

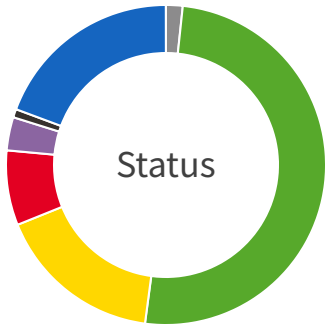


# Corporate Project Plan - Progress Report

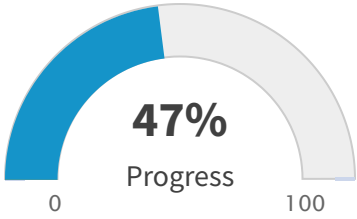
Report Created On: Oct 09, 2024

<b>4</b> Strategic Priority	<b>12</b> Strategic Goal	<b>119</b> Projects
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**Overall Summary**

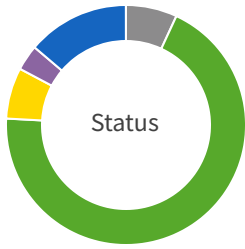


	%
● Status Pending	1.68
● On Track	50.42
● Some Disruption	16.81
● On Hold	7.56
● Upcoming	3.36
● Discontinued	0.84
● Completed	19.33



**Strategic Priority 1**

Progress 34%



- Status Pending
- On Track
- Some Disruption
- Upcoming
- Completed

%	#
6.9	2
68.97	20
6.9	2
3.45	1
13.79	4

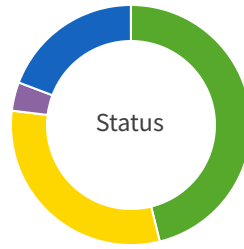
Strategic Goal: 3

Projects: 29

Sustainable Core Services

**Strategic Priority 2**

Progress 52%



- On Track
- Some Disruption
- Upcoming
- Completed

%	#
46.15	12
30.77	8
3.85	1
19.23	5

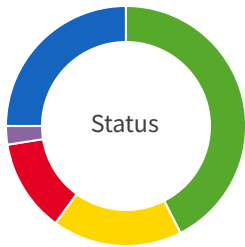
Strategic Goal: 3

Projects: 26

Resilient Natural Environment

**Strategic Priority 3**

Progress 54%



- On Track
- Some Disruption
- On Hold
- Upcoming
- Completed

%	#
42.5	17
17.5	7
12.5	5
2.5	1
25.0	10

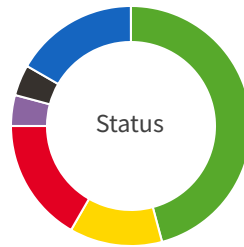
Strategic Goal: 3

Projects: 40

Healthy Community Development

**Strategic Priority 4**

Progress 45%



- On Track
- Some Disruption
- On Hold
- Upcoming
- Discontinued
- Completed

%	#
45.83	11
12.5	3
16.67	4
4.17	1
4.17	1
16.67	4

Strategic Goal: 3

Projects: 24

Vibrant and Prosperous Community

## Strategic Priority 1

Progress 34%

Sustainable Core Services

Strategic Goal: 3

Projects: 29



### Attachment 3

Status	%	#
Status Pending	6.9	2
On Track	68.97	20
Some Disruption	6.9	2
Upcoming	3.45	1
Completed	13.79	4

## Strategic Goal 1.1

Progress 31%

### Prioritize core services

- Align service levels and financial planning
- Enhance and standardize our customer service approach
- Support emergency preparedness and plan for business continuity

Projects: 7



Status	%	#
On Track	71.43	5
Some Disruption	14.29	1
Upcoming	14.29	1

### Projects 1.1.1

Jul 01, 2018 - Nov 29, 2024

On Track

Progress 98%

#### Customer Service Commitment Implementation

Implementation of Customer Service focused initiatives including a standardized set of customer service values. Communicate and practice these values to all community members, resulting in exceptional service to our clients so that the service our customers receive is consistent every time they connect with us.

Strategic Project Priority 2

### Projects 1.1.2

Jan 13, 2025 - Jun 30, 2026

Upcoming

#### Emergency Support Services Program Review and Plan Update

Reviewing and updating the ESS program for Level 1 and 2 response, updating the City's ESS Plan, and renewing various administrative components of the ESS program including supplier agreements.

Strategic Project Priority 2

### Projects 1.1.3

Jan 02, 2024 - Dec 31, 2024

On Track

Progress 21%

#### Extreme Weather Staffing and Resource Plan

(PHASE 2) Develop a plan that ensures city departments will be adequately staffed and equipped to respond to extreme weather events.

Cloned from Actions 5.2.5 (Port Moody Climate Action Plan)

Strategic Project Priority 2

### Projects 1.1.4

May 01, 2019 - Dec 31, 2024

On Track

Progress 50%

#### Disaster Response Plan

Update the Disaster Response Plan with current staff contact list, new content, new DRP graphics, new appendices, and insertion of new and updated plans.

Operational Project

### Projects 1.1.5

Apr 25, 2023 - Dec 31, 2024

On Track

Progress 5%

#### Emergency Water Plan - Implementation Phase

Implement the actions and response activities as outlined in the updated 2021 emergency water distribution system emergency plan. The plan outlined critical actions and response activities that address with risks and vulnerabilities to ensure continued safe operation of the water distribution system.

Operational Project

### Projects 1.1.6

Jan 03, 2023 - Dec 31, 2024

Some Disruption

Progress 17%

#### Establish Extreme Weather Ambassadors

(PHASE 2 - ONGOING) Engage, connect, and collaborate with neighbourhood groups to establish “extreme weather ambassadors”. Staff will work with these ambassadors to provide updated information through City lead workshops and train-the-trainer workshops to develop neighbourhood cooling plans by leveraging best practices already implemented in peer cities.

Cloned from Actions 5.1.3 (Port Moody Climate Action Plan)

Operational Project

### Projects 1.1.7

Ongoing - Dec 31, 2030

On Track

Progress 28%

#### Emergency Preparedness Education

(PHASE 1 - ONGOING) Continue to inform and facilitate community education about preparedness across hazards, and build stronger connections with community associations and businesses with the aim of improved preparedness for extreme weather events.

Cloned from Actions 5.1.1 (Port Moody Climate Action Plan)

Operational Project

### Strategic Goal 1.2

Progress 12%

#### Ensure financial sustainability

- Increase and diversify revenues
- Develop a strategy for future uses of City lands
- Plan for asset lifecycle and renewal costs



	%	#
Status Pending	16.67	1
On Track	66.67	4
Some Disruption	16.67	1

Projects: 6

### Projects 1.2.1

Apr 25, 2023 - Dec 31, 2024

On Track

Progress 25%

#### Revenue Diversification Strategy

A strategy to focus on expanding revenue streams for the City to reduce dependency on a single source (tax). It involves assessing new revenue opportunities, enhancing existing streams, and attempting to mitigate revenue risks. Through this project and by diversifying revenue sources, the City aims to achieve greater long term financial stability.

Strategic Project Priority 1

### Projects 1.2.2

Jul 01, 2023 - Sep 30, 2024

On Track

Progress 20%

#### Land Management Strategy

Conduct analysis to provide further refinement on ideas and strategies for the potential redevelopment of priority lands as identified by Council. Phase 1 includes a Council workshop to confirm priorities for further exploration.

Strategic Project Priority 1

### Projects 1.2.3

Jul 01, 2023 - Jun 30, 2025

On Track

Progress 10%

#### Asset Management Investment Plan Update

Update to the existing plan model using new information from ongoing capital renewal, recent condition assessments, studies, and master plans. This will result in revised average annual target investment (AATI), the total summation of the replacement value of city assets divided by the service life of all assets.

Strategic Project Priority 1

### Projects 1.2.4

Jan 01, 2024 - Dec 31, 2024

Some Disruption

Progress 0%

#### Asset Management Policy Development

Development of City Policies to support the coordination of long term asset management strategies programs with the capital planning process.

Strategic Project Priority 2

### Projects 1.2.5

Oct 16, 2023 - Dec 31, 2024

Status Pending

Progress 0%

#### Drainage Utility Enhancements

Identify requirements for the development of a strategic plan for the establishment of a City of Port Moody drainage utility which currently derives funding from taxation and government transfers. The drainage system, which includes catch basins, culverts, streams, and ravines, currently has no correlated mechanism to recover operation and maintenance, capital replacement, and expansion costs related to the drainage system directly from customers who benefit from their connection to the system.

Strategic Project Priority 2

### Projects 1.2.6

Apr 25, 2023 - Jan 31, 2025

On Track

Progress 15%

#### Inflow and Infiltration Strategy

Determine a city-wide strategy to reduce inflow and infiltration (I&I) into sanitary sewers originating from non-linear sanitary sewer infrastructure, historical cross connections, and aging servicing connections. Regional review has shown a significant proportion of I&I originates from these sources which are not addressed by the City's current program of capital rehabilitation.

Operational Project

### Strategic Goal 1.3

Progress 44%

#### Lead with Good Governance

- Strategically focus public engagement opportunities and ensure public information is accessible
- Ensure effective Council and organizational governance
- Maintain and improve the efficiency of City processes



	%	#
● Status Pending	6.25	1
● On Track	68.75	11
● Completed	25.0	4

Projects: 16

### Projects 1.3.1

Dec 01, 2021 - Jan 31, 2024

Completed

Progress 100%

Attachment 3

#### Development Planning Process Improvement

Conduct a process improvement exercise that maps and streamlines the various stages of the full Development Application cycle. Work with staff to implement new processes, optimize the use of the existing tools, and implement new tools as required.

Strategic Project Priority 1

### Projects 1.3.2

Jun 15, 2022 - Jun 30, 2025

On Track

Progress 25%

#### Truth and Reconciliation Understanding and Engagement Phase 2

This project will include the development of a Short-Term and Long-Term Indigenous Relations Strategy in collaboration with First Nations; incorporate the Truth and Reconciliation Understanding and Engagement Phase 1 recommendations; analyze and improve internal practices, policies, and procedures at the City; and identify and provide staff and Council training.

Strategic Project Priority 2

### Projects 1.3.3

Apr 25, 2023 - Mar 31, 2025

On Track

Progress 5%

#### Digital Strategy

A digital strategy to guide the delivery of digital services internally to staff and externally to residents and business over the next four years. The Strategy will map where we are today, determine aspirations of stakeholders for tomorrow, and deliver a holistic plan.

Strategic Project Priority 2

### Projects 1.3.4

Jul 31, 2023 - Jan 31, 2025

On Track

Progress 5%

#### IDEA Framework

This project will establish a governance framework for IDEA (inclusion, diversity, equity, accessibility) initiatives to ensure a coordinated and integrated approach.

Strategic Project Priority 2

### Projects 1.3.5

Jan 01, 2024 - Jan 01, 2025

On Track

Progress 20%

#### Website Renewal

Review options for and develop plan to migrate City website to a new platform. Consider opportunities for improved navigation, accessibility compliance and online customer service delivery, as well as ensuring security and compatibility with other City systems and networks.

Operational Project

### Projects 1.3.6

Aug 01, 2023 - Dec 31, 2024

On Track

Progress 10%

#### HR Compensation Policy

Develop compensation policy for management and exempt staff.

Operational Project

### Projects 1.3.7

Aug 07, 2023 - Sep 05, 2023

Completed

Progress 100%

Attachment 3

#### Council Strategic Plan Public Dashboard

Develop a public dashboard that shows progress on the Corporate Project Plan, in support of the Council Strategic Plan 2023-2026.

Operational Project

### Projects 1.3.8

Oct 01, 2021 - Nov 30, 2023

Completed

Progress 100%

#### Public Engagement Policy and Toolkit

Develop comprehensive public engagement framework to guide and improve the City's public engagement process.

Operational Project

### Projects 1.3.9

Dec 01, 2019 - Dec 31, 2023

Completed

Progress 100%

#### Corporate Learning Strategy

Support the achievement of organizational objectives by ensuring that current and future employee development needs are met.

Operational Project

### Projects 1.3.10

Jan 01, 2024 - Feb 28, 2025

On Track

Progress 32%

#### Employee Engagement Survey

Conduct an employee engagement survey, assess results, and update the Organizational Development Plan with recommendations.

Operational Project

### Projects 1.3.11

Aug 07, 2023 - Dec 31, 2025

On Track

Progress 38%

#### Organizational Development Plan Implementation

The three year OD Plan provides us with a unified direction and shared long-term vision, mission and values for the organization. The organization wide actions will strengthen our ability to lead an engaged workforce, focus on the right priorities, and deliver quality services. The plan was developed by identifying critical organizational actions, as well as integrating recommendations provided by the employee engagement focus groups.

Operational Project

### Projects 1.3.12

Sep 02, 2024 - Apr 30, 2025

Status Pending

Progress 0%

#### Organizational Policy Review

Develop a sustainable program to ensure that policies are kept up to date and are audited regularly.

Operational Project



### Projects 1.3.13

Apr 25, 2023 - Dec 31, 2025

On Track

Progress 20%

#### Records Management Renewal

This projects uses a corporate-wide approach to understand the current records management environment and to determine the corporate operational best practices, technology business analysis, training and policy solutions that address the identified user gaps and needs as well as legislative requirements.

Operational Project

### Projects 1.3.14

Apr 25, 2023 - Dec 31, 2024

On Track

Progress 91%

#### Engineering +Ops Work Process Review Phase 2

Conduct a process improvement exercise that integrates customer service and maintenance data management to improve service quality. Processes will be optimized to minimize operational work disruption, improve decision making, and improve data collection and asset management within the Sanitary and Storm Sewer Business line.

Operational Project

### Projects 1.3.15

Apr 25, 2023 - Aug 31, 2025

On Track

Progress 40%

#### Update Subdivision and Development Servicing Bylaw

Update the City's engineering design standards (i.e. Subdivision and Development Servicing Bylaw). The City's Subdivision & Development Servicing Bylaw will be updated for accessibility, climate change, future technologies, and other current needs to allow for consistency and expediency in reviewing and approving designs from development projects and capital projects.

Operational Project

### Projects 1.3.16

Apr 25, 2023 - Oct 31, 2025

On Track

Progress 10%

#### Business Process Review Program Expansion

Expanding a program that aims to optimize business processes and practices in Port Moody to deliver high-quality services that meet the growing expectations for accountability and sustainability.

Operational Project

### Strategic Priority 2

Progress 52%

Resilient Natural Environment

Strategic Goal: 3

Projects: 26



	%	#
On Track	46.15	12
Some Disruption	30.77	8
Upcoming	3.85	1
Completed	19.23	5

### Strategic Goal 2.1

Progress 47%

#### Protect, integrate and enhance our natural assets

- Protect and enhance natural water ways and the public foreshore
- Enhance the City's green infrastructure
- Strengthen the City's urban forest



	%	#
On Track	44.44	4
Some Disruption	33.33	3
Completed	22.22	2

Projects: 9

### Projects 2.1.1

Oct 01, 2020 - Jun 30, 2025

Some Disruption

Progress 60%

Attachment 3

#### Shoreline House Post Project (In the Presence of Ancestors)

The installation of five house posts along Port Moody's shoreline, with accompanying signage and landscaping, honouring five Coast Salish Nations.

Strategic Project Priority 1

### Projects 2.1.2

Feb 03, 2020 - Oct 31, 2023

Completed

Progress 100%

#### Urban Forest Management Strategy

Provide the City with direction in future decisions and management of the urban forest through the development of a vision, values, benefits, principles, goals, objectives, and recommendations. The implementation of the Urban Forest Management Strategy will plan and provide for the long-term protection and sustainable management of trees within the city.

Cloned from Actions 8.2.1 (Port Moody Climate Action Plan)

Strategic Project Priority 1

### Projects 2.1.3

Jun 26, 2023 - Dec 31, 2024

On Track

Progress 14%

#### Permeable Surface, Greenspace, and Tree Planting Policies

Develop a technical memo to support staff in providing clear guidance for permeable surfaces, greenspace, and/or tree planting in zoning bylaw and policy updates.

Strategic Project Priority 2

### Projects 2.1.4

Jan 04, 2021 - Mar 29, 2024

Completed

Progress 100%

#### Natural Asset Management Plan

(PHASE 1) Develop and implement a natural assets management plan with consideration of a carbon budget. Incorporate natural assets into the City's overall asset management plan. Natural assets are ecosystem features that provide, or could be restored to provide, services to the city but historically have not been considered on equal footing or included in asset management plans.

Cloned from Actions 8.2.2 (Port Moody Climate Action Plan)

Strategic Project Priority 2

### Projects 2.1.5

Oct 16, 2023 - Dec 31, 2030

On Track

Progress 1%

#### Green Infrastructure Strategy

(PHASE 2 - ONGOING) Develop and implement a green infrastructure strategy to strategically increase and manage green infrastructure in the community. Full scope and initiation of this project is currently being held pending updates on the Natural Asset Management Strategy for coordination.

Cloned from Actions 7.3.2 (Port Moody Climate Action Plan)

Strategic Project Priority 2

### Projects 2.1.6

Apr 25, 2023 - Apr 30, 2025

On Track

Progress 35%

#### Shoreline Trail Boardwalk Replacement

Replace the end-of-life Shoreline Trail boardwalk to improve safety and accessibility for trail users. The new boardwalk will be raised, widened, and include railings to improve safety and address sea level rise.

Operational Project

### Projects 2.1.7

Apr 11, 2022 - Jun 28, 2024

On Track

Progress 85%

#### Tree Protection Bylaw Update

An update to the bylaw that functions to protect, regulate, and prohibit the cutting down, removal, and damaging of trees and vegetation.

Operational Project

### Projects 2.1.8

Mar 01, 2023 - Dec 31, 2030

Some Disruption

Progress 15%

#### Invasive Species Management Program Update

(PHASE 2 - ONGOING) Develop and regularly update the invasive species management program. Implement the invasive species management program.

Cloned from Actions 8.1.5 (Port Moody Climate Action Plan)

Operational Project

### Projects 2.1.9

Jan 03, 2023 - Feb 28, 2025

Some Disruption

Progress 9%

#### Water Metering Feasibility Study

(PHASE 2) Develop a plan that will work towards universal water metering in Port Moody.

Cloned from Actions 7.1.1 (Port Moody Climate Action Plan)

Operational Project

### Strategic Goal 2.2

Progress 37%

#### Advance climate change mitigation and adaptation

- Prioritize implementation of climate action initiatives
- Plan for extreme weather, coastal flooding, and sea level rise
- Collaborate on regional initiatives



	%	#
● On Track	77.78	7
● Completed	22.22	2

Projects: 9

### Projects 2.2.1

Jan 10, 2022 - Jun 30, 2025

On Track

Progress 38%

#### Coastal Flood Management Strategy

(PHASE 1) Develop a Coastal Flood Management Strategy to assess and respond to coastal flooding, coastal squeeze, shoreline erosion and inundation.

Cloned from Actions 4.3.2 (Port Moody Climate Action Plan)

Strategic Project Priority 1

## Projects 2.2.2

Jan 03, 2022 - Apr 30, 2024

Completed

Progress 100%

Attachment 3

### Tri-Cities Climate Mobility Strategy

(PHASE 1) Develop a Tri-Cities Climate Mobility Strategy including enhancing zero-emission vehicle infrastructure, integrating car sharing and public transit, programs and initiatives to encourage Port Moody businesses to choose zero-emission transportation options (e.g. reduced transit passes for employees), and supporting uptake of active transportation.

Cloned from Actions 2.3.1 (Port Moody Climate Action Plan)

Strategic Project Priority 2

## Projects 2.2.3

Jan 23, 2023 - Dec 27, 2024

Completed

Progress 100%

### BC Energy Step Code Acceleration

(PHASE 2) Accelerate adoption of the BC Energy Step Code beyond the current early adoption schedule and include a greenhouse gas intensity (GHGi) requirement to maximize energy efficiency and low carbon opportunities for new construction.

Cloned from Actions 1.1.6 (Port Moody Climate Action Plan)

Strategic Project Priority 2

## Projects 2.2.4

Apr 25, 2023 - Dec 31, 2024

On Track

Progress 15%

### Streetlight LED Replacement Program

This project is to implement a City-wide LED replacement program of streetlight light fixtures. The work will be planned by priority (major/arterial roads, collector roads and local roads) and by phase for expenditure smoothing. Phase 1 will take place on major roads, prioritized by area and condition assessments.

Operational Project

## Projects 2.2.5

Jan 02, 2024 - Dec 31, 2029

On Track

Progress 17%

### Zero-Emission Vehicle Education Campaign

(PHASE 2 - ONGOING) Create public education campaigns to increase awareness and uptake of zero emissions vehicle options.

Cloned from Actions 2.3.4 (Port Moody Climate Action Plan)

Operational Project

## Projects 2.2.6

Jan 03, 2024 - Jan 31, 2025

On Track

Progress 4%

### Thermal Conditioning Permit Program

(PHASE 2) Develop a thermal conditioning permit that would apply to all space heating, cooling and domestic hot water equipment in new and existing buildings. The thermal conditioning permit will support proper heat load calculations, mechanical design, and installation of heat pumps.

Cloned from Actions 1.1.14 (Port Moody Climate Action Plan)

Operational Project

### Projects 2.2.7

Jan 23, 2023 - Dec 31, 2024 On Track Progress 24%

#### Concierge Retrofit Program

(PHASE 2) Design and implement a concierge retrofit program for large and small buildings that encourages and helps facilitate energy efficiency and low carbon retrofits for existing large and small buildings.

Cloned from Actions 1.1.7 (Port Moody Climate Action Plan)

**Operational Project**

### Projects 2.2.8

Jan 02, 2024 - Dec 31, 2029 On Track Progress 21%

#### Strata and Building Management Climate Toolkit and Education Campaign

(PHASE 2 - ONGOING) Engage strata councils and large building management companies to integrate extreme weather event emergencies in their plans and communication.

Cloned from Actions 5.2.4 (Port Moody Climate Action Plan)

**Operational Project**

### Projects 2.2.9

Jan 03, 2023 - Dec 31, 2029 On Track Progress 10%

#### Building Energy Benchmarking and Disclosure Requirement for Part 3 Buildings

(PHASE 2 - ONGOING) Outline and implement a mandatory building energy benchmarking and disclosure requirement for part 3 buildings that are already built or recently received occupancy.

Cloned from Actions 1.1.11 (Port Moody Climate Action Plan)

**Operational Project**

**Strategic Goal 2.3** Progress 76%



#### Enhance and expand parkland and open spaces

- Increase, expand, and enhance urban parks
- Optimize park user experiences
- Increase and improve trails and open spaces

	%	#
On Track	12.5	1
Some Disruption	62.5	5
Upcoming	12.5	1
Completed	12.5	1

Projects: 8

### Projects 2.3.1

May 02, 2022 - Dec 31, 2024 Some Disruption Progress 92%

#### Parkland Strategy

Provide an outlook for parkland acquisition from a City-side perspective, develop broad parks acquisition objectives and identify a number of priority actions to pursue. Provide a general framework and a point of departure for more detailed planning that is required to identify specific parkland requirements which relate back to the OCP and the Parks and Recreation Master Plan.

Cloned as Actions 8.1.7 (Port Moody Climate Action Plan)

**Phase One Actions**

**Strategic Project Priority 1**

### Projects 2.3.2

Apr 01, 2025 - Apr 30, 2027

Upcoming

Attachment 3

#### Parks and Recreation Master Plan Update

Update of the 2016 Parks and Recreation Master Plan.

Strategic Project Priority 2

### Projects 2.3.3

Jan 23, 2023 - Mar 31, 2025

Some Disruption

Progress 67%

#### Trail Network Plan

A plan to address the growing demands on trails that provide active recreation, transportation and circulation within parks. The development of a Trail Network Plan and the implementation of the plan will support climate action, human health and recreation, and environmental protection. Trails are the highest used amenity in the park system.

Note that this project focuses on development of a Trail Network Plan along with some recommendations on how to implement it. Implementation of the plan is outside of the scope of this project.

Strategic Project Priority 2

### Projects 2.3.4

Mar 01, 2021 - Dec 31, 2024

Some Disruption

Progress 90%

#### Rocky Point Park Master Plan Update

Develop a master plan for Rocky Point Park to implement long-term priorities. Key considerations to include a review of park amenities and infrastructure, access, circulation and parking, special events, waste management strategies, and public art placement.

Strategic Project Priority 2

### Projects 2.3.5

Mar 01, 2021 - Jun 28, 2024

Some Disruption

Progress 93%

#### Old Orchard Park Master Plan

Development of a master plan for Old Orchard Park to address long-term priorities for the park.

Operational Project

### Projects 2.3.6

Jul 01, 2022 - Mar 31, 2024

Completed

Progress 100%

#### Inlet Sports Field Redevelopment Phase 2 (Construction)

Redevelop the existing gravel sports field at Inlet Park to include an artificial turf field (sized to accommodate three youth soccer fields within a full-FIFA size field layout with two baseball diamonds) and a new field house. This project supports the Council Strategic Plan with a careful balance of active sports facilities and environmental leadership to protect the surrounding park through construction and operation.

Operational Project

### Projects 2.3.7

Feb 01, 2022 - Dec 31, 2024

Some Disruption

Progress 65%

#### Mossom Creek Park Feasibility Study

A feasibility study to explore the potential opportunities, impacts, and costs of a Mossom Creek Park at 1440 loco road.

Operational Project

## Projects 2.3.8

Sep 01, 2023 - Apr 30, 2024

On Track

Progress 99%

## Attachment 3

### Boulevard Landscaping Guidelines

Develop materials to promote increased boulevard landscaping and highlight what is allowed under existing Boulevard Maintenance bylaws and current and upcoming guidelines currently in development. This will include information on boulevard gardening and plant selection and a possible communications campaign in the spring of 2024.

Operational Project

### Strategic Priority 3

Progress 54%

Healthy Community Development

Strategic Goal: 3

Projects: 40



	%	#
On Track	42.5	17
Some Disruption	17.5	7
On Hold	12.5	5
Upcoming	2.5	1
Completed	25.0	10

### Strategic Goal 3.1

Progress 41%

#### Create complete and connected communities through balanced growth

- Prioritize transit-oriented development and diverse and equitable housing options
- Improve neighbourhood connections and identify unique neighbourhood needs, including commercial / retail services
- Implement best practices that result in growth that is consistent with community needs



	%	#
On Track	38.46	5
Some Disruption	7.69	1
On Hold	38.46	5
Completed	15.38	2

Projects: 13

### Projects 3.1.1

Apr 25, 2023 - Dec 31, 2024

Completed

Progress 100%

#### BC Housing Partnership Exploration

Continue to work with BC Housing to explore opportunities to develop a range of affordable housing types in Port Moody.

Strategic Project Priority 2

### Projects 3.1.2

Apr 25, 2023 - Dec 31, 2024

Some Disruption

Progress 20%

#### Moody Centre Design Guide

To identify guidelines to inform the form and character of development within the Moody TOD area (Phase 1).

Strategic Project Priority 2

### Projects 3.1.3

Apr 25, 2023 - Dec 31, 2024

On Hold

Progress 25%

#### Secure market rental housing policy

Develop policy to support the development of new purpose-built rental units. This involves a municipal scan and a market analysis to calculate the level of incentives required to achieve policy goals.

Strategic Project Priority 2

### Projects 3.1.4

Apr 25, 2023 - Jun 28, 2024

On Track

Progress 40%

Attachment 3

#### Missing Middle Housing Policy

To develop a project scope for a Missing Middle Policy for Port Moody to be used to engage consultant assistance in 2024.

Strategic Project Priority 2

### Projects 3.1.5

Apr 25, 2023 - Dec 31, 2024

On Hold

Progress 80%

#### Minimum Employment Standards

A project to develop minimum employment standards.

Strategic Project Priority 2

### Projects 3.1.6

Apr 25, 2023 - Dec 31, 2024

On Hold

Progress 20%

#### Moody Centre South Neighbourhood Plan Phase 1

To develop a project scope for a neighbourhood plan that identifies how land uses and building forms will transition within this low density residential area including: defining character and uses for the St Johns St edge; retaining and integrating the existing heritage fabric; identifying view corridors; planning for new and innovative forms of open space and neighbourhood amenities; and focussing on housing diversity.

Strategic Project Priority 2

### Projects 3.1.7

Aug 22, 2022 - Feb 28, 2024

On Hold

Progress 9%

#### Moody Centre Development Priorities and Density Standards

To confirm preferred development priorities for Moody Centre and establish maximum density standards corresponding to development forms anticipated in the updated Official Community Plan.

Strategic Project Priority 2

### Projects 3.1.8

Dec 01, 2021 - Dec 29, 2023

Completed

Progress 100%

#### Cumulative Development Traffic Model

A computer model to better understand the effects on Port Moody traffic of potential land developments within the City. The model will consider various growth scenarios, and enable creation of metrics / targets for key roadways crossing the City Centre.

Operational Project

### Projects 3.1.9

Apr 25, 2023 - Jun 28, 2024

On Track

Progress 85%

#### Minimum Maintenance Standards for Rental Housing

Develop a Standards of Maintenance Bylaw that sets out minimum building standards for rental housing to ensure the quality, safety, and livability of rental units. This bylaw will apply to all residential rental properties including rental apartments, rented condo units, secondary suites, laneway housing and unauthorized suites.

Operational Project



### Projects 3.1.10

Jan 02, 2024 - Jun 30, 2024

On Track

Progress 5%

#### Revise Parking Minimums and Create Parking Maximums

(PHASE 2) Review and revise parking minimums and establish parking maximums to reduce the size and number of parking structures and associated embodied emissions from concrete and encourage lower rates of car ownership.

Cloned from Actions 2.2.2 (Port Moody Climate Action Plan)

Operational Project

### Projects 3.1.11

Jan 02, 2024 - Dec 31, 2025

On Track

Progress 5%

#### Hazard Mapping and DPA - Climate Lens Update

(PHASE 2) Apply a climate lens to existing hazard mapping and development permit areas to decrease the risk of impacts associated with climate change and require low carbon solutions for new developments.

Cloned from Actions 4.1.2 (Port Moody Climate Action Plan)

Operational Project

### Projects 3.1.12

Sep 01, 2023 - Aug 31, 2025

On Track

Progress 20%

#### Design Guidelines - Climate Lens Update

(PHASE 2) Review and update existing design guidelines to maximize energy efficiency and low carbon opportunities along with increasing resilience to climate change impacts for new construction. This project is integrated with the updates to the Subdivision and Development Servicing Bylaw which includes updates to all engineering design criteria and will result in the creation of a design criteria manual (DCM) for Port Moody. The DCM will incorporate industry best practices and standards for sustainability and climate changes for all infrastructure.

Cloned from Actions 4.1.1 (Port Moody Climate Action Plan)

Operational Project

### Projects 3.1.13

Oct 01, 2023 - Mar 29, 2024

On Hold

Progress 20%

#### Single Detached Residential Redevelopment Updates

Includes the original scope of the Small Lot Program and Laneway Program Updates project which focused on the implementation of recommendations to improve the small lot and laneway housing program (infill development) and draft Bylaw Amendments as necessary. Project has now been renamed and expanded to also include recommendations to explore a pilot program for a new RS1-B Bare Land Strata zone.

Operational Project

### Strategic Goal 3.2

Progress 79%

#### Provide safe, efficient, and accessible transportation options

- Embrace a multi-modal approach for mobility
- Provide safe and comfortable transportation options for all ages and abilities
- Strategically plan for the City's transportation networks



Status	%	#
On Track	36.36	4
Some Disruption	18.18	2
Completed	45.45	5

Projects: 11

### Projects 3.2.1

Jan 02, 2024 - Dec 31, 2024

On Track

Progress 6%

Attachment 3

#### Pedestrian Priority Zone Exploration

(PHASE 2) Explore the feasibility of creating pedestrian priority zones in key areas of Port Moody that will encourage sustainable and active modes of transportation and reduce GHG emissions.

Cloned from Actions 2.2.3 (Port Moody Climate Action Plan)

Strategic Project Priority 2

### Projects 3.2.2

Apr 25, 2023 - Mar 31, 2024

Completed

Progress 100%

#### School Traffic Safety Initiative

Annual initiative to engage with School District 43 to identify barriers and challenges and improve active transportation opportunities to and from schools in the City. Heritage Mountain Elementary Active School Transportation Planning Study is in progress for 2023.

Operational Project

### Projects 3.2.3

Apr 25, 2023 - Jul 31, 2025

On Track

Progress 5%

#### Neighbourhood Traffic Calming Program

An annual program to develop a concept design for traffic calming, including public engagement and pilot project with temporary installations. Pilot project to be active for one or two years until funding is secured for permanent install.

Operational Project

### Projects 3.2.4

May 01, 2019 - Sep 30, 2024

Completed

Progress 100%

#### Suter Brook Village Traffic Improvement Pilot

Implement and monitor a trial traffic pattern change to one-way travel on Brew Street from Morrissey Road to Capilano Road.

Operational Project

### Projects 3.2.5

Jun 01, 2023 - Apr 30, 2024

On Track

Progress 95%

#### Shoreline Trail Upgrade

Upgrade and re-pave the existing Shoreline Trail paved pathway with improvements to width, drainage, and directional separation for safety. The project will also enhance the trail with extensive landscaping of plantings and trees, wayfinding features, benches, and interpretative signage.

Operational Project

### Projects 3.2.6

Apr 25, 2023 - Dec 31, 2023

Completed

Progress 100%

#### Bus Stop Accessibility Improvements

This annual program will facilitate making improvements for transit users throughout the City by modifying transit stops and sidewalk space to make the experience safer and increase accessibility. It will also include providing bus shelters in areas currently underserved.

Operational Project

### Projects 3.2.7

Jun 01, 2023 - Oct 08, 2024

On Track

Progress 90%

#### Guildford Way Cycling Facility - Design Phase

To develop a concept design that is an all-inclusive bike facility for all ages and abilities and provide a safe connection between Coquitlam and the existing bike and share facilities on Murray Street.

Operational Project

### Projects 3.2.8

Mar 01, 2022 - Mar 14, 2023

Completed

Progress 100%

#### Bike Route Review

Review a short list of existing bike routes to recommend potential vehicle/bike separation measures, priorities, and cost estimates. Upon completion, report back to Council to request funding to implement the higher priority bike route improvements.

Operational Project

### Projects 3.2.9

Oct 01, 2021 - Mar 29, 2024

Some Disruption

Progress 90%

#### Master Transportation Plan Update

(PHASE 1) Update, accelerate and fund implementation of the Master Transportation Plan projects to reduce GHG emissions by 2030, including accelerating alternative transportation goals, and initiatives focused on transit, transit-oriented development, and paths and trails.

Cloned from Actions 2.2.1 (Port Moody Climate Action Plan)

Strategic Project Priority 1

### Projects 3.2.10

Oct 01, 2021 - Dec 22, 2023

Completed

Progress 100%

#### Transportation Assessment for New Developments

(PHASE 1) Require developers to include comprehensive transportation demand management (TDM) strategies in proposals for new large development projects.

Cloned from Actions 4.2.2 (Port Moody Climate Action Plan)

Operational Project

### Projects 3.2.11

Nov 01, 2023 - Oct 31, 2024

Some Disruption

Progress 80%

#### Pay Parking

This project will establish pay parking at five locations within the City with the goal of increasing parking availability and turnover. The scope includes installation, commissioning, testing and staff training of the pay parking systems and parking payment phone application.

Strategic Project Priority 1

### Strategic Goal 3.3

Progress 47%

#### Enhance community wellbeing

- Facilitate community well-being through programs and long-term planning
- Provide recreation services and access to indoor and outdoor amenities for all ages and abilities
- Incorporate our values, including diversity, equity, inclusion, Truth and Reconciliation, and climate actions, into our policies, plans and initiatives



Category	%	#
On Track	50.0	8
Some Disruption	25.0	4
Upcoming	6.25	1
Completed	18.75	3

### Projects 3.3.1

Sep 01, 2019 - Oct 31, 2024

Some Disruption

Progress 84%

Attachment 3

#### OCP Update Process

An updated Official Community Plan that reflects past achievements and new master plans and includes updated community goals and directions to guide future growth. In 2021 Q4, the project scope was changed - staff are adjusting the project timelines and outcomes.

Strategic Project Priority 1

### Projects 3.3.2

Sep 01, 2022 - Apr 30, 2024

On Track

Progress 96%

#### Community Well-Being Guidelines

Develop guidelines for multi-family buildings in Port Moody to ensure that all new development projects are designed to support the physical, mental, and social health of residents, and to advance equity and connectedness.

Strategic Project Priority 2

### Projects 3.3.3

Apr 25, 2023 - Dec 31, 2023

Completed

Progress 100%

#### Accessibility Plan and Response

Planning for the City's response to Accessible BC legislation, including an accessibility plan and committee, as well as related accessibility work within facilities.

Strategic Project Priority 2

### Projects 3.3.4

Sep 01, 2022 - Dec 31, 2024

Some Disruption

Progress 40%

#### Construction Best Practices Policy

To outline construction best practices, determine prescriptive construction expectations, identify updates to applicable bylaws including monitoring and enforcement procedures, develop procedures to forecast construction (private and City works), and establish a construction impacts fee and eligibility requirements for a refund of the refundable portion of the fee.

Operational Project

### Projects 3.3.5

Feb 01, 2021 - Jan 31, 2024

Completed

Progress 100%

#### Seniors Needs Assessment

Complete a seniors needs assessment to understand community needs, potential programs, space needs and related costs.

Operational Project

### Projects 3.3.6

Feb 01, 2022 - Oct 31, 2023

Completed

Progress 100%

#### Tennis and Pickleball Report

Develop next steps for tennis and pickleball courts in the short term.

Operational Project

### Projects 3.3.7

May 26, 2025 - Dec 31, 2025

Upcoming

Attachment 3

#### Leisure Access Pass Review

Review of current leisure access program and recommendations for improvements to better meet community needs.

Operational Project

### Projects 3.3.8

Jan 01, 2022 - Jan 31, 2025

Some Disruption

Progress 50%

#### Youth Needs Assessment

Follow up on results of youth survey completed in 2022, and integration of feedback into recreational programming.

Operational Project

### Projects 3.3.9

Oct 07, 2024 - Mar 17, 2025

On Track

Progress 0%

#### Dog Management Strategy

This project, a recommendation from the Parks and Recreation Commission, will develop a dog management strategy for Port Moody's Parks, focusing on access, design, stewardship and enforcement, with designs that promote the comfort and safety of all park users.

Operational Project

### Projects 3.3.10

Sep 01, 2023 - Jun 28, 2024

On Track

Progress 0%

#### Allocation Policy and Framework

Review of current recreation allocation policies and development of a new allocation policy, fees and charges bylaw and framework to calculate recreation fees and subsidies for various recreation services and amenities.

Operational Project

### Projects 3.3.11

Jan 09, 2023 - Mar 31, 2025

On Track

Progress 15%

#### Embodied Emissions in New Construction Research and Options

(PHASE 2) Undertake research, industry consultation, and a legal review to outline options and implementation considerations for requiring and/or incentivizing embodied emissions reduction in new construction projects. Action under the Climate Ready Homes and Buildings Plan.

Cloned from Actions 1.1.5 (Port Moody Climate Action Plan)

Operational Project

### Projects 3.3.12

Jan 02, 2024 - Dec 31, 2024

On Track

Progress 21%

#### Sustainable Building Rezoning Policy

(PHASE 2) Update and expand existing rezoning policies to maximize energy efficiency and low carbon opportunities for new construction.

Cloned from Actions 4.1.3 (Port Moody Climate Action Plan)

Operational Project

### Projects 3.3.13



#### Community and Commercial Focused Zero Waste Strategy

(PHASE 2) Create a community and commercial focused zero-waste strategy to eliminate waste going to the landfill from community and commercial buildings.

Cloned from Actions 3.1.3 (Port Moody Climate Action Plan)

Operational Project

### Projects 3.3.14

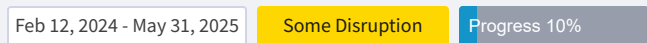


#### Civic Facility Accessibility Improvements – Phase 1

Implement accessibility improvements to three civic facilities (Civic Complex, Recreation Centre, and the Arts Centre) based on an accessibility assessment that was conducted in 2022.

Operational Project

### Projects 3.3.15



#### Truth and Reconciliation Crosswalk

Location selection, design, and installation of a Truth & Reconciliation themed crosswalk within Port Moody in order to provide a reminder of the victims, survivors, and all those impacted by Canada’s Residential School System and to display a highly visible commitment to advancing Truth and Reconciliation.

Strategic Project Priority 2

### Projects 3.3.16



#### Mayor’s Invitational Youth Summit

This project will deliver an Invitational Youth Summit in 2024. Mayor and Council will invite youth to come together to share their thoughts, ideas and visions on issues that matter to them including social connections/youth spaces, mental health and wellness, and climate justice.

Strategic Project Priority 1

### Strategic Priority 4 Progress 45%

Vibrant and Prosperous Community

Strategic Goal: 3      Projects: 24



	%	#
On Track	45.83	11
Some Disruption	12.5	3
On Hold	16.67	4
Upcoming	4.17	1
Discontinued	4.17	1
Completed	16.67	4

### Strategic Goal 4.1 Progress 42%

Improve the local business climate

- Prioritize implementation of the Economic Development Master Plan
- Focus on growth of priority business areas
- Provide support and communication to businesses in redevelopment areas



	%	#
On Track	28.57	2
Some Disruption	14.29	1
On Hold	28.57	2
Discontinued	14.29	1
Completed	14.29	1

Projects: 7

### Projects 4.1.1

Feb 26, 2024 - Apr 30, 2024

On Track

Progress 0%

Attachment 3

#### Industrial Land Strategy Implementation Plan

Industrial Land Strategy Implementation Plan to evolve industrial land uses.

Strategic Project Priority 2

### Projects 4.1.2

Apr 25, 2023 - Oct 31, 2023

On Hold

Progress 15%

#### Brownfield Development Strategy

Explore options for brownfield development.

Operational Project

### Projects 4.1.3

Apr 25, 2023 - Oct 31, 2023

Discontinued

#### Hotel Feasibility Study

Research to explore the feasibility of recruiting a hotel to be integrated into one of the mixed-use developments. The project will also encompass potential target hotel establishments and tiers as a site opportunity becomes available.

Operational Project

### Projects 4.1.4

May 01, 2023 - Dec 31, 2024

On Track

Progress 61%

#### Competitive Analysis and Target Identification

Supported in part by a CanExport grant, this project intends to examine the City's competitive strengths with respect to investment attraction and to identify targets in specific industries to approach for recruitment to Port Moody.

Operational Project

### Projects 4.1.5

Apr 25, 2023 - Aug 29, 2023

Completed

Progress 100%

#### Economic Development Micro Site

A microsite, hosted on the City's website, dedicated to support economic development, investment attraction and business retention.

Operational Project

### Projects 4.1.6

Apr 25, 2023 - Dec 31, 2024

On Hold

Progress 25%

#### Promotional Package for Office-Based Investment

Material (e.g. brochure, slide deck, etc.) to speak to the city's quality of life, upcoming developments, and commercial/investment opportunities to solicit office-based enterprises in mixed-use developments.

Operational Project

### Projects 4.1.7

Apr 25, 2023 - Mar 29, 2024

Some Disruption

Progress 50%

#### Business Outreach Program Formalization

A program to outline the strategic approach the City will undertake to reach out to businesses to connect for the first time, reconnect, and to canvass for on-the-ground information related to the business climate. This work is currently being conducted in a more ad hoc approach.

Operational Project

### Strategic Goal 4.2

Progress 37%

#### Enhance vibrancy through placemaking, arts, culture, heritage, and tourism

- Develop a vision for the “City of the Arts”
- Facilitate events and festivals in our community
- Increase the vibrancy of our waterfront and main thoroughfares



	%	#
● On Track	33.33	2
● Some Disruption	16.67	1
● On Hold	16.67	1
● Upcoming	16.67	1
● Completed	16.67	1

Projects: 6

### Projects 4.2.1

Jul 01, 2019 - Apr 30, 2024

Completed

Progress 100%

#### St Johns Redesign Project Phase 1

Develop design for improved St. Johns Street streetscape including multi-use path from Albert to Moody and reallocation of HOV lane for sustainable transportation use. This project, identified as a Medium Term Project in our Master Transportation Plan (MTP), is to transform the street into a multi-modal corridor providing improved cycling and pedestrian facilities. It will help make progress towards the 2017 MTP goals and targets including increasing the percentage of sustainable transportation mode trips, reducing average vehicle travel distance, and improving transportation related safety.

Strategic Project Priority 2

### Projects 4.2.2

Jul 01, 2020 - Dec 31, 2024

On Track

Progress 30%

#### St Johns Redesign Project Phase 2

Develop design for improved St. Johns Street streetscape. This phase will develop a concept design for active transportation facilities and improved streetscape along St. Johns Street from Moody Street to loco Road. A major component of this project includes reviewing the existing HOV lane along St. Johns, Clarke, and Barnet Highway and working with TransLink for approval to reallocate the HOV lane on St. Johns Street for active transportation use.

Strategic Project Priority 2

### Projects 4.2.3

Feb 03, 2025 - Dec 31, 2025

Upcoming

#### City of the Arts Strategy - Phase 1

Develop the pillars of a City of the Arts Strategy along with some short and long term recommendations. The goal is to develop a strategy whereby Port Moody is viewed as the "City of the Arts" by way of a defined vision; artistic, cultural, and heritage experiences for residents and visitors; supports for artists and the artistic community; connections to economic development and artistic enterprises; easy access to related information; and a proud community voice.

Strategic Project Priority 1



### Projects 4.2.4

Nov 01, 2023 - Mar 31, 2024

Some Disruption

Progress 2%

#### Heritage Strategic Plan Update Scoping

Develop a scope for a new Heritage Strategic Plan that reflects the City's truth and reconciliation intention. This will involve engaging a consultant to help scope what First Nations involvement in telling and planning for Port Moody's heritage looks like.

Strategic Project Priority 2

### Projects 4.2.5

Jun 03, 2024 - Feb 28, 2025

On Hold

Progress 10%

#### Moody Centre Streetscape Standards

To identify the potential for streetscape standards for different sub neighbourhoods within Moody Centre.

Strategic Project Priority 2

### Projects 4.2.6

Jan 03, 2023 - Oct 30, 2024

On Track

Progress 80%

#### Zero Waste Strategy for City Facilities, Parks, and Events

(PHASE 2) Create a zero-waste strategy for to eliminate waste going to the landfill from city owned buildings, parks, and events.

Cloned from Actions 3.1.2 (Port Moody Climate Action Plan)

Operational Project

### Strategic Goal 4.3

Progress 52%

#### Leverage public spaces

- Determine strategic direction for existing and future civic facilities
- Determine direction for underutilized City lands
- Enhance places where people naturally gather



	%	#
On Track	63.64	7
Some Disruption	9.09	1
On Hold	9.09	1
Completed	18.18	2

Projects: 11

### Projects 4.3.1

Jan 01, 2024 - Jan 31, 2025

On Track

Progress 20%

#### Recreation Facilities Study

Feasibility study of new recreation and community facilities, considering demographics, regional services and recreational trends, community and user group feedback, costs, and other factors.

Strategic Project Priority 1

### Projects 4.3.2

Jul 03, 2023 - Dec 31, 2024

On Track

Progress 5%

#### Short and Long Term Works Yard/3016 Murray Street Plan

Based on condition assessment and space planning studies conducted at the Works Yard and 3016 Murray Street, develop a plan that addresses both short term and long term needs considering current and future space needs, strategic locations to align with overall City lands strategy and long range master plans, financial factors, and efficient access to maintain exceptional level of service.

Strategic Project Priority 1

### Projects 4.3.3

Feb 01, 2023 - Oct 31, 2023

Completed

Progress 100%

Attachment 3

#### 2023 Pop Up Parks

Develop pop up parks at Queens St Plaza and Kyle Park for 2023.

Strategic Project Priority 2

### Projects 4.3.4

Sep 15, 2023 - Oct 31, 2024

Some Disruption

Progress 95%

#### Civic Facility Accessibility Assessments

Conduct accessibility assessments on 17 civic facilities, provide recommendations on improvements and upgrades at these facilities and develop a prioritization matrix to rank recommendations for each facility. This project will work towards achieving certification with the Rick Hansen Foundation Accessibility Certifier (RHFAC) rating system and to identify gaps to achieving Gold level certification. The Civic Centre, Recreation Centre, and the Arts Centre are excluded from this project, as they are covered under the Civic Centre Accessibility Improvements – Phase 1 project.

Operational Project

### Projects 4.3.5

Jan 08, 2024 - Dec 31, 2024

On Track

Progress 25%

#### Civic Complex Enhancement

A project that will hire a landscape architect and planning consultant to complete exterior upgrades to the complex that also includes the public library and recreation complex, with a focus on small-scale improvements that can make an immediate impact for the community, rather than larger capital projects.

Operational Project

### Projects 4.3.6

May 01, 2022 - Oct 31, 2024

On Track

Progress 75%

#### Westhill Childcare Facility

To renovate the second floor of the Westhill Community Centre to create 37 child care spaces and new playground space.

Operational Project

### Projects 4.3.7

Jul 01, 2019 - Dec 31, 2024

On Hold

Progress 0%

#### Queen Street Plaza Placemaking - Design Phase

Develop a design to beautify and activate the plaza by creating a space for residents and visitors to gather and connect, encouraging pedestrian traffic to the plaza and supporting surrounding businesses.

Operational Project

### Projects 4.3.8

Oct 30, 2020 - Feb 28, 2024

Completed

Progress 100%

#### Facility Climate Audits

(PHASE 1) Perform comprehensive climate audits on all civic facilities and prioritize upgrades where feasible and highest risk.

Cloned from Actions 1.1.2 (Port Moody Climate Action Plan)

Operational Project

### Projects 4.3.9

May 01, 2023 - Dec 31, 2024

On Track

Progress 60%

## Attachment 3

#### Zero Emissions Municipal Building Policy

(PHASE 2) Develop a zero emissions municipal building policy and track progress against GHG reduction targets for municipally owned buildings to guide emissions reduction retrofits and renovations. The policy will include the requirement to use future climate data in the design and renovation and facilities.

Cloned from Actions 1.1.15 (Port Moody Climate Action Plan)

Operational Project

### Projects 4.3.10

May 01, 2023 - Jun 30, 2026

On Track

Progress 5%

#### Inlet Park Fieldhouse

Design and construction of Fieldhouse facility at Inlet Park. Final design is anticipated to include multi-storey building with rooftop viewing deck, public washrooms, change rooms, large event space and flexible meeting and work space.

Strategic Project Priority 1

### Projects 4.3.11

Jan 15, 2024 - Oct 28, 2024

On Track

Progress 87%

#### 2024 Pop Up Parks

Develop pop up parks by animating spaces in the community. 2024 pop up parks will include family-friendly activities at Chip Kerr, Kyle Centre, Queen Street Plaza, and Pioneer Park for 2024.

Strategic Project Priority 2