



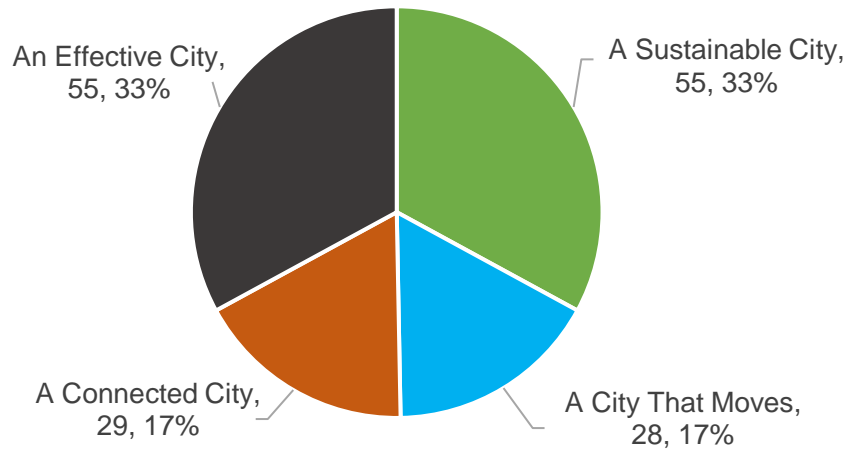
# Annual Action Plan

- Progress at a Glance
- 2022 Progress Report and Q1 2023 Update
- Continuous Improvement Project Updates

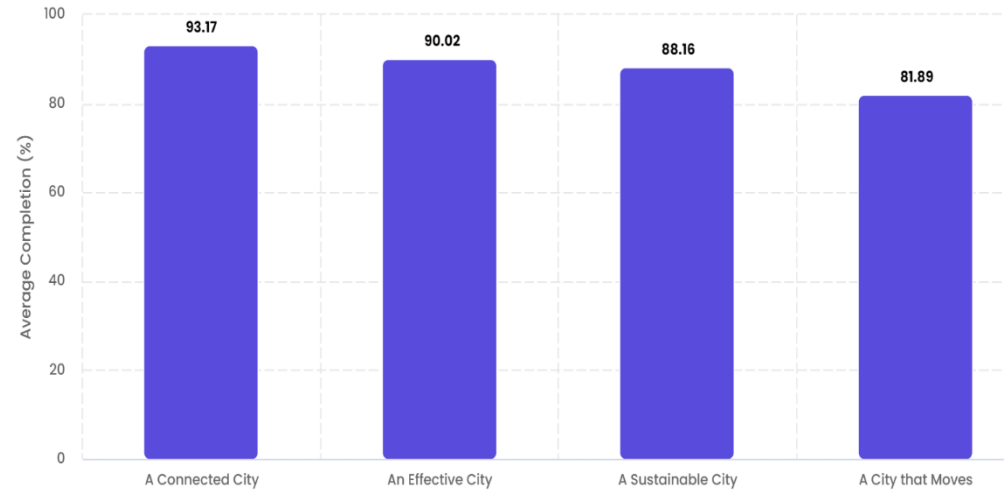
A Sustainable City | A City that Moves | A Connected City | An Effective City

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

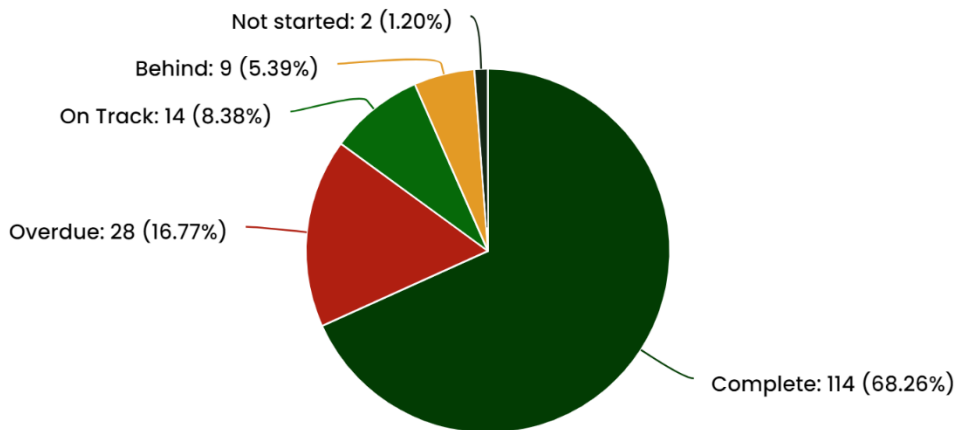
Initiatives per Strategic Direction



Average Completion of Initiatives per Strategic Direction



Status of all Initiatives Since Launch of Plan in 2019



Note: Draft initiatives are not included in counts

**12** initiatives have been completed since the last update to Council

- Annual traffic calming program (5 projects)
- Annual intersection safety program
- Conceptual design for Bowring Park skating surface
- Eight standard operating procedures in Regulatory Services
- 2022 Resident Satisfaction Survey
- Divert waste from the landfill (initiatives for 2022)
- Review and update the accident review process
- New City website
- Actions to support the Economic Development Framework
- Cycling pump track at Quidi Vidi Lake
- Implementation of Corporate Climate Plan (initiatives for 2022)
- Implementation of Resilient St. John's Community Climate Plan (initiatives for 2022)

# 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>108,095</b>	<b>6,553</b>
<b>Average % Change in Lead/Process Time</b>	<b>Sum of Dollar Value of Staff Time Reinvested <sup>1</sup> (per year)</b>
<b>45%</b>	<b>\$359,679</b>
<b>Sum of Financial Reinvestment (per year)</b>	
<b>\$60,647</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> "Sum of Dollar Value of Staff Time Reinvested" has been adjusted to reflect salary increases resulting from new collective agreements in 2022.

# 3

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

- Improve the parking permit application
- Review the process for temporary occupancies
- Standardize the archival records management process

## Impacts of some of the CI projects completed in 2022

Project	Savings
Developing an application to automatically gather user information and application privileges.	Up to 1,700 hours of staff time annually
Implementing an electronic log for payroll processing for capital projects and improving record keeping.	26 hours of administration time and more than 1,800 sheets of paper annually.
Implementing a fillable online form for the annual Call for Performers program	31 hours of staff time annually, reduction in errors, helped increase number of submissions by 140%.
Introducing iPads and survey software to collect asset information and condition assessments.	Overall process time reduced by 47% and savings of 1,968 hours of staff time annually.
Creating a centrally located visual guide with standard instructions for completing a water filter change at a treatment facility.	Overall process time reduced by 70%.
Developing a tracking system for the completion of asset inventory and building condition assessments.	55% reduction in overall process time and staff time savings of 132 hours per year.
Improving the parking permit application and process.	43% reduction in process time and 1,575 hours of staff time annually.







● 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	2019	2020	2021	2022	2023	2024	2025	Current Completion
<b>Be financially responsible and accountable : 100%</b>		2025/12/31								78%
→ <b>Develop corporate framework for compliance with Payment Card Industry Data Security Standard (PCI DSS) : 100%</b>	<b>NEW</b> Council Quarterly Achievements: Revision to the City's Cash Handling Policy to incorporate Payment Card Industry Data Security Standards (PCI DSS) was approved by Council at COTW, June 15th, 2022, thus concluding this strategic plan initiative.  <i>2022/06/29</i>	2020/12/31								100%
→ <b>Advance a corporate wide asset management program : 100%</b>	<b>NEW</b> Council Quarterly Achievements: The development of an asset management (AM) program is a multi-year process. Currently: <ul style="list-style-type: none"> <li>• LIS has developed a GIS based tool for input of Building condition assessments and inventory</li> <li>• Facility Engineering continuing to work on data collection</li> <li>• Water &amp; Wastewater (Infrastructure) group working on verifying data records</li> <li>• AM Governance Document is drafted</li> <li>• AM strategic plan draft is nearly completion</li> <li>• Work on Asset Management Roadmap, which is needed to record and track AM targets for short and long term, is on track</li> </ul> <i>2023/02/28</i>	2023/12/31								80%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Develop a Commercial Vacancy Allowance Policy and Align with the Commercial Vacancy Allowance by-law : 100%	<b>NEW</b> Council Quarterly Achievements: Development of the policy is contingent on updating of the commercial allowance by-law. Timelines have been moved out into 2023. <i>2023/03/01</i>	2023/12/31								0%
→ Develop Asset Management Plans	<b>NEW</b> Council Quarterly Achievements: This initiative is multi-year, data collection is ongoing to support Asset Management plans in the following areas: <ul style="list-style-type: none"><li>• City Buildings</li><li>• Fleet</li><li>• Linear Infrastructure</li><li>• Roads and Sidewalks</li></ul> <i>2023/02/28</i>	2024/12/31								7%
→ Complete State of Infrastructure Report	<b>NEW</b> Council Quarterly Achievements: Slated to commence in 2023 <i>2023/01/20</i>	2026/12/31								0%
<b>Plan for land use and preserve and enhance the natural and built environment where we live</b>		2025/12/31								90%
→ Develop a Development Design Manual	<b>NEW</b> Council Quarterly Achievements: Manual is being revised to include input by new key Transportation staff. Preparing high level presentation for Council on major updates. Aiming for Council adoption by March 2023. <i>2023/02/21</i>	2020/12/31								98%
→ Replace subdivision development policy with new development policy	<b>NEW</b> Council Quarterly Achievements: This policy is to be incorporated into the Development Design Manual (DDM) and rescinded. Details were reviewed with Legal and Deputy City Manager. Expected to be rescinded in mid 2023 once DDM is adopted. <i>2023/02/21</i>	2021/12/31								95%


Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Wetland Study (Phase 2) - Functional Assessment	<b>NEW</b> Council Quarterly Achievements: Draft maps submitted. Awaiting final report. <i>2023/02/21</i>	2022/04/30								80%
→ Gleneyre Street Culvert Replacement	<b>NEW</b> Council Quarterly Achievements: Construction expected to start in early Spring 2023. <i>2023/02/20</i>	2022/10/28								75%
→ Divert waste from landfill : 100%	<b>NEW</b> Council Quarterly Achievements: Initiatives identified for 2022 have been completed. With clear bags and mandatory recycling, there was an increase of over 500 tonnes of recycling at the curb in 2022. Diverting waste from the landfill is an ongoing initiative and would be more effective expressed as a Key Performance Indicator (KPI) in the strategic plan going forward. Discussions are ongoing about best approach. <i>2023/02/24</i>	2022/12/30								100%
→ Empire Avenue Sewer Separation Study	<b>NEW</b> Council Quarterly Achievements: Delay in acquiring surveying and video services due to lack of quotes. Will request quotes again this Spring. Final report expected by the end of September 2023.  <i>2023/02/20</i>	2023/03/31								55%
→ Plan for and implement Phase 2 of Goulds Servicing - Sanitary Trunk Sewer Extension. : 100%	<b>NEW</b> Council Quarterly Achievements: Project postponed for the Winter. Project still on schedule to be completed Mid-2023. <i>2023/02/20</i>	2023/07/28								93%
→ Plan for and implement Phase 3 of Goulds Servicing - Sewage Forcemain : 100%	<b>NEW</b> Council Quarterly Achievements: Project waiting for completion of Phase 2 work. Final connections remaining are expected to be made mid-2023. <i>2023/02/20</i>	2023/12/15								99%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Develop a Downtown Plan - a secondary or area plan under the Envision St. John's Municipal Plan : 100%	<b>NEW</b> Council Quarterly Achievements: A consulting team has been engaged and a tour of downtown was conducted with them in December 2022. Work is underway. <i>2023/02/24</i>	2023/12/31								20%
→ Develop a Heritage Plan : 100%	<b>NEW</b> Council Quarterly Achievements: Staff work is underway. Two public meetings (one in-person, the other virtual) have been scheduled for March 2023 and meetings are being scheduled with various other groups as well as with City advisory committees. <i>2023/02/24</i>	2023/12/31								26%
Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors : 100%		2025/12/31								94%
→ Complete a new Economic Development Plan, review and prioritize recommendations : 100%	<b>NEW</b> Council Quarterly Achievements: The economic development plan has been drafted as a framework to guide the directions for economic development activities. <i>2022/06/24</i>	2019/12/31								100%
→ Deliver on a regional Themed Signage Strategy as outlined in Roadmap 2021 : 100%	<b>NEW</b> Council Quarterly Achievements: The final stage of this project is signage fabrication and installation which is to occur in 2023. <i>2023/02/21</i>	2020/12/31								98%
→ Deliver, with partners, a report on Regional Economic Development	<b>NEW</b> Council Quarterly Achievements: Report completed. <i>2022/10/03</i>	2022/05/31								100%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Implement actions to support the Economic Development Framework : 100%	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Initiatives identified for 2022 have been completed, including:</p> <ul style="list-style-type: none"> <li>• Hosting Innovate Canada</li> <li>• Undertaking My New St. John's Live event</li> <li>• Call for public art mural</li> </ul> <p>Place marketing with the Advantage St. John's branding is ongoing - workplan for 2023 in progress and the marketing strategy has transitioned to operationalization.</p> <p><i>2023/02/24</i></p>	2022/12/31								100%
→ Refresh the Arts & Cultural plan	<p><b>NEW</b></p> <p>Council Quarterly Achievements: The arts and culture plan will require more than a refresh given learnings from the pandemic, new data acquisition, and anticipated insight to result from St. John's hosting the national creative city summit in October 2023. Process is underway to identify additional research resources to support the research, outreach work for the arts and culture plan. New timeline for completion 2024</p> <p><i>2023/02/22</i></p>	2023/03/31								53%
→ Explore opportunities to build an innovative problem solving culture using entrepreneurial approaches. : 100%	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Advisory Committee in place. RFP issued/awarded to consultant to work with Committee in the exploration of potential/opportunities for creative innovation district. Timeline for consultancy completion, summer 2023.</p> <p><i>2023/02/20</i></p>	2023/12/31								70%
<b>Work collaboratively to create a climate-adapted and low-carbon city</b>		2025/12/31								24%
→ 2022 Implementation of Resilient St. John's Community Climate Plan	<p><b>NEW</b></p> <p>Council Quarterly Achievements:</p> <ul style="list-style-type: none"> <li>• Public electric vehicle charging stations are being installed across the City, three sites are online already, and three more will finish installation in early 2023.</li> <li>• The City partnered with takeCHARGENL to provide education in the use and benefits of EV vehicles.</li> </ul>	2022/12/31								100%



Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
<ul style="list-style-type: none"> <li>• Metrobus electrification feasibility study is ongoing with support from NRCAN and is anticipate to be completed by mid 2023. Discussions for resourcing for the implementation are ongoing.</li> <li>• The City partnered with Econext and other stakeholders. The partnership received FCM funds and designed a program to provide residential financing support that would accelerate uptake of residential energy efficiency programs available to residents of St. John's. Due to Muncipal Act constraints the program is best implemented in partnership with an external organization. The scope is finalized and being submitted to FCM grants and capital funding for their considerations.</li> <li>• Expression of Interest was issued for the re-use of landfill gas. City staff are exploring the opportunities to make beneficial use of the landfill gas.</li> <li>• The City will celebrate community organizations thru the Applause Awards' "Climate Change Leadership Award".</li> <li>• Climate Change was included in the ongoing efforts of the Water Master Plan, and terms of reference for the Downtown Plan.</li> <li>• The Environment and Sustainability Experts Panel s defining priorities for the implementation from the Resilient St. John's Community Climate Plan for 2023, in addition to its development review duties.</li> <li>• Several active transportation improvements have been acted on by improving sidewalk snow clearing and bike trails.</li> <li>• The City continues to work on the implementation of its Corporate initiatives in an effort to lead by example. See update of 2022 Implementation of Corporate Climate Plan for more information.</li> </ul> <p>Work on initiatives related to the Resilient St. John's Community Climate Plan plan continues into 2023.</p> <p>2023/02/24</p>									

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
<p>↳ 2022 Implementation of Corporate Climate Plan</p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements:</p> <ul style="list-style-type: none"> <li>• Council approved the implementation of a Budget-Neutral Approach to Energy Efficiency and Corporate GHG Reduction. This Energy Performance Contract includes \$12M of City-owned facility improvements and place the City on track to achieve 70% of its 2030 Corporate GHG reduction commitment by 2025.</li> <li>• The installation of electric vehicle chargers available for future fleet use is ongoing at the Depot, Metrobus and second floor City Hall. This will be completed early 2023.</li> <li>• Electrification of maintenance equipment is ongoing on an opportunity basis including a fully electric commercial ride-on mower, which is now the principal piece of equipment at Bowring Park. Small heaters have been replaced from oil to electric at various City Buildings.</li> <li>• EVs pilot vehicles have been identified and are planned for procurement in 2023, once the corresponding chargers installation is complete.</li> <li>• Naturalization and no-mow zones continue to be monitored and developed as needed to ensure turf maintenance is efficient and to improve the resilience of the urban forest.</li> </ul> <p>Work on initiatives related to the Corporate Climate Plan plan continues into 2023.</p> <p><i>2023/02/24</i></p>	2022/12/31								<p>100%</p>

# A CITY THAT MOVES

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
<b>Create a sustainable and accessible, low-carbon public transportation system : 100%</b>		2025/12/31							78%
→ <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><b>NEW</b></p> <p>Council Quarterly Achievements: This work is proceeding and several new smart card features have been introduced including real-time card reloads, and the ability to temporarily suspend lost cards. Working on some technical issues but anticipate completion by end of June 2023.</p> <p>2023/02/28</p>	2022/05/31							75%
→ <b>Completion and adoption of a zero emission fleet plan for public transit</b>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Data collection has been completed. Feasibility and optimization assessment is now being completed. Anticipate completion of plan by end of July 2023.</p> <p>2023/02/28</p>	2022/10/31							60%
→ <b>Completion and adoption of an accessibility plan for transit</b>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: The terms of reference has been completed and approved by the Commision. Draft plan is in development. Expected completion - end of June 2023.</p> <p>2023/02/28</p>	2022/11/30							50%





Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
<p>→ Implement select recommendations from the Public Transit Review</p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Several initiatives are being undertaken as part of the recommendations from the Public Transit Review:</p> <ul style="list-style-type: none"> <li>Identify opportunities for a pilot of on-demand service on Metrobus - discussions are ongoing. Anticipated completion date is end of September 2023.</li> <li>Improve transit accessibility by installing shelters at ten new locations - all ten shelters have been received from the supplier. Two shelters were installed prior to the winter season and the remaining eight will be installed by end of July 2023.</li> <li>Implementation of automated onboard stop announcement system to improve accessibility on all routes - awaiting funding approval. Anticipated completion date is end of December 2023.</li> </ul> <p>2023/02/28</p>	2022/12/31							81%
<p>→ Improve safety for all users on a well-maintained street network : 100%</p>		2025/12/31							88%
<p>→ Implement the Transportation Master Plan : 100%</p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Will reconnect with Province regarding travel patterns and aim to action the household survey in 2023.</p> <p>2023/02/20</p>	2020/04/30							80%
<p>→ Goldstone St. @ Team Gushue Highway Ramps Intersection Improvements - Roundabouts : 100%</p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Reviewing pre-tender package. Final package addressing comments expected a few weeks after providing. No construction funding to date.</p> <p>2023/02/20</p>	2021/12/31							99%
<p>→ Initiate Annual Intersection Safety Program</p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Detailed safety study report received for 2022.</p> <p>2023/02/24</p>	2021/12/31							100%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
→ Digitize City Pavement Markings	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Will issue Request for Information in 2023 and make recommendations on strategy moving forward based on information received. Timelines will need to be adjusted.</p> <p>2023/02/20</p>	2021/12/31							0%
→ Integrate Paid Parking Management System	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Integration and testing is complete. Go live started on September 14, 2022</p> <p>2022/09/13</p>	2022/09/30							100%
→ Update Traffic Calming Policy	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Recommendations approved by Council in January 2023. Next step is to finalize the policy working with the City Clerk's office. Expect to have draft to Council in second quarter 2023.</p> <p>2023/02/20</p>	2022/12/31							99%
→ Implement annual traffic calming program	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Five projects implemented for 2023. Temporary cushions were placed at the following locations:</p> <ul style="list-style-type: none"> <li>• Ennis Avenue</li> <li>• Quidi Vidi Road</li> <li>• University Avenue</li> <li>• Criagmillar Avenue</li> </ul> <p>Feedback sign placed on Warford Road.</p> <p>2023/02/20</p>	2022/12/31							100%
→ Implement select recommendations and actions from the Paid Parking Management Strategy : 100%	<p><b>NEW</b></p> <p>Council Quarterly Achievements: All pay stations have been installed. Work continues on developing a permit system for Churchill Sq. Two additional initiatives have been added for 2023:</p> <ul style="list-style-type: none"> <li>• explore ePurse option for paid parking payment</li> <li>• explore diversifying paid parking outside the downtown core</li> </ul> <p>2023/02/28</p>	2023/12/31							50%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
<b>Expand and maintain a safe and accessible active transportation network : 100%</b>		2025/12/31							71%
→ <b>Conduct Kelly's Brook Trail design process (shared use path recommended by Bike St. John's Master Plan) : 100%</b>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Design for Columbus Drive to Carpasian Road, phase 1, is mostly complete. Carpasian Road to King's Bridge Road, phase 2 design is ongoing and consultant submitted a preliminary design for review. A separate RFP is required for the contract administration and inspection of the work. This is required prior to proceeding to tender. Tender for this this work is expected late Spring.</p> <p>2023/02/28</p>	2021/06/30							98%
→ <b>Annual Infill Sidewalk Program</b>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: The 2022 sidewalk infill program started in October 2022 and the Mundy Pond Road section was completed. Remaining sections will carry over into Spring/Summer 2023. The 2021 sidewalk infill program is mostly complete with the exception of a section of Southside Road. Work cannot be completed there until a contractor doing work for the Province on the Viaduct Structure is finished. This work is expected to be completed in Spring/early Summer.</p> <p>2023/02/20</p>	2022/12/31							97%
→ <b>Construct Kelly's Brook Shared Use Path : 100%</b>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Construction expected to start Spring/early Summer of 2023.</p> <p>2023/01/23</p>	2024/11/30							0%
→ <b>Canada Drive active transportation improvements</b>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Request for Proposals for detailed design will be issued in Q1. Project on schedule for construction of Phase 1 in 2023.</p> <p>2023/02/20</p>	2024/12/31							46%
→ <b>Elizabeth Avenue active transportation and roadway improvements</b>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Detailed design being finalized. Expecting tender late Winter/early Spring 2023.</p> <p>2023/02/20</p>	2024/12/31							58%

# A CONNECTED CITY

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
<b>Increase and improve opportunities for residents to connect with each other and the City : 100%</b>		2025/12/31							98%
↳ <b>Increase number of youth engaged in City matters through a Youth Panel : 200 People(s)</b>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Target not met for 2022. Working with Communications, OPS staff and members of the Youth Engagement Working Group used a variety of means to increase participation including promotion on social media, posters on campus at Memorial, and promotion at various events at Memorial including orientation. A survey of those involved in the panel show they are positive about their experience. Eleven surveys were issued through the Panel in 2022 on topics ranging from affordable housing, metrobus, waste and recycling, and social media usage. Work will continue in 2023 to grow the panel membership and continue to share surveys on topics of interest to this demographic.</p> <p><i>2023/02/24</i></p>	2022/12/31							84%
<b>Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities : 100%</b>		2025/12/31							90%
↳ <b>Roll out social marketing strategy to address Not in My Backyard (NIMBY)</b>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: This project will continue to be on hold pending appropriate market conditions.</p> <p><i>2023/02/24</i></p>	2021/12/31							31%
↳ <b>Galway Village Green (Phase 1)</b>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Galway Village Green Phase 1 has been temporarily suspended until the Spring 2023. All the civil works and electrical works are completed and 80% of the landscaping. Unfortunately, supply chain issues have caused delays with the delivery of the playground equipment. It is anticipated that the equipment will arrive late February or early March. Substantial completion is now estimated to be June 30th, 2023.</p> <p><i>2023/02/27</i></p>	2022/11/30							95%



Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
→ Develop Conceptual Design for Bowring Park Skating Surface	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Two concepts were proposed for the Bowring Park Skating Ice Surface: a 250m loop and a 400m loop. Class D estimates for both options were provided. A stakeholder meeting was held to review the concepts and costs and direction was given to Mills &amp; Wright to revise the 400m loop concept and submit a new cost estimate for review and approval to the City and Bowring Park Foundation. Approval of the revised concept was given and the team is now working on the conceptual renderings for fundraising and starting the detailed design.</p> <p>2023/02/28</p>	2022/12/30							100%
→ Reduce vacancies in lower end of market (LEM) rental housing units by 10% by Dec 2022 : 26 Vacancy Rate (%) to 16 Vacancy Rate (%)	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> This goal has been exceeded. As of September 2022, the vacancy rate was 12%, a reduction of 14 points (the initial goal was a reduction to 16%).</p> <p>2022/10/03</p>	2022/12/31							140%
→ Cycling Pump Track at Quidi Vidi	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Pump track opened to public on October 18th, 2022.</p> <p>2023/01/23</p>	2022/12/31							100%
→ Construction of the H.G.R. Mews Centre Replacement	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Building works currently tracking behind schedule. Steel fabrication has been a problem requiring the contractor to sign a contract with a new vendor. Outstanding steel for the pool area is expected to be on site in March. There have also been challenges with the roofing contract which required a new contractor. In addition, the consultant and contractor are working with the flooring vendor to address cost challenges. As of now, the estimated substantial completion date is now December 2023.</p> <p>Site civil works is currently on budget and on schedule. Completion time is estimated to be ahead of October 30, 2023.</p> <p>2023/02/27</p>	2023/11/30							84%






Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
→ Upgrade Downtown Lighting to LED	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Contract awarded. Installation planned for summer/Fall 2023.</p> <p><i>2023/02/20</i></p>	2023/12/01							67%
→ Create a new Recreation Master Plan	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> A draft of the Request for Proposals (RFP) is undergoing revisions and is expected to be finalized by mid-March 2023.</p> <p><i>2023/02/27</i></p>	2023/12/06							6%
→ Advance Healthy City St. John's Strategy	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> The Healthy City Strategy Joint Mobilization Team (City and Eastern Health) have been meeting regularly to formalize the planning and reporting process and identify priorities. Safety has been identified as a key priority. City staff in collaboration with community partners planned and executed a Building Safer Communities Round Table Event (Feb 1st). Event findings will inform strategies focused on prevention and addressing the root causes of crime. The City applied for and received Building Safer Community Funding from Public Safety Canada which will be used to support these efforts. Formation of the City's Anti-Racism Working Group also falls under this goal and is taking longer than initially anticipated. Members are currently reviewing the Terms of Reference for this group to ensure that concerns expressed by some members are addressed.</p> <p><i>2023/02/22</i></p>	2023/12/31						95%	

# AN EFFECTIVE CITY

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
<b>Work with our employees to improve organizational performance through effective processes and policies : 100%</b>		2025/12/31							91%
→ Evaluate the Special Events application process and associated fees and make recommendations for modifications : 100%	<b>NEW</b> Council Quarterly Achievements: The updated special events policy, procedures and application have been approved by Council. <i>2022/10/04</i>	2021/01/31							100%
→ Review and update accident review process : 100%	<b>NEW</b> Council Quarterly Achievements: Final report has been completed. <i>2023/02/24</i>	2021/11/30							100%
→ Implement bid evaluation software : 100%	<b>NEW</b> Council Quarterly Achievements: The vendor performance module, which is due to be implemented in the third quarter of 2023, will need to be implemented prior to this product. <i>2023/02/28</i>	2021/12/31							37%
→ Develop action plan and build capacity to support the Employee Success Program : 100%	<b>NEW</b> Council Quarterly Achievements: Pilot group feedback deadline set for March 10. Changes as needed will be made to form and process. Roll out to management group set to begin April 2023. <i>2023/02/28</i>	2021/12/31							95%
→ Develop staff training modules to enhance understanding and ensure legislative compliance	<b>NEW</b> Council Quarterly Achievements: Training modules have been completed for Mechanics' Liens, Development Securities, and Land Easements. Scheduling of sessions is forthcoming. <i>2022/06/29</i>	2021/12/31							100%
→ Enhance awareness and understanding within the organization of the role of Legal Services	<b>NEW</b> Council Quarterly Achievements: Waiting to complete some training with other departments. <i>2023/02/24</i>	2021/12/31							76%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
→ Occupational Health and Safety Program Policy Development	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Policy note was submitted to the Corporate Policy Committee on January 17, 2023 and was approved. Work continues on the development of the Policy document.</p> <p>2023/02/27</p>	2021/12/31							38%
→ Implement a new FDM Training Module	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Module is in final phase for testing before being implemented. This was pushed due to server upgrades, and should now occur in the next couple of weeks. At that time the project will be complete.</p> <p>2023/02/27</p>	2022/02/01							75%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
→ Complete a continuous improvement maturity assessment	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> This maturity assessment is complete and the City received a bronze status result, a typical result for an organization of this size at this stage of its Lean journey. It is important to note that this result has been achieved using existing human resources and budget over the past four and half years. The report notes: "Overall, the City of St. John's has a well established foundation for continuous improvement. It has developed a strong stance in lean as the way of work. The municipality has developed a strategy, a method of linking projects to strategy and a St. John's steering committee, commitment to training and development, as well as opportunities to improve which are abundant and supported. Standard work has been developed and leveraged from many parts of the organization." Recommendations for the future include: Leverage Hoshin (Lean) planning for strategy , formalize a link with performance and delivery of strategic goals, identify core value streams across the organization and determine key process health metrics to drive operational excellence, continue to drive engagement and excitement through forms of communication. The Organizational Performance and Strategy Team has worked with senior staff and CI steering committee to develop an action plan for 2023 that aligns with other strategies such as service excellence, employee engagement, etc. to further advance the City's CI efforts.</p> <p>2022/06/29</p>	2022/06/30							100%
→ Review and Update Residential Parking Guide	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> The updated residential parking guide is complete.</p> <p>2022/10/06</p>	2022/12/30							100%
→ Expand the Application of Electronic Field Notices in Regulatory Services	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Field testing has started. Aiming for implementation in March 2023.</p> <p>2023/02/28</p>	2022/12/30							75%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
→ Review and update by-laws	<p><b>NEW</b></p> <p>Council Quarterly Achievements:</p> <ul style="list-style-type: none"> <li>Residential Property Standards By-law - Regulatory Services is drafting the required sections and when completed, the Legal Department will complete its analysis and edits.</li> <li>Code of Ethics By-law - Code was approved by Council at its regular meeting on <b>February 8, 2023</b>.</li> <li>Commercial Property Tax By-law - Consultations continue between the Legal Department and the Department of Finance and Corporate Services, and Internal Audit to finalize the draft.</li> </ul> <p>2023/02/24</p>	2022/12/30							71%
→ Improve processes, policy, and procedures related to emergency and safety services : 100%	<p><b>NEW</b></p> <p>Council Quarterly Achievements: This initiative has reached completion. Final item is the first meeting of the Emergency and Continuity Advisory Committee which is booked for July 5, the Terms of Reference will be tabled for approval at this meeting.</p> <p>2022/06/21</p>	2022/12/31							100%
→ Develop a Support for Affordable Housing Development Policy	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Draft policy and procedures are under final review by the Legal Department.</p> <p>2023/02/24</p>	2022/12/31							78%
→ Identify and undertake initiatives to support employee engagement	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Meeting with department heads completed. 2 focus areas identified per department and a strategy to improve results for each area has been discussed. Next Employee Engagement Survey planned for October 2023.</p> <p>2023/02/28</p>	2023/12/31							61%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
→ Undertake Continuous Improvement Projects	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Three continuous improvement projects have been completed since the last update. See CI report for details on each project including those in progress. As staff receive yellow belt certification training in March, new projects will be added.</p> <p>2023/02/24</p>	2023/12/31							74%
→ Develop policies, procedures & service standards to enhance Regulatory Services processes : 100%	<p><b>NEW</b></p> <p>Council Quarterly Achievements: All Standard Operating Procedures (SOPs) completed for 2022. 10 new SOPs planned for 2023.</p> <p>2022/12/20</p>	2023/12/31							100%
→ Create a continuous improvement (CI) culture through ongoing training & development : 100%	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Work continues to build capacity and support the City's continuous improvement strategy. Staff continued to offer CI 101 and CI for managers as well as yellow belt certification training in 2022. To date, 63 employees have achieved a belt level. 5S training was also delivered to staff in Public Works and a demonstration project carried out. A CI maturity assessment completed in 2022 shows the City has made good progress over the past five years and efforts for 2023 will focus on:</p> <ul style="list-style-type: none"> <li>• CI leadership training</li> <li>• CI micro-learnings</li> <li>• Yellow belt certifications</li> <li>• Advancing a regional community of practice</li> <li>• Completing an inventory of processes</li> </ul> <p>2023/02/24</p>	2023/12/31							94%
→ Deliver employee conflict management training : 400 People(s)	<p><b>NEW</b></p> <p>Council Quarterly Achievements: This is not a mandatory training session. More sessions will be offered in 2023 based on demand.</p> <p>2023/02/28</p>	2024/03/31							30%
Ensure accountability and good governance through transparent and open decision making : 100%		2025/12/31							97%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
→ <b>Initiate communications strategy to share decisions from Council &amp; Committee of the Whole meetings : 100%</b>	<b>NEW</b> Council Quarterly Achievements: After a delay due to the pandemic, the plan to communicate decisions of Council has been initiated. We are developing a podcast with the Mayor to pilot late this fall. This will coincide with the implementation of the new website which includes a new blog, the ability for individuals to "subscribe" to Council news and a plan to implement regular fast facts/ key messages about complex decisions from Council. <i>2022/10/03</i>	2019/12/31							100%
→ <b>Implement vendor performance module for bids and tenders software : 100%</b>	<b>NEW</b> Council Quarterly Achievements: Intend to have implementation in third quarter 2023. <i>2023/02/27</i>	2021/05/28							80%
<b>Achieve service excellence through collaboration, innovation and modernization grounded in client needs</b>		2025/12/31							78%
→ <b>Advance a Service Excellence Framework : 100%</b>	<b>NEW</b> Council Quarterly Achievements: This framework has been approved by senior staff and the Deputy City Manager for Community Services is senior champion. The framework will also include innovation and focus on six pillars: Continuous Improvements, Voice of Customer, Service Standards, Tools and Training, E-services, Web and Apps. Action items to advance the pillars will be captured on an annual basis under the new goal approved in 2022 - Achieve service excellence through collaboration, innovation, and modernization grounded in customer needs. <i>2022/06/24</i>	2019/12/31							100%
→ <b>Implement solutions software, Yardi Voyageur, to improve management of applications, tenants, units, rent payments</b>	<b>NEW</b> Council Quarterly Achievements: Staff are still working with the vendor to roll out Yardi. The expected go live date is now May 2023. <i>2023/02/24</i>	2021/12/31							63%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
→ Plan for and implement the 2022 Citizen Satisfaction Survey : 100%	<p><b>NEW</b></p> <p>Council Quarterly Achievements: The report was finalized and shared with Council at Committee of the Whole Nov. 30. It is available on the <a href="#">City's Website</a>. It has also been shared within the city organization as part of the planning process for 2023.</p> <p>2022/12/06</p>	2022/12/31							100%
→ Advance a new City website : 100%	<p><b>NEW</b></p> <p>Council Quarterly Achievements: New <a href="#">website</a> is fully operational.</p> <p>2023/01/23</p>	2022/12/31							100%
→ Pilot the use of EngageStJohns.ca for planning applications requiring rezoning	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Pilot is in implementation mode. Staff in Organizational Performance and Strategy are working with Planning and Communications to ensure projects are accurate and timely and continue to monitor participation and usage of the <a href="#">project page</a>. To date, 12 projects have been profiled on the site and 3300 individual users have visited at least one project page. An evaluation of the pilot project is planned for spring.</p> <p>2023/02/24</p>	2023/06/30							54%
→ Source & Implement Citizen Request Management (CRM) System for 311	<p><b>NEW</b></p> <p>Council Quarterly Achievements: The Design sessions have been completed with the vendor and the various City departments. The vendor is currently configuring the software and we are anticipating a Go Live in Q2 of 2023.</p> <p>2023/02/27</p>	2023/12/31							50%



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><b>Progress:</b> Three continuous improvement projects have been completed since the last update. See CI report for details on each project including those in progress. As staff receive yellow belt certification training in March, new projects will be added.</p> <p><b>Next Steps:</b> <i>No value</i> 2023/03/01</p>	74%
→ <b>Collection of Accommodation Tax : 100%</b>	<p><b>Progress:</b> Testing of the proposed solution using miscellaneous accounts has been completed however it did not produce the desired results. Discussions are ongoing regarding the feasibility of a modified solution. If the modified solution is feasible, the project will move to implementation.</p> <p><b>Next Steps:</b> <i>No value</i> 2023/02/23</p>	70%
→ <b>Improve the process used to obtain fleet shop supplies in Public Works : 100%</b>	<p><b>Progress:</b> The vending unit that was to be implemented as part of this project had to be manufactured. Delivery has been delayed by weather but is anticipated by end of February/early March after which time installation and piloting will take place.</p> <p><b>Next Steps:</b> <i>No value</i> 2023/02/23</p>	90%

Goal	Progress Update	Current Completion
<p>→ <b>Standardize the records management process to increase quality at source : 100%</b></p>	<p><b>Progress:</b> Quality issues are often a problem with paper records. The project team mapped the records management process for paper records and identified the main issue in the process to be quality at source. Poor quality records received at Records Management and Archives creates rework for staff and reduces the City's ability to search, retrieve and/or interpret records.</p> <p>The goal of this project was to reduce the defects and resulting rework with the intent of creating a quality record at the source. A set of standards for the creation, management and transfer of records was developed, along with communications materials and an employee training session. A pilot of the training session and associated guides was conducted with the Legal Department. The combination of the training session, the standardized check list and visual aid/poster, resulted in no issues with quality within the records. The pilot therefore achieved a 100% reduction in rework.</p> <p><b>Next Steps:</b> Implement training. 2023/02/28</p>	<p>100%</p>
<p>→ <b>Restructure the Intranet by piloting an improvement to the purchasing pages</b></p>	<p><b>Progress:</b> No progress on this initiative has been made since the last update.</p> <p><b>Next Steps:</b> <i>No value</i> 2023/02/21</p>	<p>95%</p>
<p>→ <b>Map and streamline the OHS training process</b></p>	<p><b>Progress:</b> Emergency &amp; Safety Services (ESS) staff received a demonstration on Workplace NL's central records registry and are now in the process of being trained on the system. The registry will be used as the City's central database for regulated training and a plan is being developed for roll out to Public Works staff. ESS is also moving forward with using external vendors for OHS regulated training. This past January 30 Public Works staff were trained onsite by a 3rd party training vendor. This approach worked very well and has freed up the OHS Advisors to focus on other priorities.</p> <p><b>Next Steps:</b> <i>No value</i> 2023/02/24</p>	<p>70%</p>
<p>→ <b>Standardize the process for class of City Buildings service requests</b></p>	<p><b>Progress:</b> This project is substantially complete. A map documenting the steps in the current process has been completed. To help standardize the process, a request form was created to ensure adequate information is received with each service request. This form allows for better documentation, file management, and information sharing.</p> <p><b>Next Steps:</b> Complete A3 final report for project. 2023/02/23</p>	<p>95%</p>

Goal	Progress Update	Current Completion
<p>→ <b>Improve process for development securities intake and tracking</b></p>	<p><b>Progress:</b> Current state mapping is complete. High level future state mapping needs to be completed. While a new solution has been identified for securities administration – an add-on service from the City's banking institution, the new process and key decisions around accountabilities must first be made and a new process agreed to before any technology can be utilized.</p> <p><b>Next Steps:</b> Finalize the current state and implement any necessary technology improvements.</p> <p><i>2023/02/24</i></p>	<p>40%</p>
<p>→ <b>Improve parking permit application</b></p>	<p><b>Progress:</b> The parking permit application for the downtown residential parking program and commercial permit areas was unclear and users often provided incorrect information, resulting in processing errors and delays in permit processing. The issue was highlighted due to new/rotation of staff and the move to online applications with COVID-19.</p> <p>Improvements to the application reduced the document from 3 pages to 1.5 and included:</p> <ul style="list-style-type: none"> <li>• Removing unnecessary permit application options</li> <li>• Re-ordering information to highlight the importance</li> <li>• Highlighting the required documentation section</li> <li>• Removing the requirement for multiple applications to allow applicants to add multiple vehicles per permit.</li> <li>• Updating and streamlining the Terms and Conditions</li> </ul> <p>Other improvements to the permit process included removing the review of permit applications by Parking Services and removing the requirement to re-submit applications for permit renewal, if all other information is the same.</p> <p>Overall, the improvements resulted in a 43% improvement in processing time, enhanced the customer experience, and saved 1,575 hours of staff time annually; time that can be reinvested in other work.</p> <p><b>Next Steps:</b> Continue to monitor and sustain the improvements.</p> <p><i>2023/01/18</i></p>	<p>100%</p>

Goal	Progress Update	Current Completion
<p>→ Review the process for temporary occupancies</p>	<p><b>Progress:</b> This project created a standard operating procedure (SOP) for dealing with temporary occupancy permits. The improvement removed unnecessary rework of sending multiple notices to owners and resulted in a decrease in the number of files remaining open, fewer last-minute inspections, and fewer notices sent and follow ups required. Overall processing time was reduced by 59% resulting in annual staff time savings of 341 hours.</p> <p><b>Next Steps:</b> Continue to monitor and sustain the improvement <i>2023/01/18</i></p>	<p>100%</p>
<p>→ Creation of information technology standards for procurement</p>	<p><b>Progress:</b> Initial meeting held with project team in November 2022. Working to develop a proposed workflow and seek additional input from the team.</p> <p><b>Next Steps:</b> <i>No value</i> <i>2023/03/01</i></p>	<p>10%</p>
<p>→ Improve the process for traffic sign maintenance work orders</p>	<p><b>Progress:</b> This project is nearing completion. The current traffic sign maintenance work order process requires considerable manual data entry and printing of paperwork. A current state process map was created to identify all the steps in the process as well as the various stakeholder roles. Steps were analyzed to determine where there was nonvalue added activity or waste. In the last 5 years, the average quantity of traffic sign maintenance work orders created was 1202 per year with an average process time of up to 42 minutes.</p> <p>Improvements to the process included the piloting of software to eliminate manual data entry and printing. The project team is currently working out some technical bugs and developing smaller enhancements to the application that were not included in the initial pilot Including adding features such as visual boundaries for inspection areas. Once this work is completed, the improvements will be implemented and trialed.</p> <p>Projected savings from this project include a 43% reduction in the overall process time, a 100% reduction in paper consumption, and a savings of more than 300 hours of staff time.</p> <p><b>Next Steps:</b> Finalize technical work, trial and assess/measure outcomes and effectiveness. Complete A3 final report. <i>2023/02/27</i></p>	<p>90%</p>
<p>→ Streamlining the tracking of non-profit housing accounts receivables</p>	<p><b>Progress:</b> This project has been delayed due to other work commitments. Anticipate completion by end of second quarter 2023.</p> <p><b>Next Steps:</b> <i>No value</i> <i>2023/02/23</i></p>	<p>10%</p>

Goal	Progress Update	Current Completion
<p>→ <b>Develop standard workflows/checklists for processes in the Infrastructure Division of Public Works</b></p>	<p><b>Progress:</b> This project has been delayed due to work commitments and staff changes.</p> <p><b>Next Steps:</b> <i>No value</i></p> <p>2023/01/20</p>	<p>0%</p>
<p>→ <b>Streamline site transportation of walk behind asphalt saw</b></p>	<p><b>Progress:</b> This project has been delayed due to work commitments and staff changes.</p> <p><b>Next Steps:</b> <i>No value</i></p> <p>2023/01/20</p>	<p>0%</p>
<p>→ <b>Streamline the administrative process for firefighter medicals</b></p>	<p><b>Progress:</b> Due to workload, few gains have been made with this project in 2022. Staff working on this project will be on maternity leave soon so the project will resume upon return.</p> <p><b>Next Steps:</b> <i>No value</i></p> <p>2023/01/23</p>	<p>15%</p>

### CITY OF ST. JOHN'S PLAN

#### A SUSTAINABLE CITY

Goal	Due Date
Be financially responsible and accountable : 100%	2025/12/31
↳ Establish a preventative maintenance program for SJRFD fleet	2023/11/30
Plan for land use and preserve and enhance the natural and built environment where we live	2025/12/31
↳ Plan for and implement Phase 5 of Water Street Infrastructure Improvements : 100%	2023/06/30
↳ Royal Drive, Mooney Crescent, Old Petty Harbour Road - Sewer Replacement - DESIGN ONLY	2024/04/26
↳ Complete flood hazard mapping for six streams (contingent on funding)	2024/04/30
↳ Develop Roadmap and Key Performance Indicators (KPIs) for Waste & Recycling	2023/12/30
Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors : 100%	2025/12/31
↳ Host Creative City Summit 2023	2023/12/31
↳ Complete Letter of Intent, deliver associated proposals, documents for regional economic development agency	2023/02/28
Work collaboratively to create a climate-adapted and low-carbon city	2025/12/31
↳ 2023 Implementation of Corporate Climate Plan	2023/12/31
↳ 2023 Implementation of Resilient St. John's Community Climate Plan	2023/12/31

#### A CITY THAT MOVES

Goal	Due Date
Create a sustainable and accessible, low-carbon public transportation system : 100%	2025/12/31
↳ Development of a service growth strategy for public transit to respond to increased demand and help attract new customers	2023/10/31
↳ Improve reliability of the public transit service by upgrading the communications system from analog to digital	2023/12/31
Improve safety for all users on a well-maintained street network : 100%	2025/12/31
↳ Annual implementation of traffic calming projects : 8 Project(s)	2023/12/31
↳ Implement annual pedestrian crossing safety program : 3 Location(s)	2023/12/31
↳ Complete annual collision report : 1 unit	2023/12/31
↳ Major's Path Street Upgrading with Shared Use Path (Hebron Way to Portugal Cove Road) DESIGN ONLY	2024/02/29
↳ Implement Accessible Pedestrian signals for 2023 : 2 Location(s)	2023/12/31
↳ Complete detailed design for high crash locations to improve intersection safety : 3 Location(s)	2023/12/31
Expand and maintain a safe and accessible active transportation network : 100%	2025/12/31
↳ Back Line Sidewalk Extension (Ridgemount Street to Sunset Street)	2023/11/15
↳ Conduct public engagement on future Shared Used Paths	2023/10/31
↳ Extend Shared Use Path from Wishingwell Rd to Wexford St.	2023/12/31

## A CONNECTED CITY

Goal	Due Date
Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities : 100%	2025/12/31
→ Raise awareness and educate on the impact housing needs have on our community's health, sustainable growth, and economic security	2023/03/08
→ Complete detailed design for Re-imagine Churchill Square Project	2023/12/31
→ Canada Games Track & Field & Legacy Facility	2025/04/30

## AN EFFECTIVE CITY

Goal	Due Date
Work with our employees to improve organizational performance through effective processes and policies : 100%	2025/12/31
→ Establish Information Management (IM) Governance Framework	2024/12/31
→ Implement an inventory system for SJRFD mechanical services	2023/09/30
→ Design and implement training for staff and Councillors on the Code(s) of Conduct	2023/06/30
→ Design and implement orientation for Council	2023/09/30
→ Investigate partnership with Canada Games and STEP for purchase of volunteer management database system	2023/11/30
→ Create an internal volunteer committee	2023/09/30
→ Establish an Enterprise Risk Management (ERM) Framework	2027/12/31
→ Develop an interactive internal paystation map	2023/12/29
→ Implement a new temporary permit system for City Hall Parking Garage and other permit enforced city lots	2023/12/29
→ 2023 Employee engagement survey : 100	2023/12/31
Ensure accountability and good governance through transparent and open decision making : 100%	2025/12/31
→ Develop processes to improve reporting on all City plans and strategies	2023/11/30
Achieve service excellence through collaboration, innovation and modernization grounded in client needs	2025/12/31
→ Using results from 2022 Resident Survey, undertake a review of public engagement platform and tools	2023/11/30
→ Plan for and launch the employee e-learning system	2023/06/30
→ Augment the City Archives Online Presence	2024/09/30
→ Advance a Digital Strategy for Online Services	2023/12/31
→ Improve access to permit application information and status for stakeholders	2023/12/29