identified. *2026/10/28*	90%
Standardize tracking process for public notifications in PERS	**Progress:** A new spreadsheet and standard operating procedure were put in place to address manual process issues and potential gaps resulting in improved accuracy and creating 63.8 hours of staff time savings annually. *2026/10/27*	100%
Standardize gym facility booking process and allocation practices across recreation facilities	**Progress:** Project team has completed mapping of current state and presented recommendations, which are currently under review by Management. *2026/10/23*	60%