



# ACTION PLAN

- Q3 2021 Progress Update
- Continuous Improvement (CI) Project Updates

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

**ST. JOHN'S**

● 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	Current Completion
<b>Be financially responsible and accountable: 100%</b>		2021/12/31						On Track
→ <b>Develop corporate framework for compliance with Payment Card Industry Data Security Standard (PCI DSS): 100%</b>	<p><b>NEW</b></p> <p>Council Quarterly Achievements:</p> <ul style="list-style-type: none"> <li>Met with all divisions that currently handle payment card data to review draft PCI procedures document.</li> <li>Verified that all currently have internal procedures to safely handle payment card information and that there were no material issues with the procedures document.</li> <li>Information Services is investigating the potential use of email filters to prevent unsolicited payment card information from being sent to City staff.</li> <li>Working with Supply Chain division to incorporate mandatory PCI DSS compliance language into service agreements with 3rd party providers that provide payment processing services to the City.</li> </ul> <p>2021/10/08</p>	2020/12/31						Overdue
→ <b>Develop a Commercial Vacancy Allowance Policy and Align with the Commercial Vacancy Allowance by-law: 100%</b>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Development of the policy is contingent on Legal updating the commercial allowance bylaw which is anticipated to be completed by Dec 31, 2021.</p> <p>2021/10/08</p>	2021/03/31						Overdue

→ Advance a corporate wide asset management plan: 100%

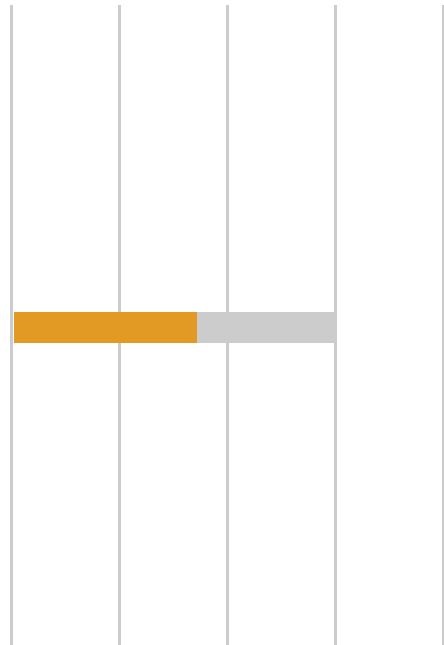
**NEW**

Council Quarterly Achievements:

- LIS working on digitizing the AM data collection template and development of a tool to use for ease of input. Data will then reside in one source GIS system instead of excel documents.
- Will be investigating a printer/scanner for data collection & tagging in the field which will link assets to GIS
- Facility Engineering continuing to work on data collection
- Water & Wastewater (Infrastructure) group working on verifying data records when they can (construction season & storms this quarter)

2021/10/08

2021/12/31



Behind

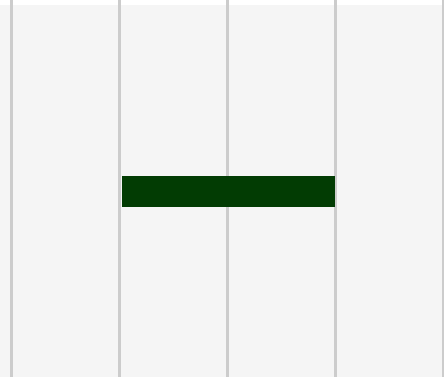
→ Review and improve the year-end process for more timely consolidated financial statements: 100%

**NEW**

Council Quarterly Achievements: A target schedule for finalizing reconciliations and journal entries was developed and used to guide the 2020 year end. Overall targets were met and despite another year of the audit being performed remotely, the financial statements were presented to Audit Committee on July 7th. Further review on the process around preparation of the financial statements is planned for 2021 year end.

2021/07/06

2021/12/31



Complete

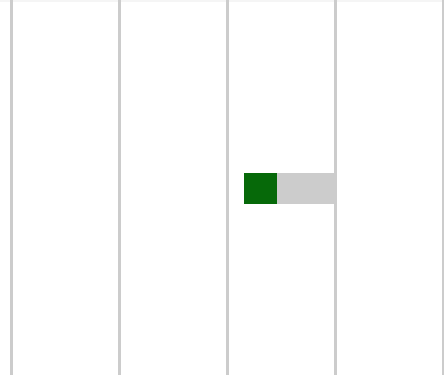
→ Identify and apply for funding to create a nonprofit housing strategic asset management framework

**NEW**

Council Quarterly Achievements: All applications have been submitted and staff are waiting on responses. Application has also been made to NL Housing for the Provincial Housing and Homelessness Partnership Fund. If successful this funding will complement the CMHC Seed Preservation Funding. Application has also been made for funding to complete a conversion on one of the City's under-utilized housing units.

2021/10/04

2021/12/31



On Track

<p>→ <b>Asset Management Data Collection and Building Condition Assessments: 10 unit</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Progress on the completion of 10 Building Condition Assessments and Asset Inventories is on target for completion by year end. Mile One Centre almost complete. St. John's Convention Centre (SJCC) and Metrobus facilities are next. Having completed these three facilities in 2021 will be a significant accomplishment as they are large complex buildings.</p> <p><i>2021/10/08</i></p>	<p>2021/12/31</p>		<p>On Track</p>
<p>→ <b>Complete 20 city building asset inventory templates with as-built and shop drawing information for field verification: 20 unit</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Progress to date on this item has been slower than anticipated. Construction projects have taken up more time and resources which leaves a deficit with respect to obtaining the as-built information and conducting the desktop work. Staff are optimistic that they will be able to reach the goal by year end as construction activities begin to wind down.</p> <p><i>2021/10/08</i></p>	<p>2021/12/31</p>		<p>On Track</p>
<p><b>Plan for land use and preserve and enhance the natural and built environment where we live: 100%</b></p>		<p>2021/12/31</p>		<p>On Track</p>
<p>→ <b>Review Stormwater Detention Policy to enable more efficient design of detention facilities: 100%</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Policy completed and awaiting completion of Development Design Manual.</p> <p><i>2021/10/07</i></p>	<p>2020/06/15</p>		<p>Complete</p>
<p>→ <b>Develop a Development Design Manual</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Final edits being completed with formatting of overall manual taking place in November 2021. Manual will be finished in December 2021.</p> <p><i>2021/10/07</i></p>	<p>2020/12/31</p>		<p>Overdue</p>
<p>→ <b>Plan for and implement Phase 4 of Water Street Infrastructure Improvements: 100%</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Project completed and street opened to two-way traffic on June 24th.</p> <p><i>2021/06/24</i></p>	<p>2021/06/30</p>		<p>Complete</p>

<p>→ <b>Complete Envision St. John's Municipal Plan and Development Regulations - finalize and bring into legal effect: 100%</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Envision St. John's has been adopted and approved by Council. Awaiting registration by the Minister of Municipal and Provincial Affairs. The City will then be able to gazette Envision St. John's and bring the new documents into legal effect.</p> <p><i>2021/10/07</i></p>	<p>2021/09/30</p>		<p>Overdue</p>
<p>→ <b>Develop a Heritage Plan: 100%</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Once the Heritage By-Law is in legal effect, staff will prepare a terms of reference and work plan for the Heritage Plan.</p> <p><i>2021/10/07</i></p>	<p>2021/10/29</p>		<p>Behind</p>
<p>→ <b>Plan for and implement Phase 3 of Kenmount Road Trunk Storm Sewer Replacement: 100%</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Contractor on schedule to be completed by the end of October.</p> <p><i>2021/09/28</i></p>	<p>2021/12/17</p>		<p>On Track</p>

→ Develop a sustainability plan "Resilient St. John's Community Climate Plan": 100%

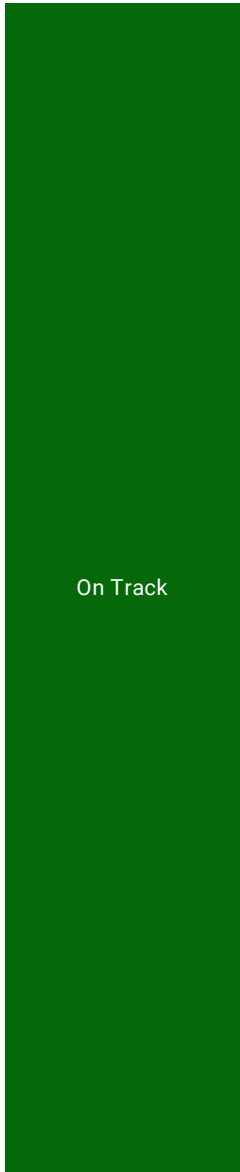
**NEW**

**Council Quarterly Achievements:**

- The Community Energy and GHG model is built and calibrated, estimates for a business as usual scenario were completed and reviewed with staff.
- The Net-zero scenario analysis was built based on the What we Heard document submitted to council in early 2021, best practices, and market trends identified by the consultant.
- St. John's Energy Transition Financial Analysis is in final draft format
- Implementation plan is being developed based on stakeholder engagement with Multi-Stakeholder Sustainability Team (MSST) in September and October
- The MSST and Environment and Sustainability Experts Panel identified risks from climate change to our community.
- Adaptation Best Practice review is nearly complete.
- Program design charrette with MSST planned for October.
- Public Engagement on the plan is expected during October and November.
- Project received FCM funding for approximately 50% of the total project cost.
- Two videos summarizing the plan will begin development in Oct-November.

2021/10/04

2021/12/31



On Track

→ **Divert waste from landfill: 100%**

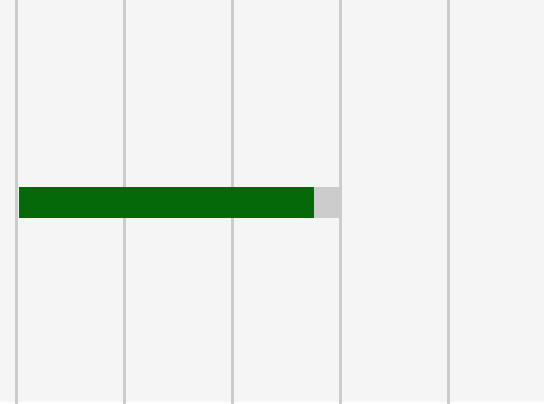
**NEW**

**Council Quarterly Achievements:**

Preparing for the clear bag initiative for curb side garbage that will come into effect on January 1, 2022, a multi-departmental working group has been developed composed of staff from Waste and Recycling, Communications and 311 Access. The timelines and communication strategies for the rollout of the program are complete and rollout of this messaging will commence in the final quarter of 2021.

*2021/10/07*

2021/12/31



On Track

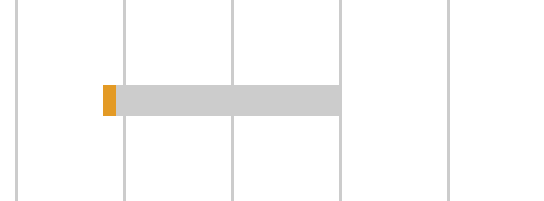
→ **Develop a Downtown Plan - a secondary or area plan under the Envision St. John's Municipal Plan: 100%**

**NEW**

**Council Quarterly Achievements:** Once Envision St. John's has been brought into legal effect, staff will return to finalizing the terms of reference for the Downtown Plan.

*2021/10/07*

2021/12/31



Behind

**Council Quarterly Achievements:** - Expansion of the Urban Forest (in city property) for greenhouse gas capture implementation is complete.

- Application to NL Power for chargers in two parks (Bannerman Park and Bowring Park) remains under review by the funder.

- Public Electric Vehicle Chargers at city owned facilities project was approved by Council. Review and signing of the grant agreement is ongoing.

- Ducks Unlimited received approval for funding to conduct wetland functional assessments, in line with past wetland work by the City in 2020. Work is being coordinated with City staff and the Wetland study Phase 2.

- Collaboration with Department of Fisheries and Oceans to implement solid waste capturing technologies pilot in the downtown area is coming to an end. Littatrap traps were installed by NAACAP in the downtown area (George Street, Water Street, and Harbour Drive). NAACAP is implementing their monitoring program and is expected to continue until December 2021. Results from the pilot are pending submission to the City for information on the technologies used.

- The proposal submitted in partnership with the Newfoundland Environmental Industry Association (now ECONEXT) and other stakeholders to design a residential energy retrofit grants and lending programs in NL that addresses existing gaps has been approved for funding. Official announcement will be lead by FCM and ECONEXT.

- The City has supported proposals from community organizations to funding agencies (pending decision) on the topics of: Electric Vehicle awareness and education, municipal-academic partnership working on greenhouse gas quantification and monitoring processes and reporting standards in Canada, validation of energy use data used for community greenhouse gas estimates in our community and awareness of climate change impact from residential systems.

2021/10/04



On Track



<p>→ <b>Completion and Implementation of a Corporate Energy and Greenhouse Gas Reduction Framework</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> - The Corporate Climate Plan was finalized and adopted by council in May 2021.</p> <ul style="list-style-type: none"> <li>- Energy efficiency opportunity assessment was completed and approved by Council. Procurement for an implementation partner (energy performance contract) is public now and expected to be awarded before end of year.</li> <li>- Electric Vehicle Chargers at city owned facilities for corporate operations project was passed by Council. Review and signing of the grant agreement is ongoing.</li> <li>- A Corporate Carbon Budget is being piloted with input from the the Corporate Energy Team and other City Staff. The pilot scope applies specifically to council decisions on corporate energy (a.k.a., city buildings, fleet, process plants) put forward by staff as part of the City Budget process.</li> <li>- An annual corporate energy use and GHG emissions monitoring program is being developed and annual results (2019-2020) are expected to be made public by end of year for context of the corporate carbon budget.</li> </ul> <p>2021/10/04</p>	<p>2021/12/31</p>		<p>On Track</p>
<p>→ <b>Replace subdivision development policy with new development policy</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> First draft completed and under review by City Clerk's office and Legal.</p> <p>2021/10/07</p>	<p>2021/12/31</p>		<p>On Track</p>
<p>→ <b>Circular Cities and Regions Initiative: 100%</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> - The City of St. John's, along with another 15 communities in Canada was selected.</p> <ul style="list-style-type: none"> <li>- Network introductory training and information sharing webinars started in June and July with participation from city staff.</li> <li>- Individual check-in meeting with CCRI program facilitator took place in August to scope what support would be best suited for the City.</li> <li>- Roadmap design will begin in November 2021 with the program ending in March 2022.</li> </ul> <p>2021/10/04</p>	<p>2022/03/31</p>		<p>On Track</p>

<p>→ <b>Wetland Study (Phase 2) - Functional Assessment</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Contract documents with consultant, SEM, under review by Legal Department. Field work will commence in 2022.</p> <p>2021/10/07</p>	<p>2022/04/30</p>		<p>On Track</p>
<p>→ <b>Plan for and implement Phase 2 of Goulds Servicing - Sanitary Trunk Sewer Extension.: 100%</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Project has been tendered and contract is awarded. Contractor to start work Oct. 4th.</p> <p>2021/09/28</p>	<p>2023/07/28</p>		<p>On Track</p>
<p>→ <b>Plan for and implement Phase 3 of Goulds Servicing - Sewage Forcemain: 100%</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Project has been tendered and awarded. Contractor started the week of September 20th, 2021.</p> <p>2021/09/28</p>	<p>2023/12/15</p>		<p>On Track</p>
<p><b>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%</b></p>		<p>2021/12/31</p>		<p>Behind</p>
<p>→ <b>Complete a new Economic Development Plan, review and prioritize recommendations: 100%</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: The regional economic development feasibility work is in progress, and may inform some of the directions/themes in the economic framework. The timelines for completion of feasibility work is end of 2021.</p> <p>2021/10/08</p>	<p>2019/12/31</p>		<p>Overdue</p>
<p>→ <b>Deliver on a regional Themed Signage Strategy as outlined in Roadmap 2021: 100%</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Themed signage has a timeline into 2021 for design, construction and installation. This is a multi-year project including multiple partners. Next Steps: Completing location plan, site confirmation in progress including consultation with multiple city departments and fieldwork. The tender/RFP is in development for issue fall 2021. Fabrication and installation to follow in 2022.</p> <p>2021/10/08</p>	<p>2020/12/31</p>		<p>Overdue</p>

→ Develop a City marketing initiative to support branding: 100%	<b>NEW</b> Council Quarterly Achievements: The marketing strategy is complete and an implementation plan is underway; new brand and website launched - <a href="#">Advantage St. John's</a> 2021/07/06	2020/12/31		Complete
→ Create partnerships to support and enable the start-up sector: 100%	<b>NEW</b> Council Quarterly Achievements: Partnership with Genesis on the Johnson Innovation Station in support of technology start-up business. 2021/07/05	2020/12/31		Complete
→ Begin implementation of the Economic Development Plan: 100%	<b>NEW</b> Council Quarterly Achievements: A series of economic development initiatives which are connected to the Economic Plan are moving forward. Some examples: <ul style="list-style-type: none"><li>• Welcome event to support immigration &amp; newcomers "My New St. John's expo" set for Oct. 14.</li><li>• Post-secondary students welcome program completed</li><li>• Aligning with Advantage Marketing, ocean industry profiles developed for external audiences</li></ul> 2021/10/08	2020/12/31		Overdue
→ Deliver, with partners, series of business information "pop-up" events: 4 unit	<b>NEW</b> Council Quarterly Achievements: On track to deliver an additional session fall 2021. 2021/10/08	2021/12/31		On Track
→ Assess the Arts & Cultural plan to refresh directions and themes	<b>NEW</b> Council Quarterly Achievements: A sub-committee has been struck to begin process of plan prioritization. Jurisdictional scan in process. 2021/10/08	2021/12/31		On Track

## A CITY THAT MOVES

Goal	Council Update	Due Date	2019	2020	2021	2022	Current Completion
Create a sustainable and accessible public transportation system: 100%		2021/12/31					Behind

<p>→ Implement select recommendations from the Public Transit Review: 100%</p>	<p><b>NEW</b></p>	<p>Council Quarterly Achievements: Two recommendations from the public transit review are delayed until 2022 pending budget:</p> <ul style="list-style-type: none"> <li>• Implement Frequent Transit Network (FTN) Phase 1 and from Phase 2: a) 30 min evening service to 8:00 pm b) Route 10, 15 min frequency at peak (am/pm)</li> <li>• Modify Route 2/5</li> </ul>	<p>2020/12/31</p>		<p>Overdue</p>
<p>Improve safety for all users on a well-maintained street network: 100%</p>			<p>2021/12/31</p>		<p>On Track</p>
<p>→ Complete a city-wide collision report: 100%</p>	<p><b>NEW</b></p>	<p>Council Quarterly Achievements: Report complete and presented to Committee of the Whole on <b>March 10, 2021</b>.</p> <p>2021/04/27</p>	<p>2019/12/31</p>		<p>Complete</p>
<p>→ Implement the Transportation Master Plan: 100%</p>	<p><b>NEW</b></p>	<p>Council Quarterly Achievements: Household travel survey deferred due to COVID-19. Current staffing shortage may cause further delays. Still working on re-deploying permanent count stations due to set-up issues related to wireless communications.</p> <p>2021/10/07</p>	<p>2020/04/30</p>		<p>Overdue</p>
<p>→ Implement select recommendations and actions from the Paid Parking Management Strategy: 100%</p>	<p><b>NEW</b></p>	<p>Council Quarterly Achievements: Currently having contractual issues with pay station supplier. May have to adjust paid parking strategy related to cashless meters, PayByPhone and pay station locations. Vendor issue is causing delays.</p> <p>2021/10/07</p>	<p>2020/12/31</p>		<p>Overdue</p>
<p>→ Ladysmith Drive @ Kiwanis Street Bump-outs: 100%</p>	<p><b>NEW</b></p>	<p>Council Quarterly Achievements: Construction work is ongoing. Anticipated to be completed by Mid-October.</p> <p>2021/09/28</p>	<p>2021/11/26</p>		<p>On Track</p>
<p>→ Goldstone St. @ Team Gushue Highway Ramps Intersection Improvements - Roundabouts: 100%</p>	<p><b>NEW</b></p>	<p>Council Quarterly Achievements: Prime consultant agreement signed and consultant has started design.</p> <p>2021/09/28</p>	<p>2021/12/31</p>		<p>On Track</p>

→ <b>Initiate Annual Intersection Safety Program</b>	<b>NEW</b> Council Quarterly Achievements: RFP is completed and the contract awarded. Work to start in coming weeks. <i>2021/10/07</i>	2021/12/31							Behind
→ <b>Digitize City Pavement Markings</b>	<b>NEW</b> Council Quarterly Achievements: Tender information and technical details under development. Anticipate going to Tender in the next few weeks. <i>2021/10/07</i>	2021/12/31							Behind
<b>Expand and maintain a safe and accessible active transportation network: 100%</b>		2021/12/31							On Track
→ <b>Conduct Kelly's Brook Trail design process (shared use path recommended by Bike St. John's Master Plan): 100%</b>	<b>NEW</b> Council Quarterly Achievements: Design work still ongoing. Currently staff shortage in this area which is causing delays in completing this work <i>2021/10/07</i>	2021/06/30							Overdue
→ <b>Build an infill sidewalk program for areas lacking sufficient sidewalks 2021: 100%</b>	<b>NEW</b> Council Quarterly Achievements: Additional scope added as part of this contract pushing the tender date back. Project was tendered on September 28th. <i>2021/09/28</i>	2021/12/17							Behind
→ <b>Construct Kelly's Brook Shared Use Path: 100%</b>	<b>NEW</b> Council Quarterly Achievements: Project will not be tendered in 2021. Pending final design and proposed construction costs, tender is tentative for Spring 2022. <i>2021/09/28</i>	2022/12/01							Not started

## A CONNECTED CITY

Goal	Council Update	Due Date	2019	2020	2021	2022	2...	Current Completion
<b>Increase and improve opportunities for residents to connect with each other and the City: 100%</b>		2021/12/31						Behind
→ <b>Create Community Connections communications strategy to promote belonging and pride of place: 100%</b>	<b>NEW</b> Council Quarterly Achievements: This project remains on hold with no tentative timeline to restart at this time Challenges: Pandemic protocols <i>2021/10/08</i>	2020/08/31						Overdue

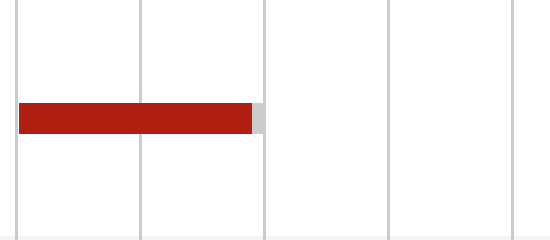
→ Advance a new City website: 100%

**NEW**

**Council Quarterly Achievements:** In the final stage of vendor evaluations with an award of the contract expected in October. Content review is underway and work on the new site is expected to begin this fall.

2021/10/08

2020/12/31



Overdue

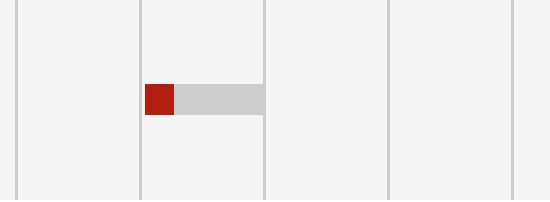
→ Upgrade Technology for the Foran Greene Room at City Hall: 100%

**NEW**

**Council Quarterly Achievements:** Will be revisiting this project as the scope has changed from the original intention.

2021/10/07

2020/12/31



Overdue

**NEW**

**Council Quarterly Achievements:** Staff continue to work on key recommendations to prioritize and plan. However, progress has been delayed due to other priorities.

- Work continues on the development of the youth panel using SMS messaging. A contract is in place with a vendor and staff are currently embedding this into the existing engagesjohns.ca platform which also required an upgrade. Expect to launch sometime in mid-Oct. Will be working with internal staff and Youth Working Group to develop an annual plan for the panel.
- Ambassador Program still in design stage, the full details of which will be brought to Council for approval once the advisory committee is repurposed as a Working Group. Will have to see how the pandemic continues to impact the ability to do in-person engagement events to determine how this program might look in the future. Right now, would be challenging to call upon Youth Ambassadors for events and activities.
- Social media handles aligned with areas of interest have been launched.
- One city app - city staff have created a working group lead by communications to explore this option. Work on the new website will consider how this might work.

2021/10/07

**Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities: 100%**

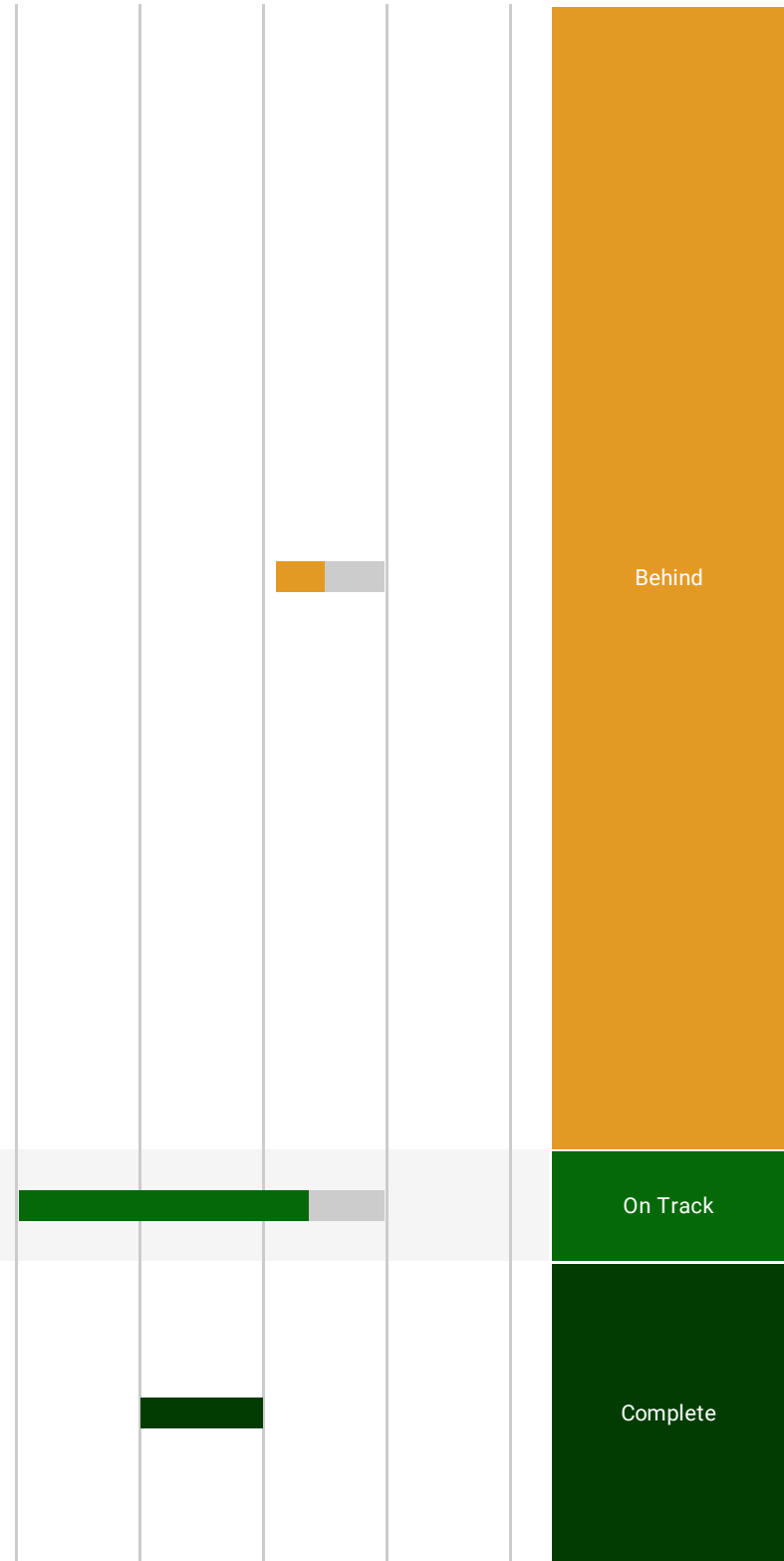
**NEW**

→ Work with Habitat For Humanity to advance an affordable housing project: 100%

**Council Quarterly Achievements:** Council adopted St. John's Development Regulations Amendment Number 717, 2021, which will rezone a portion of land at 28 Eric Street from the Open Space (O) Zone to the Residential High Density (R3) Zone. Habitat for Humanity is in the development approval stage.





2021/06/28

2021/12/31



<p>→ <b>Complete Detailed Design of the H.G.R. Mews Centre Replacement: 100%</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Progress on the Mews Replacement project has been steady over the last quarter. We have completed the detailed design of the 66% and the 99% submissions. We are now completing an internal review to ensure that all comments and feedback were incorporated as provided to the Consultant. The Consultant has completed the IFT Specification and Plans and has submitted them for review. We have elected to proceed to a two stage procurement for the selection of a General Contractor for the Mews. Stage 1 of the pre-qualification will be going to market the week of May 3, 2021. We originally planned to be mobilizing to site in June 2021, but anticipate it will be July 2021 due to extended procurement process which will reduce risk to the Owner during construction execution.</p> <p><i>2021/05/03</i></p>	<p>2020/12/31</p>					<p>Complete</p>
<p>→ <b>Re-Imagine Churchill Square - Concept Plan</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Concept plan presented to Committee of the Whole meeting on April 7, 2021.</p> <p><i>2021/04/15</i></p>	<p>2021/05/31</p>					<p>Complete</p>
<p>→ <b>Identify challenges, build on successes, and make improvements to the Downtown Pedestrian Mall</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Improvements and adjustments were made to the 2021 Downtown Pedestrian Mall, based on 2020 feedback and discussion during 2021.</p> <p>Engagement is ongoing to determine public and stakeholder feedback on the 2021 event. Based on this feedback, recommendations for improvements/adjustments will be made for 2022.</p> <p><i>2021/10/01</i></p>	<p>2021/11/30</p>					<p>On Track</p>



<p>→ Advance the Healthy City St. John's Strategy: 100%</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> The pre-consultation with key stakeholders, including related City Advisory Committees and key Eastern Health Departments has been completed. An MOU between the City of St. John's and Eastern Health has been completed and was signed by Mayor Breen and David Diamond, CEO of Eastern Health on May 17th. A month long public engagement process took place May 17- June 20th and validated the Healthy City Strategy goals and implementation strategies. The goals, implementation strategies and next steps were approved at the <b>August 23rd</b> regular meeting of Council.</p> <p>2021/10/08</p>	<p>2021/12/31</p>		<p>Complete</p>
<p>→ Seek funding opportunities to develop a collaborative energy efficiency pilot</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Staff continue to work with NL Power to help make the City's housing units more efficient. Application had been made previously to NL Power's Take Charge Program for the installation of digital thermostats and staff will be applying to the same program for funding to support the installation of insulation in housing units. The City has received over 4,000 LED light bulbs for its housing units through NL Power's Make the Switch Program. Application has been made to NL Power's Luminary Awards which are presented to organizations showing outstanding commitment in the energy efficiency field.</p> <p>2021/10/01</p>	<p>2021/12/31</p>		<p>On Track</p>
<p>→ Roll out social marketing strategy to address Not in My Backyard (NIMBY)</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> This project is on hold for the next few months until adequate resources are in place.</p> <p>2021/10/04</p>	<p>2021/12/31</p>		<p>Behind</p>
<p>→ Work with partners to fill underutilized City-owned non-profit housing</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Two new partnerships with community groups have been developed enabling them to establish supportive housing in five underutilized housing units. Conversations continue with other community groups to explore new and creative ideas.</p> <p>2021/10/04</p>	<p>2021/12/31</p>		<p>On Track</p>

→ Galway Village Green (Phase 1)

**NEW**

**Council Quarterly Achievements:** This project initially went to RFP in April and unfortunately there were no compliant bidders. The scope was revised and the RFP was re-issued with a successful outcome on the second go around, however, this delayed the schedule out of the gate. Mills & Wright Landscape Architecture Inc. were awarded the work. The initial kick off meeting has been held, a contract for clearing the site has been tendered and awarded, and staff are currently in the process of obtaining three quotes to undertake a topographic survey.

Despite the delay to beginning the project, the completion date of the project remains the same. The consultant will work on the detailed design of the playground over the winter and will have a tender package ready to go to market in March 2022.

2021/10/08

2022/06/30



Behind

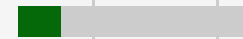
→ Construction of the H.G.R. Mews Centre Replacement

**NEW**

**Council Quarterly Achievements:** The award of the HGR Mews Replacement project has been completed and construction of the site is currently underway. Lindsay Construction is working on site preparation for the Canadian Tire Jumpstart Charities all inclusive and accessible playground. ABC Recreation will be mobilizing to site on October 22, 2021 to begin the installation of the playground equipment. Excavation and import of material has also begun in the area of the main facility and the new storm water pipe and headwall has been installed on the north side of the development. Backfilling is currently underway and the curb formwork for the playground perimeter will begin next week.

2021/10/08

2023/04/28




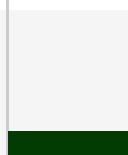


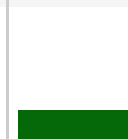


On Track

**AN EFFECTIVE CITY**

Goal	Council Update	Due Date	2...	2019	2020	2021	2022	Current Completion
Work with our employees to improve organizational performance through effective processes and policies: 100%		2021/12/31						Behind

<p>→ Review and update by-laws: 100%</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> The Residential Property and Commercial Maintenance by-laws are in review/work in progress. The Heritage by-law has been adopted by Council and will come into force with the new Municipal Plan and Development regulations which have been passed by Council and are awaiting final sign off by Minister which is expected in next few weeks.</p> <p>2021/10/08</p>	<p>2019/12/31</p>			<p>Overdue</p>
<p>→ Design a management development program to advance core management competencies: 100%</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> The management development program is designed and aligned with core values and management competencies. Once the competencies are fully rolled out across the organization, the program will be piloted and evaluated. As well, the City is currently undertaking a review of Learning Management Systems to determine the best delivery methods for this program.</p> <p>2021/07/02</p>	<p>2019/12/31</p>			<p>Complete</p>
<p>→ Advance a Service Excellence Framework: 100%</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Once analysis is complete on the Employee Engagement Survey, the working group will be brought back together to review the outcomes as they relate to service and to provide advice on how to use the data to inform the Service Excellence Strategy. Goal is to have strategy developed and brought to Council prior to year end.</p> <p>2021/10/12</p>	<p>2019/12/31</p>			<p>Overdue</p>
<p>→ Advance an Information Management Strategy: 100%</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> The information management strategy has been developed. The new position of Records and Information Manager/Specialist will be responsible for the implementation of the strategy.</p> <p>2021/07/05</p>	<p>2020/12/31</p>			<p>Complete</p>
<p>→ Implement automated accounts payable solution: 100%</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> This system is now operational.</p> <p>2021/04/21</p>	<p>2020/12/31</p>			<p>Complete</p>

<p>→ <b>Develop organizational change management tools: 100%</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Piloting was completed in Q.1 2021. Tool kits available to managers online. Promotion of the learning modules is underway and six sessions are planned for April/May/June and will continue to be offered on annual basis and linked to management development.</p> <p>2021/04/20</p>	<p>2020/12/31</p>			<p>Complete</p>
<p>→ <b>Review and update current Information Technology Policies: 100%</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Continue to work with the Legal Department on the required language for the policy.</p> <p>2021/10/07</p>	<p>2020/12/31</p>			<p>Overdue</p>
<p>→ <b>Fire Officer Professional Development Training Program: 100%</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: This is an ongoing professional development program. Components of the program will continue to be delivered in years to come.</p> <p>2021/04/27</p>	<p>2020/12/31</p>			<p>Complete</p>
<p>→ <b>Parking Enforcement Officer training: 100%</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Legal Department has completed the development training modules for Parking Enforcement Staff. These modules can be delivered upon request and can be modified to deal with specific topics as needed.</p> <p>2021/02/04</p>	<p>2020/12/31</p>			<p>Complete</p>
<p>→ <b>Evaluate the Special Events application process and associated fees and make recommendations for modifications: 100%</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Task to be completed when policy review has been finalized.</p> <p>2021/10/01</p>	<p>2021/01/31</p>			<p>Overdue</p>
<p>→ <b>Implement FDM Mobile App for Fire Inspectors: 100%</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Mobile Inspection App went live on March 18, no further issues identified at this time. App appears to be helping increase production.</p> <p>2021/04/19</p>	<p>2021/03/31</p>			<p>Complete</p>
<p>→ <b>Review and update accident review process: 100%</b></p>	<p><b>NEW</b></p> <p>Council Quarterly Achievements: Review is underway. Any substantive changes to the accident review process will be identified prior to the winter season.</p> <p>2021/10/08</p>	<p>2021/11/30</p>			<p>On Track</p>

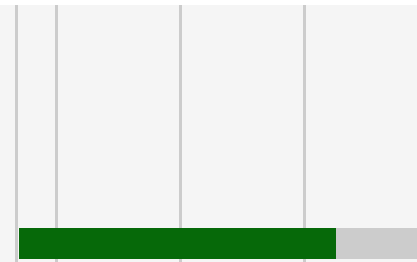
→ **Undertake Continuous Improvement Projects: 100%**

**NEW**

**Council Quarterly Achievements:** The City continues to advance continuous improvement (CI) projects with goals of improving turnaround times, achieving cost savings and/or creating time savings, all the while improving value for the customer. Most projects have been impacted in some way by the current public health situation and project leads have had to transition their work with their teams virtually where possible or modify their implementation plans. Detailed updates for each project are included in the CI project report. Five projects have concluded since the last report to Council.

2021/10/12

2021/12/31



On Track

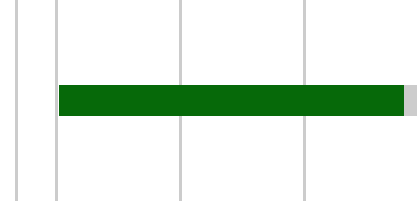
→ **Develop policies, procedures & service standards to enhance Regulatory Services processes: 100%**

**NEW**

**Council Quarterly Achievements:** Six standard operating procedures (SOPs) are scheduled for completion this year. Five have been completed to date.

2021/10/12

2021/12/31



On Track

→ Create a continuous improvement (CI) culture through ongoing training & development: 100%

**NEW**

**Council Quarterly Achievements:** The focus for this year has been on continuing to grow capacity and awareness of CI tools and strategy using virtual tools as much as possible and to better quantify and communicate results both internally and outside the organization. Since the last update, staff have:

- Offered CI for managers to ensure new managers have an awareness level of the City's CI strategy and introduction to the tools, planned for CI offerings in the fire department.
- continued to support current green and yellow belt (YB) projects and other project leads in the implementation and sustainability of their projects (see project updates for details). One cohort of YBS took place in June 2021; A second cohort of YBs is planned for fall 2021.
- Taken the learnings from the 2020 visual management pilot projects and are translating them into a "how to guide" to support the creation of more visual management projects.
- developed three CI Case studies for the **City Guide** to translate results from CI to the public and launched a CI@theCity series showcasing CI successes to staff.
- developed tools and resources for managers to help them use CI tools everyday.
- Worked to develop a simple tool to better quantify the outcomes of CI initiatives to show both immediate project and longer-term outcomes. The tool is currently being piloted and will be fully implemented to coincide with the next YB cohort. Going forward the tool will allow for better macro capturing of the outcomes and impacts of CI at the City.

2021/10/12

2021/12/31



On Track

→ Implement bid evaluation software: 100%

**NEW**

**Council Quarterly Achievements:** Delays in another project have pushed the implementation to March 31st, 2022.

2021/10/07

2021/12/31



Behind

→ Roll out Respectful Workplace Policy, including conflict management training: 100%	<b>NEW</b> Council Quarterly Achievements: Conflict resolution workshops will begin in the Fall 2021. <i>2021/10/08</i>	2021/12/31			On Track
→ Develop action plan and build capacity to support the Employee Success Program: 100%	<b>NEW</b> Council Quarterly Achievements: Meeting with the consultant has taken place. Meetings with key stakeholders to be scheduled over the coming weeks. <i>2021/10/08</i>	2021/12/31			On Track
→ Benchmark employee engagement: 100%	<b>NEW</b> Council Quarterly Achievements: Survey was launched on Sept. 20. Collection concludes on Oct. 14. Project is on track for completion before year end. <i>2021/10/12</i>	2021/12/31			On Track
→ Apply Asset Management Handover Checklist for all City Building projects completed in 2021	<b>NEW</b> Council Quarterly Achievements: Checklist is ready to be used when total completion of a building project has been reached. <i>2021/10/12</i>	2021/12/31			On Track
→ Develop staff training modules to enhance understanding and ensure legislative compliance	<b>NEW</b> Council Quarterly Achievements: Curriculum being developed. <i>2021/10/08</i>	2021/12/31			Behind
→ Enhance awareness and understanding within the organization of the role of Legal Services	<b>NEW</b> Council Quarterly Achievements: Working on staff profiles to help increase awareness of roles within the Legal Department. Also working on other marketing/communications elements. <i>2021/10/08</i>	2021/12/31			On Track
→ Revamp the Commercial Assessment Process	<b>NEW</b> Council Quarterly Achievements: The assessment appeal process for the reassessment cycle is underway and staff are working closely with the City Clerk's office to identify areas where improvements can be made to streamline this process to ensure timely and effective resolution to both residential and commercial assessment appeals. <i>2021/10/04</i>	2021/12/31			On Track

→ Implement a new FDM Training Module	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Project continued to experience set backs through this quarter. The issue has finally been resolved by the developer and this project can now begin to move forward. Timeline has been set back by 6 months due to this issue.</p> <p>2021/10/06</p>	2022/01/31		Behind
→ Implement solutions software, Yardi Voyager, to improve management of applications, tenants, units, rent payments	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Continuing to work with internal IT Team and the Yardi vendor to implement this software. Still on track to go live during the first quarter of 2022.</p> <p>2021/10/01</p>	2022/04/01		On Track
→ Improve processes, policy, and procedures related to emergency and safety services: 100%	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> During the last quarter, the Emergency and Continuity Management Policy was vetted by the Corporate Policy Committee and reviewed by the Legal department. A Decision Note has been sent to Committee of the Whole for approval.</p> <p>Progress of the Occupational Health and Safety Program Policy has stalled. A draft decision note for the Policy committee has been developed and is awaiting review by Human Resources.</p> <p>2021/10/07</p>	2022/12/31		On Track
<b>Ensure accountability and good governance through transparent and open decision making: 100%</b>		2021/12/31		On Track
→ Initiate communications strategy to share decisions from Council & Committee of the Whole meetings: 100%	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> This plan will be restarted with the new Council. Tentative completion date: December 2021</p> <p>2021/10/08</p>	2019/12/31		Overdue
→ Implement vendor performance module for bids and tenders software: 100%	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Work continues on project. Issues with software and other priorities have caused some delays. New expected completion is January, 2022.</p> <p>2021/10/06</p>	2021/05/28		Overdue



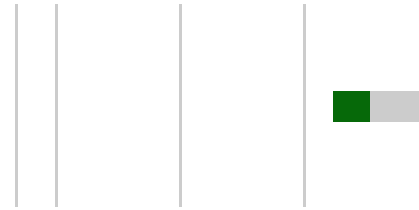
↳ Develop key performance indicators to be included in reporting

**NEW**

Council Quarterly Achievements: KPIs have been scoped and staff will review as part of strategic planning process in fall 2021.

2021/10/12

2021/12/31



On Track

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

GOAL

Goal	Current Completion	Progress Update
Undertake Continuous Improvement Projects: 100%	On Track	<p><b>Progress:</b> The City continues to advance continuous improvement (CI) projects with goals of improving turnaround times, achieving cost savings and/or creating time savings, all the while improving value for the customer. Most projects have been impacted in some way by the current public health situation and project leads have had to transition their work with their teams virtually where possible or modify their implementation plans. Detailed updates for each project are included in the CI project report. Five more projects have concluded since the last report to Council.</p> <p><b>Next Steps:</b> <i>No value</i> 2021/10/12</p>
→ Collection of Accommodation Tax: 100%	Overdue	<p><b>Progress:</b> This project is on hold. The pandemic and resulting impacts on the accommodations sector have delayed implementation of any identified improvements. After an upgrade scheduled for 2022 is complete, the Govern system may offer some additional opportunities to address the issue of accounts receivable and interest. Other priority projects in Financial Services and the Information Services team (IT) have taken precedence.</p> <p><b>Next Steps:</b> Staff will revisit this project as resources permit in 2022. 2021/10/05</p>
→ Create a standard asset disposal form to aid in the asset management process	On Track	<p><b>Progress:</b> Work has begun to develop the content for a draft form.</p> <p><b>Next Steps:</b> Finalize form content and create final form in standard city template. 2021/10/04</p>
→ Create electronic forms for remote data collection for sewer pumping stations	On Track	<p><b>Progress:</b> Staff are working with LIS to develop forms on iPads that will allow for the remote data collection for sewer pumping stations. Expected completion by year end 2021.</p> <p><b>Next Steps:</b> 2021/10/04</p>
→ Develop standard workflows/checklists for processes in the Infrastructure Division of Public Works	Not started	<p><b>Progress:</b> Project has been scoped and project proposal approved.</p> <p><b>Next Steps:</b> Get project underway in November 2021. 2021/10/08</p>

→ Improve components of the estimating process in the Crack and Seal Program

On Track

**Progress:** Construction is currently ongoing. This year staff looked at the following changes:

1. Measure cracks after rain when possible because they are more visible then.
2. Walk the site with a wheel to estimate cracks from the side of the road similar to process for complete street inspections.
3. Measure cracks ahead of the crack seal crew and use that measurement for quantity.
4. Enhance inspector awareness of the types of cracks which should be sealed.
5. Improve communications with Public Works on what they should be grinding with their residential grind and patch program where it overlaps with crack sealing.
6. Coordinate the work with the grind and patch programs.
7. Make some streets a priority in the contract so they don't get left behind and increase future year quantities.

Staff will meet after the construction is over to discuss the actual impact and lessons learned. They will use what was learned to apply to next year. The Crack Seal Program is approximately 75% complete and the estimated total versus actual total is off by only 2% to date. This is already a significant improvement over the last few years.

**Next Steps:** Conclude the project and debrief lessons learned with the team.

2021/09/28

→ Improve internal communication of water quality information

On Track

**Progress:** Effective communication of water quality information between Laboratory Services and the Infrastructure Division is critical. This project will develop an information session for the Infrastructure Division regarding the services the laboratory could provide and how it can assist in operations. Development of the content for the information session is in progress and will be piloted in November 2021. Delivery to staff is anticipated in January 2021. Other planned improvements include incorporating a standard set of action parameters for both Laboratory Services and the Infrastructure Division to follow when a substandard field water sample is collected and further investigation in how the WaterTrax database can be used to aid further communications.

**Next Steps:** Finalize information session content and pilot.

2021/10/04

→ Improve Operational processes at St. John's Regional Fire Department: 100%

Overdue

**Progress:** Had additional follow-up meeting with management. Policy currently at management level for review. Ready to be implemented for 2 week pilot within next month.

**Next Steps:** Prepare for pilot implementation.

2021/10/08

→ Improve process for tax sales to increase efficiency: 100%

Complete

**Progress:** All processes have been developed and implemented. Staff will use this new process for Tax Sale 2022.

**Next Steps:** *No value*

2021/10/07

→ Improve the annual call for performers process

On Track

**Progress:** This project is looking at the City's Annual Call for Performers application form and process. Current state process mapping has been completed. Currently working to identify areas of waste and focusing on "low-hanging fruit."

**Next Steps:** Currently working to identify areas of waste and focusing on quick improvements.

2021/10/08

→ Improve the commercial development application process: 100%

Overdue

**Progress:** The goal of this project was to map the commercial development application process and identify a single improvement, or a series of improvements that would decrease the overall process/lead time by 30%. Using root cause analysis, the project team identified the cause of the loop of review cycles in the process as poor information at intake. It was noted that a decision tree and clearer instructions should be provided. A report outlining the 84 micro steps of the process grouped into 11 macro processes was provided to the process owners. This included a series of potential improvements identified for each step. The immediate improvement recommendations were to implement a pre-development meeting with the developers, and to implement a checklist to be submitted with the application. Though COVID prevented the implementation of a pre-development meeting, the checklist was successfully reviewed and ready for implementation. A drop down menu was used in order to eliminate steps related to fee selection. Govern was revised to be used for steps while files were then stored on a shared common drive. This eliminated several emails, countless Govern searches, and duplication of documents. It also allowed documents to be filed by submission and not just date. All reviewing parties now have access to Govern.

There have been many changes to the overall process outside of the scope of the project (example: new intake procedures), making the overall impact of the initial improvements difficult to measure. There has, however, been a reduction in the overall number of handoffs in the process. In addition, the project has put a CI lense on the process and has spawned multiple sub- projects. Other silos of applications have begun to develop similar tools; the subdivision development process now has a similar checklist almost ready for implementation.

**Next Steps:** The project report has been reviewed with the Supervisor of Planning and Development who will lead future recommended improvements.

2021/10/13

<p>→ Improve the communication of training schedules in the St. John's Regional Fire Department</p>	<p>Complete</p>	<p><b>Progress:</b> Communication issues contribute to challenges in scheduled training. Missed training can become an OHS issue. This project created a standard, structured communication process involving the training division, station officers, and administration. This process was implemented on September 1 and to date there has been a noticeable improvement in completed training.</p> <p><b>Next Steps:</b> Further assessment of the improvement will be completed at the 3 month mark.</p> <p>2021/10/08</p>
<p>→ Improve the IT inventory management process for computer hardware, peripherals, etc.</p>	<p>Overdue</p>	<p><b>Progress:</b> Operational work has delayed piloting improvements.</p> <p><b>Next Steps:</b> <i>No value</i></p> <p>2021/10/07</p>
<p>→ Improve the process used to obtain fleet shop supplies in Public Works: 100%</p>	<p>Overdue</p>	<p><b>Progress:</b> The tendering process is complete and staff are currently working on the contract with vendor. Contract to be implemented in the coming months and vending machines to be installed.</p> <p><b>Next Steps:</b> Finalize contract award, install machines, track results.</p> <p>2021/09/29</p>
<p>→ Improve the property owner questionnaire and related data storage/analysis used in the commercial assessment process</p>	<p>On Track</p>	<p><b>Progress:</b> As of September 30th all questionnaires have been updated and have been sent for review by Communications to ensure they meet the document standards for the City.</p> <p><b>Next Steps:</b> <i>No value</i></p> <p>2021/10/04</p>
<p>→ Improve the scheduling process for Aquatics staff: 100%</p>	<p>Overdue</p>	<p><b>Progress:</b> This project is nearing completion. The final piece to move to Recstaff is daily call-in (coverage for sick or other calls, leave requests, etc.). This will be ready to post online in the Fall and once complete an evaluation of the new process will be done.</p> <p><b>Next Steps:</b> <i>No value</i></p> <p>2021/10/05</p>
<p>→ Map and improve the asset management process for linear infrastructure: 100%</p>	<p>Overdue</p>	<p><b>Progress:</b> Measurement of outcomes of implemented sewer system improvements is ongoing. Report to be finalized.</p> <p><b>Next Steps:</b> <i>No value</i></p> <p>2021/10/12</p>

→ <b>Map and improve the payroll process</b>	On Track	<p><b>Progress:</b> Current state mapping is complete. Met with various stakeholders to map the time keeping process (complete).</p> <p><b>Next Steps:</b> Review current state information and prioritize a list of improvements. 2021/10/08</p>
→ <b>Map and streamline the OHS training process</b>	On Track	<p><b>Progress:</b> A project team has completed a current state map of the process. Working to develop a data collection plan to further define the current state.</p> <p><b>Next Steps:</b> Identify problem areas/waste in the process and identify improvements to address them. 2021/10/08</p>
→ <b>Map the current process used to repair or replace traffic signage</b>	On Track	<p><b>Progress:</b> A current state map of the process has been completed and is currently under final review. Initial work indicates there are opportunities to improve this process.</p> <p><b>Next Steps:</b> Meet with internal stakeholders and management to discuss forming a project team to delve further into the process and potential improvements. 2021/10/04</p>
→ <b>Purchasing process: 100%</b>	Complete	<p><b>Progress:</b> Final improvements were implemented on July 6. This included the launch of a new purchasing resource page including new training resources and how to tools as well as a step by step decision tree. Over the next few months staff will track how the improvements are reducing rework and improving overall clarity with the process. Expect to close out the project in late Fall 2021.</p> <p><b>Next Steps:</b> Test improvements for success and modification. 2021/07/06</p>
→ <b>Restructure the Intranet by piloting an improvement to the purchasing pages</b>	On Track	<p><b>Progress:</b> The pilot page is in place and process improvement templates for future page developments are being finalized</p> <p><b>Next Steps:</b> <i>No value</i> 2021/10/08</p>
→ <b>Standardize the records management process to increase quality at source: 100%</b>	Overdue	<p><b>Progress:</b> Training program and associated visual management tools are in development. Anticipate implementation in October 2021.</p> <p><b>Next Steps:</b> <i>No value</i> 2021/10/04</p>

→ Streamline the clothing request form process in Public Works

Complete

**Progress:** Each year in July the CUPE 569 safety clothing issue resets. Clothing request forms are distributed with paystubs and several hundred are completed and sent for processing where they are checked for eligibility and entitlement. There is duplication with forms being sent in both paper and electronic format. As well, forms are often completed incorrectly. Improvements made to the process included editing the form to create a fillable PDF thereby eliminating all paper copies, ensuring the form was easily accessible on the network to all forepersons, communicating the new process to all involved, and creating a FAQ document to address frequently asked questions. In addition, some clothing items which were usually placed on hold until October, when the stock room received supplies, were added to the current Pick Lists, eliminating duplication of effort. These improvements have resulted in significant staff time savings and increased the efficiency of the overall process.

**Next Steps:** *No value*  
2021/10/08

→ Streamline the process of electronic Council polls

Complete

**Progress:** Requests for E-Polls are sent to the Office of the City Clerk for items that have a tight deadline. They are accompanied with background information either through the email chain or via attachment. Once received by the City Clerk, an email is circulated to the Council and Executive Group emails (totaling 19 people) as well as required staff. Members of Council then approve or reject the application in question by responding to the email. This would result in hundreds of emails being sent for each E-Poll requiring considerable staff time to process.

The objective of this project was to streamline the E-Poll process and reduce both the file size (current E-Polls have a range in total size from 23,474 KB to 30,765 KB) as well as the number of emails (currently ranging from 242 to 294 total emails). The improvement utilized the built-in poll function available in Microsoft Outlook and the forms function in Office 365. This resulted in a reduction of 86.5% in the number of messages and a reduction of 75.7% in file size.

**Next Steps:** Going forward a visual guide may be created to explain the process to new Councillors.  
2021/10/04

→ Work order process for City Buildings: 100%

Overdue

**Progress:** Meeting to discuss rolling out a virtual training/information session for users of Wrensoft to help address issues of incomplete and inaccurate service requests. Content for the session is drafted. Anticipate scheduling 1-2 sessions in Oct/Nov 2021.

**Next Steps:** Deliver training/information session and assess effectiveness of improvements.  
2021/10/08