

 MONCTON	POLICY	Owner Department: Strategic Initiatives
	<h2>Level of Service</h2>	
Effective Date: June 18, 2018	Last Reviewed Date: December 22, 2021	City Council Approval Dates: 2022, 2023, 2024 and 2025 Budget Approvals
Approving Authority: Moncton City Council	Replaces No.: N/A	

1. Preamble

The City of Moncton manages many different services throughout the year, including but not limited to the following areas:

- Corporate Services – including Corporate Communications;
- Community and Safety Services - including Building Inspection, Moncton Fire Department, Codiac Transpo, By-Law Enforcement, Urban Planning, and Policing Support Services;
- Engineering and Environmental Services – including Public Works, Municipal Facilities, Utilities, Water Systems, and Environmental Planning and Management;
- Recreation, Culture and Events – including Recreation and Leisure, Parks and Leisure Operations, Resurgo Place Culture and Heritage, Magnetic Hill Zoo and Magnetic Hill Park, Tourism and Events, and Venues;

This policy states what Level of Service is appropriate to meet minimum requirements as agreed upon by City administration and adopted by City Council and that will best serve the citizens of Moncton.

2. Policy Statement

City administration shall strive to meet the Levels of Service as adopted by Moncton City Council in the Appendices attached to and forming part of this Policy, as amended as required.

3. Objectives

The objectives of this policy are:

Level of Service

1. To provide guidelines to City administration so they can identify what is required to be done to meet the expectations of the citizens of Moncton.
2. To ensure that the Levels of Service delivered are in the best interest of the citizens of Moncton.
3. To emphasize and promote understanding of Levels of Service among City Council, City administration and the citizens of Moncton.
4. To provide direction to City administration with regards to meeting the Levels of Service.

4. Definitions

Level of Service - is a measure of the ability to meet an expected deliverable determined by City administration and Council under the guidance from the citizens of Moncton.

A level of service typically relate to:

- Quality
- Quantity
- Safety
- Capacity
- Fitness for purpose
- Aesthetics
- Reliability
- Responsiveness
- Environmental acceptability
- Costs

5. Council Approved Levels of Service

See Appendix "A" for the Council approved Levels of Service.

6. Administration and Contact

City Clerk's Office

655 Main St., Moncton, NB E1C 1E8

Telephone: 506.853.3550

Email: info.clerk@moncton.ca

APPENDIX A

By-Law Enforcement - People for Animal Wellbeing (PAW) Animal Control																
Pillars	Department Goals	Department	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Target Achieved 2024-2025	Target Achieved 2023-2024	Target Achieved 2022-2023	Results / Comment			
Social	To provide a safe environment for citizens with appropriate animal controls in locations throughout the City	PAW - People for Animal Wellbeing	N/A	Animal Control	Enforcement of Animal Control By-Law H-1322	Park users	Enforcing By-law H-202 Animal Control, capturing and impounding stray animals, investigating dog bite complaints, providing expert testimony in court cases, writing incident reports, providing humane care to animals under their supervision, daily patrols of parks and trails, after hours emergency response, and public education on responsible pet ownership.	Animal control - (PAW - People for Animal Wellbeing)	<ul style="list-style-type: none"> Patrol parks and trails (100 hours / month) 90% of the time 	73.69 hours	74 hours	84 hours	Centennial, Irishtown, Mapleton and Victoria			
									<ul style="list-style-type: none"> Acknowledge receipt of complaint within 2 business days 90% of the time 				Number of Complaints received : 467/average of 40 files per month. Target of 90% achievement as per the Executive Director of PAWS			
									<ul style="list-style-type: none"> Provide follow up on next steps and timelines within 4 business days 90% of the time 							
						Dog owners and citizens	Dogs registered (City of Moncton)	<ul style="list-style-type: none"> Register and provide dog licenses 85% annual renewal rate (5% of people and their pets relocate and 10% annual mortality rate in household pets) 	266 licenses	374 licenses	462 licenses					

Level of Service

By-Law Enforcement (Levels of Service to Public) July 2024 - June 2025 Results													
Community Safety													
Pillar	Department Goal	Department	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Target Achieved 2024-2025	Target Achieved 2022-2023	Target Achieved 2022-2023	Results / Comment
Social	Ensure that the City of Moncton is a safe and respectful community through the enforcement of by-laws	By-law Enforcement	N/A	By-law enforcement	Complaint handling By-Laws • On street patrols: • Pan handling • On Street parking regulations • Encampments/Social Issues	• Complainant Violators and Citizens	A public service provided to potential by-law violators and complainants offering compliance with a variety of City By-laws. A public service provided to on-street by-law violators and complainants offering compliance with a variety of City By-laws.	Response to Complainant Ticketing	<ul style="list-style-type: none"> 48 hours to acknowledge receipt of complaint from complainant and have it entered in our system for investigation. Target: 95% of the time <ul style="list-style-type: none"> 48 hours to respond to request for information on existing service request or case regarding status of service request or case. Target: 95% of the time <ul style="list-style-type: none"> 4 business days from receipt of complaint, follow-up or next steps including timelines will be provided. Target: 95% of the time 	95%	95%	95%	*5920 Service Request from July 2022 to June 2023 *6337 Service Request from July 2023 to June 2024 *52 20 Service Request from July 2024 to June 2025 * Waiting for new software to increase efficiency. * Waiting for new software to increase efficiency. *1021 Service Request from July 2022 to June 2023 * 4418 Service Request from July 2023 to June 2024 * 4250 Service Request from July 2024 to June 2025

Level of Service

Governance	Ensure that by-laws are created and abided by for the greater safety and enjoyment of the community	By-law Enforcement	N/A	Business licensing	<ul style="list-style-type: none"> Taxi Owners and Operators Pawnbrokers Mobile Home Parks Transient Traders Portable sign permit Mobile Vendors Vehicle immobilization service providers Sidewalk Café license Fire Pit Permit Resident Permits 	Applicant	<p>Providing a licensing service for particular businesses and activities as allowed under the Municipalities Act ensuring compliance with applicable regulations.</p>	<ul style="list-style-type: none"> Taxi Owners and Operators Pawnbrokers Mobile Home Parks Transient Traders Portable sign permit Mobile Vendors Vehicle immobilization service providers Sidewalk Café license Fire Pit Permit Resident Permits 	<ul style="list-style-type: none"> License and permit will be issued within 5 business days from receipt of a complete application Target: 95% of the time 	Yes	Yes	Yes	<ul style="list-style-type: none"> * 1582 Licenses issued from July 2022 to June 2023 * 1602 Licenses issued from July 2023 to June 2024 * 1701 Licenses issued from July 2024 to June 2025 		

Communications (Levels of Service to Public) (July 2024-June 2025 Results)

Corporate

Pillar	Description	Department	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Target Achieved 2024-2025	Target Achieved 2023-2024	Target Achieved 2022-2023	Target Achieved 2021-2022	Results / Comment
						Media	<p>Public relations (PR) is the practice of managing the communication between an organization and its publics.</p>	<p>Informed citizens</p>	<ul style="list-style-type: none"> Media requests are acknowledged within 1 hour Target: less than 7 valid media complaints of not meeting service level 	100%	100%	100%	100%	
						Media			<ul style="list-style-type: none"> Interviews (date and time) are agreed to by the media outlet and the City within a 5 hour of request for an interview Target: less than 10 valid media complaints of not meeting service level 	100%	100%	100%	100%	
						Media			<ul style="list-style-type: none"> Media requests are responded to in the official language of choice Target: less than 5 valid media complaints of not meeting service level 	100%	100%	100%	100%	

Level of Service

Governance	Proactively inform residents to improve transparency	Corporate Communications	Corporate Communications	Public Relations	Public knowledge	Citizens	Enhance citizen knowledge on city services	Informed citizens	• Educational information to citizens on various city services • Target: 2 per month	100%	100%	100%	100%	
					Social media	Citizens	Public relations (PR) is the practice of managing the communication between an organization and its publics.	Informed citizens	• Questions received on social media are acknowledged within 5 hours • Target: less than 10 valid complaints of not meeting service level Note: Questions are answered within 1 business day (Monday to Friday from 8:30 a.m. to 4:30 p.m.)	100%	100%	100%	100%	
Culture	Improve bilingual services within the municipality	Corporate Communications	Corporate Communications	Official Language Support	Official Languages	Citizens	Ensuring that all materials and communication destined for an external audience is provided in both French and English.	Adherence to Policies and Acts.	Official Languages Policy is reviewed every 5 years	No	Yes	Yes	Yes	
						Citizens			• Provide external audience materials in both official languages. • Target: less than 5 language complaints annually.	Yes	Yes	Yes	No	
Governance	Engage residents in the decision making process			Public Engagement	Public Participation	Citizens	Opportunities for the public to engage in decision making at the neighborhood or municipal level.	Consultation/engagement	Public Engagement Plan to be developed.	Yes	Yes	Yes	Yes	

Community Services - Culture and Heritage

Pillar	Department Goal	Department	Division	Service Name	Sub Service	Service Definition	Direct Customer	Service Component	Current Service Level	Target Achieved 2024-2025	Target Achieved 2023-2024	Target Achieved 2022-2023	Results / Comment

Level of Service

Culture	To Provide a community based initiatives and activities that promote the vibrancy of our arts and culture sector, including operation of the new Resurgo Place and our heritage properties (Free Meeting House, Thomas Williams House, and Treitz Haus)	Culture and Heritage	Resurgo Place Access and Collection Management	A public service provided to heritage program participants offering access to collections and heritage places as well as engagement in activities of heritage and cultural significance to Moncton at its different locations.	Patrons of Museum	Moncton Museum - artifact collection	• Access to museum collection • Target: At least 20 new/different artefacts annually	310%	Yes	YES	• Lobby case displays (25 artefacts) • Loans (7 artefacts) • Artefacts Canada Database (30 new records)
							• Access to temporary exhibitions • Target: Showcase 5 annually	160%	Yes	YES	• Bees! • Behind Racism • Gérald Leblanc • Fall & Harvest Cooking • Monarch Butterflies • Art Atlantic • Recovery Art • Meet me Halfway
					Patrons of Resource Centre	Reg Ward Resource Centre	• Access to resources by appointment • Target: 95% of request accommodated	100%	Yes	YES	• 121 research request in 2024
							• Research requests completed within 10 business days • Target: 90% of the time	100%	Yes	YES	
					Patrons of Resurgo Place	Transportation Discovery Centre	• Visitor satisfaction • Target: Less than 5 complaints annually	100%	Yes	YES	• 1 complaint - resolved
					Patrons of Thomas Williams House	Thomas Williams House	Access to the heritage house • Target: 4 events annually	100%	Yes	YES	• Summer 2024 open • Holiday Tea • Valentine Tea • Various rentals
					Patrons of Treitz Haus	Treitz Haus	• Access to permanent and temporary exhibitions • Target: 1 new temporary exhibition annually	100%	Yes	YES	• Fundy Biosphere Exhibition
							Offer onsite programs and activities Target: At least 12 annually	158%	Yes	YES	• Guided tours • School group program Sept-April (4 activities) • School group program May-June (7 choices) • Birthday party (4 programs) • Book launch (4) • Concerts (3) • Exhibition events (3) • Special events of note: Wings of Opportunity, Recovery Day, Heritage Fair

Level of Service

		Heritage and Culture	Heritage and Culture	Resurgo Place Program ming and Education	A public service provided to heritage and culture program participants offering engagement in activities of heritage and cultural significance.	Patrons of Resurgo Place	Heritage and culture programs as well as Learning Centre	<ul style="list-style-type: none"> Offer outreach programs and activities Target: At least 12 annually 	141%	Yes	YES	<ul style="list-style-type: none"> Education Kits (3) Tidal Bore Riverfront Walk Resurgo on the Go! (6) School Outreach Senior Home Outreach Festivals presence Canada Day Heritage Week Doors Open
					Patrons of City Facilities	Displayed Art	<ul style="list-style-type: none"> Display 65% of City of Moncton Art Collection in City facilities Target: 95% of the time 	100%	Yes	YES		

Level of Service

Culture	To Provide a community based initiatives and activities that promote the vibrancy of our arts and culture sector, including operation of the new Resurgo Place and our heritage properties (Free Meeting House, Thomas Williams House, and Treitz Haus)	Culture and Heritage	Culture	Culture	Art Gallery Access and Collection Management	A public service provided to culture program participants offering engagement in activities cultural significance to Moncton.	Patrons of City Hall Art Gallery	Year round access to art	Present Art exhibitions at the City Hall Gallery Target: At least 5 per year	100%	Yes	YES	. Denise LeBlanc • Atlantic Arts Symposium • Jared Betts
		Culture and Heritage	Visitor Information	Visitor Information Centre	Visitor Information	A public service provided to tourists, visitors and citizens offering information about local and regional attractions, and activities as well as hospitality services with the aim to trigger a visit to the area, enhance visit satisfaction, prolong a visit or encourage a subsequent visit to Greater Moncton.	Visitors looking for information on Moncton	Year round access to visitor information by phone, email and in-person.	<ul style="list-style-type: none"> Access to visitor information booth (un-staffed) at Romeo LeBlanc International airport Target: Restocked on a weekly basis 95% of the time 	100%	Yes	Partially	
		Culture and Heritage	Visitor Information	Visitor Information Centre	Visitor Information	A public service provided to tourists, visitors and citizens offering information about local and regional attractions, and activities as well as hospitality services with the aim to trigger a visit to the area, enhance visit satisfaction, prolong a visit or encourage a subsequent visit to Greater Moncton.	Visitors looking for information on Moncton	Year round access to visitor information by phone, email and in-person.	<ul style="list-style-type: none"> Access to face-to-face visitor information service at Resurgo Place Target: 6 days per week (with the exception of Statutory Holidays), except from Victoria Day to Labour Day 7 days per week 	100%	Yes	Yes	
		Culture and Heritage	Visitor Information	Visitor Information Centre	Visitor Information	A public service provided to tourists, visitors and citizens offering information about local and regional attractions, and activities as well as hospitality services with the aim to trigger a visit to the area, enhance visit satisfaction, prolong a visit or encourage a subsequent visit to Greater Moncton.	Visitors looking for information on Moncton	Year round access to visitor information by phone, email and in-person.	<ul style="list-style-type: none"> Access to face-to-face visitor information service at Treitz Haus Target: 7 days per week (June-August) 	114%	Yes	Yes	. Opened in May
		Culture and Heritage	Visitor Information	Visitor Information Centre	Visitor Information	A public service provided to tourists, visitors and citizens offering information about local and regional attractions, and activities as well as hospitality services with the aim to trigger a visit to the area, enhance visit satisfaction, prolong a visit or encourage a subsequent visit to Greater Moncton.	Visitors looking for information on Moncton	Year round access to visitor information by phone, email and in-person.	<ul style="list-style-type: none"> Respond to voice messages within 1 business day Target: 95% of the time 	100%	Yes	Yes	
		Culture and Heritage	Visitor Information	Visitor Information Centre	Visitor Information	A public service provided to tourists, visitors and citizens offering information about local and regional attractions, and activities as well as hospitality services with the aim to trigger a visit to the area, enhance visit satisfaction, prolong a visit or encourage a subsequent visit to Greater Moncton.	Visitors looking for information on Moncton	Year round access to visitor information by phone, email and in-person.	<ul style="list-style-type: none"> Respond to e-mail request within 1 business day Target: 95% of the time 	100%	Yes	Yes	

Level of Service

Sustainable Growth and Development - Building Inspection										Results / Comments					
Pillars	Department Goals	Department	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Percentage of Target Achieved 2024-2025	Percentage of Target Achieved 2023-2024	Target Achieved 2023-2024	Target Achieved 2022-2023		
						Builder				• Single Family Dwelling applications issued within 5 business days • Target: 85% of the time	N/A	35%	No	No	Current reporting methods do not properly reflect the service being provided. The HAF project includes a new e-permitting system that will allow us to better track turnaround time. The numbers will better represent the service that is provided.
						Builder				• Duplex Dwelling applications issued within 5 business days • Target: 85% of the time	N/A	58.75%	No	No	See explanation above
						Plumber				• Plumbing applications issued within 5 business days • Target: 85% of the time	N/A	89.91%	Yes	Yes	See explanation above

Level of Service

<p>Safeguard life, property, and public welfare by ensuring compliance with National Building Code, Building and Zoning By-laws in regard to the design, construction, and alteration of buildings and structures for the City of Moncton</p>	<p>Planning and Building Services</p>	<p>Building and Plumbing Inspection</p>	<p>Building and Plumbing Permitting and Inspection</p>	<p> <ul style="list-style-type: none"> • Plumbing Permits • Building Permits • Demolition Permits • Property Search • Electrical Waiver </p>	<p>Homeowner</p>	<p>To assist citizens, person and corporate, in preparing applications for building and plumbing permits that contain all required information.</p>	<p>Permitting throughput time; time from application to issuance</p>	<ul style="list-style-type: none"> • Fence applications issued within 5 business days • Target: 85% of the time 	N/A	63% Fence / 71% Pools	No	Yes	See explanation above
								<ul style="list-style-type: none"> • Accessory Buildings applications issued within 5 business days • Target: 85% of the time 	N/A	64%	No	No	See explanation above
								<ul style="list-style-type: none"> • Property Search completed within 5 business days • Target: 85% of the time 	N/A	78%	No	Yes	See explanation above
								<ul style="list-style-type: none"> • Electrical Waiver Search completed within 2 business days • Target: 85% of the time 	N/A	N/A	N/A	N/A	See explanation above
								Commercial	N/A				

Level of Service

Level of Service

Economy	<p>Safeguard life, property, and public welfare by ensuring compliance with National Building Code, Building and Zoning By-laws in regard to the design, construction, and alteration of buildings and structures for the City of Moncton</p>	Planning and Building Services	Building and Plumbing Inspection	<ul style="list-style-type: none"> • Plumbing Permits • Building Permits • Demolition Permits • Property Search • Electrical Waiver 	Builder	<p>To assist citizens, person and corporate, in preparing applications for building and plumbing permits that contain all required information.</p>	Permitting throughput time; time from application to issuance	<ul style="list-style-type: none"> • Restaurant applications issued within 10 business days • Target = 85% of the time 	N/A	50%	No	No	See explanation above	
								<ul style="list-style-type: none"> • Warehouse applications issued within 10 business days • Target = 85% of the time 	N/A	0%	No	No	See explanation above	
								<ul style="list-style-type: none"> • Manufacturing applications issued within 10 business days • Target = 85% of the time 	N/A	25%	N/A	N/A	See explanation above	
Economy	<p>Safeguard life, property, and public welfare by ensuring compliance with National Building Code, Building and Zoning By-laws in regard to the design, construction, and alteration of buildings and structures for the City of Moncton</p>	Planning and Building Services	Building and Plumbing Inspection	Building and Plumbing Permitting and Inspection	Townhouse/Rowhouse developments	Builder	<p>To assist citizens, person and corporate, in preparing applications for building and plumbing permits that contain all required information.</p>	Permitting throughput time; time from application to issuance	<ul style="list-style-type: none"> • townhouse/row house applications issued within 10 business days • Target = 85% of the time 	N/A	60%	No	No	See explanation above

Level of Service

Sustainable Growth and Development - Economic Development												
Department Goal	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Target Achieved 2024-2025	Target Achieved 2023-2024	Target Achieved 2022-2023	Target Achieved 2021-2022	Results / Comment
To attract and retain businesses and investment, promote sustainable development and population growth to support a thriving and prosperous economy.	Economic Development	Business / Investment Attraction	Information broker / customer service	Businesses and Investors	A public service provided to prospective businesses, promoting and raising the awareness / visibility and credibility of Moncton.	In-mission to Moncton and business relocation or opening in Moncton.	<ul style="list-style-type: none"> Acknowledge client inquiry within 48 hours Target: 95% of the time <ul style="list-style-type: none"> Respond to client needs within 72 hours Target: 95% of the time, depending on complexity of client request. 	100%	Yes	Yes	Yes	The economic development Linkedin page has more than 8,500 followers. For the period, there were over 376,000 impressions and 3,200 interactions. The economic development Instagram account has more than 3,400 followers.
			Site selection	Businesses and Investors	A service to businesses / investors highlighting real estate, land holdings, property and / or lease opportunities.	Client secures, rents, leases, purchases suggested site, land, building, tenancy, space.	<ul style="list-style-type: none"> Acknowledge client inquiry within 48 hours Target: 95% of the time <ul style="list-style-type: none"> Respond to client needs within 72 hours Target: 95% of the time, depending on complexity of client request. 	100%	Yes	Yes	Yes	
		Downtown One Stop Shop	Downtown information broker	Downtown Businesses	A public service provided to prospective businesses, promoting and raising the awareness of downtown Moncton as a choice location for investment.	Provided information meets client's needs.	<ul style="list-style-type: none"> Acknowledge client inquiry within 48 hours Target: 95% of the time <ul style="list-style-type: none"> Respond to client needs within 72 hours Target: 95% of the time, depending on complexity of client request. 	100%	Yes	Yes	Yes	Three companies have applied for the Commercial Bilingual Signage Program.
	Business Retention and Expansion (BRE) Support	Concierge/customer service	Existing Businesses		A financial incentive program designed to bring forward more investment in the downtown.	Eligible applications received and approved by Council.	<ul style="list-style-type: none"> Once all required information received, final decision on application completed within 45 days Target: 95% of the time 	100%	Yes	Yes	Yes	Economic Development has issued Downtown Financial Incentive Grants for a total of \$2.12 million across 12 downtown projects.
							<ul style="list-style-type: none"> Acknowledge client inquiry within 48 hours Target: 95% of the time <ul style="list-style-type: none"> Respond to client needs within 72 hours Target: 95% of the time, depending on complexity of client request. 	100%	Yes	Yes	Yes	

Level of Service

Immigration	Immigration	Connect immigrants to job opportunities; connect employers to workforce / talent	Immigrants and Business Owners	A service connecting immigrants to available jobs in the community and a service to enable employers to access talent	Immigrants secure employment.	<ul style="list-style-type: none"> Regular job fairs scheduled throughout the year - every 90 days 90% of the time 	100%	Yes	Yes	Yes	The Economic Development team hosted three job fairs, with 66 unique employers. Over 117 positions filled and over 4,700 attendees.
		People attraction - promote Moncton as a destination of choice for international newcomers / immigrants.	Potential Immigrants	A public service provided to non-residents, offering them access to information to better understand the unique value proposition and unique quality of life in Moncton in order to attract them to the City.	Potential immigrants either visit Moncton for an exploratory visit or they make a final decision to move or relocate to Moncton.	<ul style="list-style-type: none"> Acknowledge client inquiry within 48 hours Target: 95% of the time <ul style="list-style-type: none"> Respond to client needs within 72 hours Target: 95% of the time, depending on complexity of client request. 	100%	Yes	Yes	Yes	The Economic Development team hosted three major events for international student intergration. Provided information sessions at post-secondary institutions.

Municipal Emergency Measures Organization (MEMO) (Levels of Service to the Public) July 2024 - June 2025 Results

Community Safety

Pillar	Department Goal	Department	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Target Achieved 2024-2025	Target Achieved 2023-2024	Target Achieved 2022-2023	Target Achieved 2021-2022	Results / Comment
Social	Ensure the Corporation is prepared for any Emergency by executing and testing our Emergency Management Plans, and ensuring our citizens are properly informed	MEMO	N/A	Municipal Emergency Measures Organization	Emergency / Disaster Recovery Planning	Community	An internal service provided to the Corporation offering emergency and / or disaster recovery planning, coordination, temporary shelter, and monitoring.	Increase safety in crisis or disaster situations	<ul style="list-style-type: none"> Tri-Community All Hazard Plan reviewed annually 	Yes	Yes	Yes	Yes	Revised Plan to be brought to council in fall of 2025
				Municipal Emergency Measures Organization	Emergency Management Plan Testing	Community	An internal service provided to the Corporation offering emergency and / or disaster recovery planning, coordination, temporary shelter, and monitoring.	Increase safety in crisis or disaster situations	<ul style="list-style-type: none"> Hazard specific Plans reviewed every two years 	Yes	Yes	Yes	Yes	Revised the Do Not Consume Plan
				Municipal Emergency Measures Organization	Emergency Management Plan Response Monitoring	Community	An internal service provided to the Corporation offering emergency and / or disaster recovery planning, coordination, temporary shelter, and monitoring.	Increase safety in crisis or disaster situations	<ul style="list-style-type: none"> Participate in annual Provincial Emergency Exercise 	No	No	No	No	No longer offered
									<ul style="list-style-type: none"> Carry out table top exercise annually 	Yes	Yes	No	No	May 2025
									<ul style="list-style-type: none"> Emergency Command Centre (ECC) operational during emergencies when requested by the City's Director of Emergency Measures Target: ECC operational within an 1 hour of notice of activation 	Yes	Yes	Yes	Yes	Activated at the Monitoring level a few times but no full activation required.

Level of Service

Protective Services - Fire													
Pillar	Department Goal	Department	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Target Achieved 2024-2025	Target Achieved 2023-2024	Target Achieved 2022-2023	Results / Comment
Social Ensure that the City of Moncton is a safe community by protecting the life and property of its citizens via the various Fire Department services	Fire	Fire Prevention	Fire Safety Education	Fire Safety Campaign	Public	Public	Public service provided to students (young & old) interested in fire prevention by offering training and awareness session.	Education	• One annual open house - Fire Prevention Week	Yes	Yes	Yes	
		Fire Prevention	Fire Safety Education	Fire Safety Awareness	Public and Schools		Public service provided to students (young & old) interested in fire prevention by offering training and awareness session.	Education	• Provide 10 sessions annually - upon request	Yes	Yes	Yes	
	Fire	Fire Prevention	Fire Safety Inspection	Inspection - Residential Homes	Property Owners	Inspection - IC&I Buildings	Public service provided to property owners and building occupants offering compliance with National Fire Codes.	Inspections	• Provide home inspection upon request • Target: 95% of the time	Yes	Yes	Yes	
	Fire	Fire Prevention	Fire Safety Inspection	Inspection - IC&I Buildings	Schools, daycares, special care homes		Public service provided to property owners and building occupants offering compliance with National Fire Codes.	Inspections	• Schools, colleges, universities, daycares and special care homes are inspected annually • Target: 100% of the time	No	No	–	Requested to PNB for funding to hire additional staff. The province is looking at 2026.
		Fire Prevention	Fire Safety Inspection		Hospitals				• Hospitals are inspected every three years • Target: 100% of the time	No	No	–	Requested to PNB for funding to hire additional staff. The province is looking at 2026.
Ensure that the City of Moncton	Fire	Operations	Fire Rescue	Fire Suppression	Property Owners	Everyone	Public service provided to incident victims and their families, property owners, and insurance companies offering mitigation of a life/property threatening incident.	Extinguish / control fires	• Turn Out Time of 80 seconds or less • Target: 90% of the time	Yes	Yes	Yes	
		Operations	Fire Rescue	Haz Mat Response Mitigation	Everyone		Public service provided to incident victims and their families, property owners, and insurance companies offering		• Travel time of 240 seconds (4 mins) or less • Target: 90% of the time	Yes	Yes	Yes	
	Fire	Operations	Fire Rescue	Haz Mat Response Mitigation	Everyone		Control substance or assist other response team(s)	Control substance or assist other response team(s)	• Turn Out Time of 80 seconds or less • Target: 90% of the time	Yes	Yes	Yes	
		Operations	Fire Rescue	Haz Mat Response Mitigation	Everyone				• Travel time of 240 seconds (4 mins) or less • Target: 90% of the time	Yes	Yes	Yes	

Level of Service

Social is a safe community by protecting the life and property of its citizens via the various Fire Department services	Fire	Operations	Fire Rescue	Medical Fire Responder Care	People in distress	mitigation of a life/property threatening incident.								
	Fire	Operations	Fire Rescue	Rescue	Everyone	Public service provided to incident victims and their families, property owners, and insurance companies offering mitigation of a life/property threatening incident.	Basic life support	• Turn Out Time of 80 seconds or less • Target: 90% of the time		Yes	Yes	Yes		
								• Travel time of 240 seconds (4 mins) or less • Target: 90% of the time		Yes	Yes	Yes		
	Fire	Operations	Fire Rescue	Rescue	Everyone	Public service provided to incident victims and their families, property owners, and insurance companies offering mitigation of a life/property threatening incident.	Extraction from vehicle / building	• Turn Out Time of 80 seconds or less • Target: 90% of the time		Yes	Yes	Yes		
								• Travel time of 240 seconds (4 mins) or less • Target: 90% of the time		Yes	Yes	Yes		

Community Services - Magnetic Hill Zoo and Park

Pillar	Department Goal	Department	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Target Achieved 2024 2025	Target Achieved 2023 2024	Target Achieved 2022 2023	Results / Comment
Economy	To build a sustainable and financial plan that responsibly balances the necessity of staff, animal and visitors	Magnetic Hill Zoo and Park	Magnetic Hill Zoo	Magnetic Hill Zoo	Admissions, Guest Service, Retail, Activities	Zoo patrons	A public service to ensure all customer service needs and services are met during their visit.	Customer Service	• Provide excellent customer service • Target: 90% of patrons surveyed are either "completely" or "mostly" satisfied with the service received (July and August)	91.39	96.7%	96.44	• Visitors consistently noted the friendliness and helpfulness of staff, which contributed positively to their overall experience • At the same time, feedback highlighted opportunities to improve service levels in busy areas such as the bistro and gift shop to better meet demand
					School children				• Provide educational and fun school visits for ages 5-16 • Target: 90% of children surveyed are either "completely" or "mostly" satisfied with their group visit experience.	95%	95%	NA	• Feedback from parents & teachers continues to be that they would like more school offerings including field trips & behind the scenes experiences

Level of Service

Environment	To remain Atlantic Canada leading zoo that educates and inspires conservation action	Magnetic Hill Zoo and Park	Magnetic Hill Zoo	Magnetic Hill Zoo	Education Programs	Experience programs	A public service provided, in both official languages, to inspire participants with an educational activity that encourages an appreciation of animals and inspires conservation action.	Educational Services	<ul style="list-style-type: none"> Provide educational and fun behind the scene or exclusive experience programming Target: 90% of participants surveyed are either "completely" or "mostly" satisfied with their experience 	94.5%	100%	100%	<ul style="list-style-type: none"> Our behind-the-scenes programs continue to receive excellent feedback These experiences offer visitors a unique opportunity to learn more about the animals, see how we care for them, and engage with our mission of inspiring connections to nature Due to their success, we expanded the offerings in 2024 by introducing a new program, Pizza for the Primates, which has been a huge success 		
									<ul style="list-style-type: none"> Provide educational and fun summer camps for ages 5-16 Target: 90% of parents surveyed are either "completely" or "mostly" satisfied with their children camp experience 	100%	96.4%	92.8	<ul style="list-style-type: none"> We received excellent feedback on our 2025 summer camps, which reached full capacity, and we are exploring opportunities to expand in the future 		
Economy	To build a sustainable and financial plan that responsibly balances the management of the park and the safety of our guest and partner	Magnetic Hill Zoo and Park	Magnetic Hill Park	Magnetic Hill Park	Admission, Guest Service	Patrons	A public service to ensure customer needs and services are positive.	Customer Service	<ul style="list-style-type: none"> Meet Province of NB and Canada's Accredited Zoos and Aquariums (CAZA) standards Target: *100% of the time 	100%			<ul style="list-style-type: none"> Visitors continue to share that animal care is an important part of their overall experience Many commented that the animals appeared healthy, well looked after, and that interactions such as feeding opportunities and behind-the-scenes programs added great value Some feedback pointed to opportunities for improvement, including requests for larger or more enriched habitats for certain species, improved ventilation in animal buildings, and clearer signage with more animal information (e.g., names, ages, and behaviors) 		

Sustainable Growth and Development - Moncton Industrial Development

Level of Service

Pillar	Department Goal	Department	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Target Achieved 2024-2025	Target Achieved 2023-2024	Target Achieved 2022-2023	Target Achieved 2021-2022	Results / Comment					
Economy	Ensure the City of Moncton has a fully diversified economy that is supported by development and investment in our industrial parks	Moncton Industrial Development Limited (MID)	N/A	MID	Future Businesses	An Act to Incorporate the Moncton Industrial Development Limited (1959)	MID's primary functions are to acquire by purchase or otherwise lands in the City of Moncton, New Brunswick, with a view to the development of the same as sites for the establishment of industries thereon and to sell, lease or otherwise deal in or with the same; to provide services such as power, water, sewerage, roads and other amenities used or useful in connection with such lands or in connection with the operations of the Company or those of the occupiers of such lands; to acquire by purchase, lease, exchange, concession or otherwise, any description of real estate and real property or any interest and rights therein, legal or equitable or otherwise howsoever; to take, build upon, hold, own, maintain, work, develop, sell, lease, mortgage, exchange, improve or otherwise deal with in any manner and dispose of such lots, lands, sites, real estate and real property or any interest therein, to deal with any portion of the lands and property so acquired, subdividing the same into building lots, and generally laying out the same into lots, street and building sites for industrial purposes; and, to do all such acts, matters or things as may be deemed desirable to encourage the promotion, expansion and	Industrial land development	<ul style="list-style-type: none"> To provide an adequate level of serviced land inventory to meet current and future market demands ensuring we have an appropriate level of inventory - approx. Target: 5-7 years worth of a minimum of 190 acres (75 hectares) of serviced land inventory 	Yes	Yes	Yes	Yes	Above average sales continued throughout the year with MID challenged to maintain adequate inventory of serviced lands. The construction of Harrisville Logistics Park adds an additional 120 plus acres to our inventory and the development of MIP West phase 2 will add another 250+ acres of saleable lands in the coming years. A small and final expansion of Caledonia was completed in summer 2024 creating an additional 40+ acres for industrial development.					
					City of Moncton					<ul style="list-style-type: none"> To continually assess current and future land development opportunities within the City limits Target: Review available land on a quarterly basis 	Yes	Yes	Yes	Yes	Harrisville Logistics Park is now completed opening 124 acres (with 13 acres previously sold). MIP West phase 2 is now underway with West Main traffic circle combined sanitary and storm separation and sanitary upgrades and the Millner Trunk sanitary upgrades designed and ready to be tendered.. A future industrial park development study was completed with a land assembly totaling 180 acres already completed with an additional 200 acres to be added for future development.				
					Industrial land sales and grant revenues														
					100%			100%		100%	100%	5-Year Rolling AVG = \$32.1 Million							
					100%			100%		100%	100%	5-Year Rolling AVG = 68.28 acres							
					100%			100%		100%	100%	5-Year Rolling AVG = \$2.560 Million							
					100%			100%		100%	100%	5-Year Rolling AVG = \$5.340 Million							

Level of Service

								diversification of industrial activity within the City of Moncton.							
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Protective Services - Southeast Regional Service Commission Mosquito Control

Pillar	Department Goal	Commission	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Target Achieved 2025	Target Achieved 2024	Target Achieved 2023	Target Achieved 2022	Results / Comment
					Monitor larvae densities on a 10 to 14 day rotation within the Tri-Community			Number of larvae (per 250 ml sample)	· Monitor public land sites (approx. 200 sites) every 7-14 days · Target = 100% of the time	95%	95%	100%	100%	<p>In alignment with the continued shift toward prioritizing Integrated Mosquito Management (IMM - a subset of the Integrated Pest Management framework) within the SERSC Mosquito Management Program (Mosquito360), the historical “routine” surveillance schedule (~10 days) was slightly modified in 2025 to reflect a more data-driven approach. Surveillance parameters were adapted not only to staffing realities but also to take advantage of new technologies, particularly the novel drone-based monitoring introduced in 2024.</p> <p>As a general principle, the 10-day window remains a solid baseline, as it reflects typical larval development cycles under moderate environmental conditions and across multiple species. In practice, however, larval development varies significantly depending on temperature, habitat class, rainfall events, and species composition.</p> <p>Accordingly, monitoring operations were, and continue, to be refined to reflect site-specific productivity. For 2025, this meant prioritizing “site classes” identified as higher-risk or more productive, with the intent of advancing to location-specific monitoring for 2026 and beyond. In this model, high-priority sites were sampled more frequently, while the 10-day interval continue to serve as the general reference standard (with 7 days being a frequent during periods where smaller, more accessible sites, were prioritized due to weather and other external factors - such as the fire bans).</p>

Level of Service

													Continuing from 2024, field operations were conducted with a crew of four Field Technicians, supported by drone operations. As field dynamics can change dramatically from season-season, an additional Field Technician may be added to help support operations moving forward.
Mitigate the potential spread of arboviruses as well as ensure that residents of the Tri-Environment	Southeast Regional Service Commission	Mosquit o 360	Mosquit o Cont rol	Apply biological insecticide (Bti)	Citizens and Tourists	A Tri-Community service provided to residents offering a mosquito control	Larvicide(Bti) Insecticidal applied	<ul style="list-style-type: none"> • Apply biological insecticide when potential active breeding sites are identified or when larvae are present within a water sample. • Target = 100% of the time 	100%	100%	100%	100%	<p>In terms of site monitoring and treatment volume, a total of 1,184 site observations were conducted (plus additional drone scans and applications) - this being in line with previous coverage (a slight increase - likely due to more frequent rotation through some of the more accessible sites noted above during certain windows). Non-wetland sites such as retention ponds, parks, schools, and trails continued to be monitored per established protocols. Wetland sites were assessed through a hybrid model that combined drone surveying with direct, on-foot sampling. In both cases, monitoring parameters were expanded to include higher-resolution data, with increased dip counts, vegetation surveys, predator observations, and baseline soil assessments, in addition to existing water-quality sampling. These enhancements reflect a gradual integration of wetland-specific assessment protocols. In support of this, the program supervisor completed both Wetland Delineation and WESP-AC (Wetland Ecosystem Services Protocol – Atlantic Canada) certifications in 2025, which will further strengthen monitoring practices moving forward.</p> <p>As referred to above, it is also important to note that widespread August wildfires and the associated restrictions, restricted access to many wooded and wetland sites, preventing their inclusion in routine surveillance and treatment rotations. As a result, the program achieved ~95% of its monitoring coverage target for the season.</p>
													<p>Larvicide was applied at all sites where larvae were positively identified.</p> <p>As noted in last year's results, the Mosquito360 program has now effectively fully transitioned away from using Argos for wetland access and treatment (two Argo's are maintained for potential use for specific use-cases but are not part of standard practices). This decision was based on multiple factors, including operating and capital costs, ecological impacts, and the recognition that Argo track depressions themselves created non-trivial amounts of stagnant water that contributed to mosquito breeding. These functions have now been replaced with a drone-based wetland management approach. Because 2025 was the first spring in which drone technology was deployed, some challenges were encountered during the early part of the season. Chief among these were regulatory restrictions tied to the Special Flight Operations Certificate (SFOC), particularly weather-related limits such as maximum wind tolerances. As a result, supplementary foot treatments were occasionally required (with Argos still excluded from regular wetland use), however adult trap counts remained extremely low during this window - with total adult capture for May being >200, indicating supplementary treatment was effective in regards to subsequent adult activity). Fortunately, in response to accumulating data from drone programs such as ours, Transport Canada made significant regulatory changes of which will come into effect in November 2025. Under the new rules, drones carrying payloads under 150 kg can operate without an SFOC (up from the previous, much more restrictive, 25 kg threshold). This adjustment is expected to greatly expand operational flexibility, reduce time constraints, and create opportunities for efficient scaling of larvicide operations, if required, and generally mitigate the challenges posed in 2025.</p> <p>Turning to site treatment conditions, precipitation in 2025 was approximately 16% lower than in 2024 (which itself had seen a 40% decline from 2023). These reductions resulted in widespread desiccation of wetlands, particularly in</p>

Level of Service

<p>Community (Riverview, Moncton, Dieppe) experience reduced nuisance levels from mosquitoes</p>			<p>program to reduce the local mosquito populations (from late-April to early-September).</p>	<p>June, most of July, and throughout August and September. The 2025 season marked both the driest summer in the past decade and the longest continuous drought period on record for the program's target area. These dry conditions extended to both wetland and non-wetland sites. As a result, general surveillance - including a significant increase in species identification and habitat mapping - became a more dominant focus of operations than direct larvicide treatment. Combined with the program's continued emphasis on targeted rather than high-intensity larvicide, this shift led to a further proportional reduction in larvicide use during 2025. Whether this decline represents a sustained trend remains uncertain. The program's revised treatment approach suggests larvicide volumes should remain lower than historical norms; however, increasingly extreme seasonal weather patterns could also bring very wet years that would once again drive usage upward.</p>
		<p>Monitor larval densities post biological insecticide application</p>		<p>Number of larvae (per 250 ml sample)</p> <ul style="list-style-type: none"> • Monitor results within 48 hours of application • Target = 100% of the time <p>100% 100% 100% 100%</p> <p>Post-treatment monitoring in 2025 followed the same approach as in 2024. Pre-treatment larval densities averaged 3.69 larvae per 250 mL, while post-treatment counts dropped to 0.09 larvae per 250 mL - a reduction of approximately 97.6%. As in previous years, these results are consistent with the established efficacy of <i>Bacillus thuringiensis israelensis</i> (Bti), as documented in external studies and reference literature. It should be noted, however, that- as in 2024 - the prolonged lack of standing water across most site classes may have influenced the averages, as larvae were concentrated into smaller pockets of water at higher densities.</p> <p>A potentially important consideration moving forward is the relative dominance of <i>Coquillettidia perturbans</i>, as noted below under trapping. According to the literature, <i>Cq. perturbans</i> larvae differ from most species by avoiding the surface water channel. Instead, using a specialized siphon structure to tap into the root systems of aquatic vegetation to access oxygen. As a result, these larvae are difficult to sample with standard dipping techniques, making adult trap counts a more reliable metric of their activity. Furthermore, because Bti is most active in this same upper water column, its efficacy against <i>Cq. perturbans</i> is limited, as supported by scientific studies on this species, and may require modified approaches for effective management.</p>

Level of Service

aquatic larvae) biting flies.						Number of mosquitoes per trap	. Monitor results weekly, identify the flying adults . Target: Maintain adult-count trends from prior season(s), taking into account seasonal temperatures and precipitation.	Yes	Yes	Yes	Yes	<p>Trapping and associated identification saw some of the most significant improvements in 2025 compared to prior years. The addition of a dedicated Surveillance Technician, with previous experience in both mosquito identification and trapping, enhanced both the trapping process and specimen identification within the program. Field-trapping data collection was also expanded to include additional environmental parameters such as wind speed, humidity, and air temperature, recorded at deployment, midnight, and pickup. Additionally, when suitable larval habitat was present within range of deployed traps, larval sampling was incorporated into the trapping framework.</p> <p>Otherwise, trapping frequency (twice weekly) was maintained, and the overall number of sites remained consistent with 2024 (~22 sites). Although additional trap locations were added early in the season, the total was eventually reduced back to 2024 levels due to the significant time commitment required to maintain a statistically meaningful volume of specimens identified, via microscopic speciation (based on current program goals and cost-factors, microscopic identificaiton will continue to be the preferred methodology; as opposed to more resource intensive approaches like molecular analysis).</p> <p>Looking at trap counts, which remain one of the best indicators of adult abundance and nuisance activity, the comparison of sites consistent between 2024 and 2025 showed a total of 6,610 adults trapped in 2025 - the program's lowest recorded seasonal count. This represented a 43% decrease from 2024, which had itself shown a 63% decline from 2023. Across all trapping sites (including new locations), a total of 9,810 adults were trapped in 2025, a 14% decrease compared with 2024's total trapping count (all sites included). Continuing the trajectory from 2024, the 2025 season again reflected relatively low adult activity. This reduction was very likely the combined result of targeted larval control and extreme climatic conditions that limited larval habitat availability.</p> <p>Looking at speciation efforts in 2025, over 2,000 individual specimens were speciated (genus and species confirmed) by Mosquito360; with additional species data from over 6,000 specimens also being compiled from Acadia University - including data from 2023 and 2024. It should be noted that these data sets cover the broader Maritime region, with a subset being specific to the Tri-community area (including Centennial Park). In keeping with IMM principles, building a foundation of high-resolution species data is critical for treatment and surveillance planning. Mosquito populations vary widely in habitat preference, dispersal range, nuisance level, and treatment susceptibility, so management strategies should account for these factors, including the timing and frequency of larvicide applications.</p> <p>Of those 2,000+ individuals identified in 2025 within our region, 33 unique species were identified, including aggressive human biters such as <i>Cq. perturbans</i>, which were largely dominant in terms of their numbers (< 80% of the catch - and while this could be a result of some degree of sampling bias, individuals are selected at random for identification so dominance is well supported). This species is noted for the challenges they pose in terms of treatment, including resilience to Bti-based treatments approaches highlighting the potential need for further research and consideration of alternative management strategies if their numbers continue to trend as seen in 2025.</p>
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Level of Service

				Educate general population		Educated population	. Community visit, Web site, GeoPortal, Handouts	Implemented (Ongoing)	Partially (Ongoing)	In-Progress	Partially				

2025 saw some significant advancements on the education and outreach front. A dedicated Mosquito360 webpage, developed with support from HAWK Marketing, was launched to provide a clear landing point for residents seeking information about the program. The webpage is currently live and undergoing a final review before the addition of supplemental resources on mosquito breeding, treatment approaches, prevention strategies, and related educational materials are amended as additional webpage tabs. These updates are scheduled for release in October, and the site will continue to be built-upon to ensure residents have access to relevant information.

In addition, the SERSC's GeoPortal now includes a live Mosquito GeoPortal. To date, this tool has primarily served as an internal resource, providing valuable datasets such as delineated wetland boundaries, watercourses, flood zones, and other geographic features that support site identification and management. However, as this GeoPortal continues to be developed for the public user, it will function as a more comprehensive landing area for more data-driven program information (as opposed to the website, which is more broadly informational). This will allow us to tie in data, such as documented species composition, and the associated mosquito behaviours, such as most active peak biting activity, preferred host and habitat, etc., to be tied into a with a visual-spatial tool (interactive map), which may include other information such as adult counts, etc.

Public outreach was also carried out at SERSC-participated events during summer 2025. In parallel, a broader wetland education program was developed in collaboration with curriculum specialists and Department of Environment wetland biologists, designed for delivery to school and community groups (targeting grades 4–12). Furthermore, to increase general awareness of Mosquito360's role, a mail-out program was launched, which delivered pamphlets to every household in Moncton. These materials focused on the question: "What can I do on my own property?" with practical guidance for reducing breeding habitat. As in 2024, digital communication was also maintained, with an active social media campaign in circulation to keep residents informed about mosquito-control operations, including drone applications. The SERSC's communication department also rolled out a 'Mosquito Monday' program, which included various posts that provided all sorts of insights into Mosquito360 operations (where, why, when, how, etc.), this included a World Mosquito Day video, which was also shared by the AMCA's social media (American Mosquito Control Association) team.

Communication remains a core pillar of the IMM approach and will continue to be prioritized. These efforts not only provide transparency around program operations but also empower residents to play a role in reducing local breeding sources – particularly stagnant water on private property, which falls outside direct program control.

Operations Services - Parks

Pillars	Department Goals	Department	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Target Achieved 2024-2025	Target Achieved 2023-2024	Target Achieved 2022-2023	Results/Comments
								Lawn Maintenance	All areas should be serviced weekly from May until Thanksgiving	No	No		Achieved target 76% of the time when fully staffed with students from May until September. From September 1 to Thanksgiving,

Level of Service

To contributes at improving the quality of life for the citizens of	Parks Users Citizens and Residents	Park and Open Space Maintenance - Trails - Horticultural - Turf - Playground Equipment - Garbage Collection - Boulevards - Facility Grounds - Environmental Corridors	Class A Parks (High traffic parks: Regional Parks, Riverfront, Municipal Facilities etc)						we are staffed at 25% of our summer compliment	
				Horticultur e Maintenan ce	. Service weekly as required (ex: Weeding, Edging, and Mulching) May until Thanksgiving	No	No		Target is met 62% when fully staffed with students from May until September. From September 1 to Thanksgiving, we are staffed at 25% of our summer compliment	
				Waste Collection	. Waste collection shall be twice weekly during the summer season or more as required • Target: 95% of the time	No	No		Achieved target 93% of the time	
				Lawn Maintenance	. All areas should be serviced weekly from May until September and then bi-weekly until Thanksgiving	No	No		Target is met 68% when fully staffed with students from May until September. From September 1 to Thanksgiving, we are staffed at 25% of our summer compliment.	
				Horticultur e Maintenan ce	. Service bi-weekly as required (ex: Weeding, Edging, and Mulching) May until Thanksgiving	No	No		Target is met 42% when fully staffed with students from May until September. From September 1 to Thanksgiving, we are staffed at 25% of our summer compliment.	
				Waste Collection	• Waste collection will be a minimum of once weekly or more as required • Target: 95% of the time	No	Yes		Achieved target 91% of the time	
				Lawn Maintenance	. All areas should be serviced bi-weekly from May until September and then on demand until Thanksgiving	No	No		Target is met 70% when fully staffed with students from May until September. From September 1 to Thanksgiving, we are staffed at 25% of our summer compliment.	
				Waste Collection	• Waste collection will be a minimum of once every 2 weeks or more as required • Target: 95% of the time	No	Yes		Achieved 91% of the time	
				A public service provided to ensure safety in our parks	Grounds & Playground Maintenance - Play equipment	. Meet CSA standard CAN/CSA Z614:20 A Standard for Children's Playground Equipment and Surfacing for annual, monthly and weekly inspections	No	Yes	Annual 99% / Monthly 83%	
				Athletic Fields Services	Athletic Field Users	Athletic Fields	Athletic Field Maintenance	. Maintain safe playing fields. Report on conditions daily during operating season.	Yes Yes	Conditions reported for Baseball, Softball and Multi-Use Fields reported daily.
							Winter Operations	• All level 1 areas are to be cleared within a 24 hour period • Target: 90% of the time	Yes Yes	Snow removal operations completed within target for 17 major snowfall events during the period.

Level of Service

Culture	Moncton with recreational and athletic facilities that foster wellness and healthy living, and invest in parks, trails and green spaces planting and preservation.	Operations	Parks	Park and Open Space Access			- Snow removal				
					Trail Users Winter Services	A public service provided to ensure safety and enjoyment of our trails	Winter Operations - Snow removal	• All level 2 priorities will be cleared within 48 hours • Target: 90% of the time	Yes	Yes	Snow removal operations completed within target for 17 major snowfall events during the period.
					Winter Park Services		Winter Operations - Snow removal	• All level 3 priorities will be cleared within 72 hours • Target: 90% of the time	Yes	Yes	Snow removal operations completed within target for 17 major snowfall events during the period.
							Winter Operations - Sanding and Salting	• Following snow event: All level 1 priority areas are to be sanded/salted within a 24 hour period • Target: 95% of the time	Yes	Yes	Snow removal operations completed within target for 17 major snowfall events during the period.
							Winter Operations - Sanding and Salting	• Following snow event: All 2 priority areas will be sanded/salted within 48 hours • Target: 95% of the time	Yes	Yes	Snow removal operations completed within target for 17 major snowfall events during the period.
							Winter Operations - Sanding and Salting	• Following snow event: All level 3 priority areas will be sanded/salted within 72 hours • Target: 95% of the time	Yes	Yes	Snow removal operations completed within target for 17 major snowfall events during the period.
							Trail Maintenance	• All Surfaced Trails /Footpaths inspected annually with repairs and pruning done as required • Target: 95% of the time	Yes	Yes	61 of 62 trails, 98% compliance.
					Rink Users	A public service provided to ensure safety and enjoyment of our rinks	Winter Operations - Outdoor Rinks	Report ice conditions daily during operating season	Yes	Yes	Conditions for Kaboom Rink, Ian Fowler Oval, Mapleton Park Outdoor Rink, Muskrat Skating Trail and Victoria Park Outdoor Rink reported daily for the season.

Level of Service

						Ski Users	A public service provided to ensure safety and enjoyment of our ski trails	Ski Trail Operations	Report trail conditions daily during operating season			Yes	Yes		Conditions for Ski Trails reported daily for the season.
						Arboriculture Services	A public service provided to citizens and residents, for planting, establishment and maintenance of trees.	Tree Planting	• All trees planted during optimal planting season with a mortality rate of less than 6% during warranty period • Target: 90% of the time			No	No		357 trees planted in 2023, 32 warranty replacements (16 due to nursery stock failure) with 9.1 % mortality overall, if excluding nursery stock failure 4.5 % mortality.
						Residents and Citizens		Street clearance	• Maintain street canopy at 14 feet of clearance • Target: To be determined based on demand - see comment			Yes	Yes		175 requests, 174 resolved - 99% target achieved.
						Sidewalk clearance		• Maintain sidewalk canopy at 8 feet of clearance • Target: To be determined based on demand - see comment				Yes	Yes		56 requests for Canopy clearing, 51 resolved - 91% target achieved
						Stump removal		• Stump removed within growing season • Target: 90% of the time				Yes	No		Total of 157 removals completed

Sustainable Growth and Development - Planning and Development															
Pillar	Department Goal	Department	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Target Achieved 2024-2025	Target Achieved 2023-2024	Target Achieved 2022-2023	Target Achieved 2021-2022	Results / Comment	
Culture	Implement Heritage Conservation Strategic Plan		Heritage Conservation	Heritage Conservation	Heritage Permit Applications	Homeowner	To administer the City's Heritage Conservation By-law and process Heritage Permit applications and conduct inspections.	Heritage Permit Applications Turnaround Time	• Heritage Permit Applications processed within 4 to 6 weeks • Target: 80% of the time	82.76%	100%	Yes	Yes	<ul style="list-style-type: none"> Further adjustments required in the tracking system to more precisely track only the time within the department's control and avoid adding the time spent waiting for information beyond the department's control. 82.76% (28 out of 29) of applications were processed in accordance with desired Service Levels. 	
					Heritage Grant Administration	Applicant								90% of applications were processed in accordance with desired Service Levels. The average processing time for applications was 2-3 weeks. Variations in processing times are largely due to when an application is filed relative to the next Heritage Committee Board meeting, which occur monthly.	

Level of Service

Economy	Guiding the city's growth and development in a sustainable manner that takes into consideration the city's environmental, social, cultural and economic goals and objectives.	Planning and Building Services	Land Use Planning	Municipal Plan	Municipal Plan Development	Community	Prepare and administer the City's Municipal Plan, Secondary Municipal Plans, Zoning By-law, Subdivision By law, Controlled Access By-law.	Land Use Plans and Regulations Reviewed and Established	Municipal Plan is reviewed and updated every 10 years.	Yes	Yes	Yes	Yes	The last Municipal Plan review was completed in 2014. The Municipal Plan and Zoning By-Law review has been initiated and the RFP awarded to WSP in 2024. Review is on-going.
				Zoning By-Law	Ensuring Zoning By-law Compliance	Community	To Ensure that Properties and Land use is in accordance with Zoning By-laws.	Process Service Requests for Zoning By-law Complaints and Violations.	<ul style="list-style-type: none"> Process Service Request Violations within 4 to 6 weeks and achieve approved compliance plan Target: 80% of the time 	80%	75.0%	No	No	<ul style="list-style-type: none"> 80% achieved compliance within the 4-6 week turnaround time.
				Zoning Certificates	Issuing Zoning Certificates	Applicant	Process Zoning Compliance and Zoning Confirmation letters required for legal / real estate transactions confirming details on property, including whether or not they are in compliance with City of Moncton by-laws.	Zoning Certificates Turnaround Time.	<ul style="list-style-type: none"> Zoning Certificates Applications processed within 2 business days Target: 80% of the time 	75.68%	83.3%	Yes	Yes	<ul style="list-style-type: none"> Further adjustments required in the tracking system to more precisely track only the time within the department's control and avoid adding the time spent waiting for information beyond the department's control. 75.68% (196 out of 259) Zoning Certificates were processed in accordance with approved Service Levels. The average processing time is 1.75 days. Zoning Certificates did not meet expected Service Levels.
						Applicant		Zoning Agreement Inspected for Compliance	<ul style="list-style-type: none"> Conditional Zoning Agreements inspected for compliance within 12 months of development permit approval Target: 90% of the time 	85%	42%	Yes	Yes	Further adjustments required in the tracking system to more precisely track only the time within the department's control and avoid adding the time spent waiting for information beyond the department's control. Staff have been monitoring rezoning agreements and resolutions within the 12 month period. The department has shifted towards having Rezonings undertaken by resolution of Council, which has reduced

Level of Service

													the amount of Conditional Zoning Agreements moving forward.
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Level of Service

		Development Approval	Rezoning	Rezoning Application Administration	Applicant	Process: Municipal Zoning By-law amendments (Rezoning applications).	Application-to-Approval Turnaround Time	<ul style="list-style-type: none"> • Rezoning Applications processed within 6 months • Target: 80% of the time 	57.14%	39.3%	Yes	Yes	<ul style="list-style-type: none"> • Further adjustments required in the tracking system to more precisely track only the time within the department's control and avoid adding the time spent waiting for information beyond the department's control. • average turn around time was 198.90 days. 6 out of 28 were over 6 months. • Infor system reporting improvements are being explored to better reflect the rezoning process (i.e. application type, timelines, milestones). • Transition from Conditional Zoning Agreements to resolution of Council (where possible) has assisted in streamlining this process.
Economy Guiding the city's growth and development in a sustainable matter that takes into consideration the city's environmental, social, cultural and economic goals and objectives.	Planning and Building Services	Development Approval	Subdivisions	Subdivision Application Approval	Applicant	Subdivision Plan Approval	Type 1 Tentative Subdivision Application Approval Turnaround Time.	<ul style="list-style-type: none"> • Type 1 Tentative Subdivision Applications processed within 2 weeks • Target: 80% of the time 	64.06%	43.6%	No	No	<ul style="list-style-type: none"> • Further adjustments required in the tracking system to more precisely track only the time within the department's control and avoid adding the time spent waiting for information beyond the department's control. • 64.06% (41 of 55) Type 1 Subdivision Applications were processed in accordance with approved Service Levels. • The average number of days to process Tentative Subdivision Approval was 218.63 days). Type 1 Subdivisions require Council approval, which can extend beyond the 10 work day turnaround. Staff vacation also affects turnaround timelines for a handful of Type 1 Subdivision applications
					Applicant		Type 2 Tentative Subdivision Application Approval Turnaround Time.	<ul style="list-style-type: none"> • Type 2 Tentative Subdivision Applications processed within 6 weeks • Target: 80% of the time 	56.25%	46.2%	No	No	<ul style="list-style-type: none"> • Further adjustments required in the tracking system to more precisely track only the time within the department's control and avoid adding the time spent waiting for information beyond the department's control. • 56.25% (9 out of 16 applications) Type 2 Subdivision Applications were processed in accordance with approved Service Levels. • The average number of days to process Tentative Subdivision Approval was 654.78 days).
					Applicant	Development Approval Inspected for Compliance	<ul style="list-style-type: none"> • Planning Advisory Committee (PAC) applications inspected for compliance within 12 	100%	86%	Yes	Yes	100% of all PAC applications were monitored for compliance. Many files can take multiple years to achieve full compliance (i.e. apartment buildings,	

Level of Service

			PAC Application	PAC Application Administration		Planning Advisory Committee (PAC) Application Approval		months of development permit approval. • Target: 90% of the time					multiple buildings etc.) and are reviewed monthly to see what progress has been made.
				Applicant		Application-to-Approval Turnaround time		• PAC Application-to-Approval processed within 4 to 6 weeks • Target: 80% of the time	N/A	86%	Yes	No	• Further adjustments required in the tracking system to more precisely track only the time within the department's control and avoid adding the time spent waiting for information beyond the department's control. • Planning Advisory Committee (PAC) Applications were processed in accordance with approved service levels. The average application is processed in 9.17 days. A further review is proposed to accurately reflect the time taken from initial site plan review to the decision of PAC.
			Development Permit	Development Permit Administration	Applicant	Development Permit Approval	Development Approval Turnaround Time.	• Development Permit issued within 2 business days • Target: 90% of the time	N/A		No	Yes	• There were 24 of 28 development permit applications of which the zoning approval issued within expected service level as part of building permit turn-around times • The number of development permits (i.e. accessory buildings) issued has been reduced due to changes in provincial legislation

Sustainable Growth and Development - Public Transit

Pillar	Department Goal	Department	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Target Achieved 2024-2025	Target Achieved 2023-2024	Target Achieved 2022-2023	Target Achieved 2021-2022	Results / Comment
Social	Codiac Transpo is committed to providing	Codia Transpo	N/A	Fixed Route	Transit schedule - Tri-Community	Transit passengers	To support ridership growth goal and provide better customer service.	Customer service	• Arrive at destination within 3 minutes of scheduled arrival time • Target: 85% of the time	86%	91%	Yes	Yes	Timing increased on multiple bus routes due to increased passengers and traffic.
					Customer Ridership -	Transit passengers	To support ridership growth goal	New transit passengers	• Increase ridership by 2% annually	18%	43%	Yes	No	18% ridership increase (July 2024 - June 2025) (Farebox data)

Level of Service

a safe, reliable and professional transit service to everyone in the tri-community		Transit Service	Tri-Community									
			Bus Pass Sales - Tri Community	Transit passengers	To support ridership growth goal, encourage migration from cash payments to acquiring multi-ride passes.	Revenue	• Increase bus pass purchases by 2% annually (through 19 retail outlets and mobile app)	6%	46%	Yes	No	6% sales increase compared to same period prior year. (Farebox Data)
			Customer Inquiries - Tri Community	Transit passengers / Citizens	Respond to citizen inquiries	Customer service	• Respond to citizen inquiries within 36 hours of receipt • Target: 90% of the time	96%	93%	Yes	Yes	Of 580 requests 96% were closed within 36 hours or less.

Operations Services - Public Works

Pillars	Goals	Department	Division	Service Name	Sub Service	Direct Client	Service Definition	Service Component	Current Service Level	Target Achieved 2024-2025	Target Achieved 2023-2024	Target Achieved 2022-2023	Results / Comment
Economy	To provide the public with safe access to roads for the transport of people, goods and services.	Public Works	Public Works	Road / Sidewalk Access and Maintenance	Winter Maintenance - Roadways	Vehicle Operators	A public service provided to roadway users offering safe access to roads for the transport of people, goods and services.	Snow Removal	<p>Class II- Arterials (e.g. Mountain Rd.)</p> <ul style="list-style-type: none"> • Plowing commences after 5cm accumulation; • One complete pass of road to be completed within 6-8 hours of snow event starting; • Final plowing to be completed within 6-8 hours after the cessation snow event; • Upon plowing being completed, after the snow event, road surface will be mostly bare and dry or wet <p>Class III- Collectors (e.g. Evergreen Dr.)</p> <ul style="list-style-type: none"> • Plowing commences after 5-8cm accumulation; • One complete pass of road to be completed within 8 hours of snow event starting; • Final plowing to be completed within 8 hours after the cessation snow event; • Upon plowing being completed after the snow event road will be partially covered with two wheels of a vehicle on a bare surface and other wheels likely on snow pack, loose snow or ice <p>Class IV- Local Streets (e.g. Douglas Ave.)</p> <ul style="list-style-type: none"> • Plowing commences after 10cm accumulation; • One complete pass of road to be completed within 8 hours of starting; • Final plowing to be completed within 8 hours after the cessation snow event; • Upon plowing being completed after the snow event road is safe and passable 	Yes	NA	Yes	Plowing activities along arterials began within 2 hours and continued until complete.

Level of Service

Economy	To provide the public with safe access to roads for the transport of people, goods and services.	Public Works	Public Works	Road / Sidewalk Access and Maintenance	Winter Maintenance - Roadways	Vehicle Operators	A public service provided to roadway users offering safe access to roads for the transport of people, goods and services	Salting and Sanding	Class II- Arterials (e.g. Mountain Rd.) <ul style="list-style-type: none">• Salting and/or sanding shall commence when snow or ice starts to accumulate on the traveled portion of the roadway, causing slippery driving conditions.• Method shall be used to maintain roads to a bare pavement condition, until such actions become ineffective due to temperature, severity of the storm, or other conditions.• One complete pass of road salting / sanding should be completed within 2-3 hours of starting salting / sanding operations.	Yes	Yes	Yes	Class II Roadways completed within 2 hours. Subsequent passes may be required depending on weather conditions and rate of salt application.	
									Class III- Collectors (e.g. Evergreen Dr.) <ul style="list-style-type: none">• Salting and/or sanding shall commence once Class II roads have been maintained.• One complete pass of road salting should be completed within 2-3 hrs. of starting salting / sanding operations.• Methods shall be used to maintain a service level that road is partly covered with two wheels of a vehicle on a bare surface and other wheels likely on snow pack, loose snow or ice.				First pass Class III completed within 3 hours of salting operations. Subsequent passes may be required depending on weather conditions and rate of salt application. * Based on weather events requiring only Salt/Sand, independent of Plowing activities.	
									Class IV- Local Streets (e.g. Douglas Ave.) <ul style="list-style-type: none">• Service level is safe and passable with one complete pass of road salting / sanding to be completed within 10-14 hrs. after cessation of snow event;				First pass of Class IV completed within 8 hours of salting operations. Subsequent passes may be required on weather conditions and rate of salt application, *Based on weather events requiring only salt/sand, independent of plowing activities. Conditions for applying DLA not met during the season.	
Social	To provide the public with safe access to sidewalks.	Public Works	Public Works	Road / Sidewalk Access and Maintenance	Winter Maintenance - Sidewalk	Pedestrians	A public service provided to sidewalk users offering safe access.	Snow Removal, Salting, and Sanding: Sidewalk Snow Plow Plan follows a three-tier priority structure without fixed timeframes. As each priority level (1-3) is completed, public updates on the sidewalk clearing status will be provided. If a storm event occurs prior to completing all three priority levels, the program would reset to the first priority service level. This approach prioritizes sidewalk plowing in a logical fashion that is easier to understand and allows for a better structure of providing a consistent order of works throughout the City.	Priority 1 <ul style="list-style-type: none">• Identified on the City Sidewalk Snow Removal Program.• Initial plowing round takes up to 24hr. to complete. Depending on level of accumulation, subsequent cycles may be required.• Salt/Sand mixture appropriate to conditions.	Yes	Yes	Yes	Process change during 2024-2025 season resulted in data loss for completion statistics. No anomalies reported through the season for the sidewalk program. Deficiencies to be addressed for 2025-2026 season.	
									Priority 2 <ul style="list-style-type: none">• Identified on the City Sidewalk Snow Removal Program.• Initial plowing round takes up to 48 hrs. to complete. Depending on level of accumulation, subsequent cycles may be required.• Salt/Sand mixture appropriate to conditions.					
									Priority 3 <ul style="list-style-type: none">• Identified on the City Sidewalk Snow Removal Program.• Initial plowing round takes up to 5 days to complete. Depending on level of accumulation, subsequent cycles maybe required.• Salt/Sand mixture appropriate to conditions.					
								Priority 1 - Crosswalks (annual application)		Yes	Yes			
										No	No			

Level of Service

Economy	To provide the public with safe access to roads for the transport	Public Works	Public Works	Road / Sidewalk Access and Maintenance	Summer Maintenance - Road	Pedestrians and Vehicle Operators	A public service provided to roadway users offering safe access to roads for the	Traffic Markings: The work plan is developed based upon a level of risk priority. Weather and road temperatures are	Crosswalks around schools, Hospitals and Arterial and Collectors Streets Yellow & broken -white longitudinal lane markings (non-residential), directional arrow markings and AT delineated bike lanes	Yes	NO	NO	Traffic Symbols 88.2% complete. Crosswalks 96.5% complete. Directional Arrows 94.4% complete. White & Yellow long lines 97.4% complete.	
											NO	NO		

Level of Service

	and services.					Vehicle Operators	goods and services.		Priority 2 - Parking (bi-annual application) • Metered parking within the downtown core. • Metered parking around the hospitals. • On street parking stalls	Yes	No	Yes	
Economy	To provide the public with safe access to roads for the transport	Engineering & Environment	Public Works	Road / Sidewalk Access and Maintenance	Summer Maintenance - Road	Trail Users and Vehcile Operators	A public service provided to roadway users offering safe access to roads for the	Traffic Markings: The work plan is developed based upon a level of risk priority. Weather and road temperatures are factors affecting target completion dates.	Priority 3 - other symbols (bi-annual application) • Bike symbols, sharrows, & diamonds.	Yes	No	No	
						Cyclists		No			No		
Economy	To provide the public with safe access to roads for the transport of people, goods and services.	Engineering & Environment	Public Works	Road / Sidewalk Access and Maintenance	Summer Maintenance - Road	Vehcile Operators and Cyclists	A public service provided to roadway users offering safe access to roads for the transport of people, goods and services.	Street Sweeping:	Street Sweeping Priorities: Phase 1: Comprehensive Spring Debris Removal on Arterials, Collectors, Industrial and Active Transportation within Street right of way (Spring) Phase 2: Comprehensive Street Sweep for remaining Local residential streets (Spring and Summer) Phase 3:Housekeeping and regular maintenance on Arterials, Collectors, Industrial and Active Transportation within Street right of way and Local residential streets . (Summer) Phase 4:Comprehensive Street Cleaning for Drainage Improvement (Fall)	Yes	No	Yes	
Economy	To provide the public with safe access to roads for the transport of people, goods and services.	Engineering & Environment	Public Works	Road / Sidewalk Access and Maintenance	Summer/Winter Maintenance - Road	Vehcile Operators and Cyclists	A public service provided to roadway users offering safe access to roads for the transport of people, goods and services.	Asphalt Patching: There are two principal methods of repairing asphalt roadways: 1. Remove and replace the defective pavement and surfacing and/or base material – replacing it with new, base and surface material*. 2. Cover the defective area with an overlay of material*, sealing the defective area and stabilize the affected area. *Material is defined as: • Winter – Cold Patch or recycled material dependent upon air temperature. • Summer – Includes a plant manufactured two layer asphalt of base and seal grades asphalt. *Pothole is defined as: Pavement deterioration resulting in a pothole depth of 75mm and	Priority Cycle Winter: • Class II- Arterials (e.g. Mountain Rd.)C • Class III - Collectors (e.g. Evergreen Dr.) • Class IV- Local Streets (e.g. Douglas Ave.) • Repaired as required with cold patch asphalt or recycled material Summer: • Class II- Arterials (e.g. Mountain Rd.) • Class III - Collectors (e.g. Evergreen Dr.) - Work to begin once asphalt manufacturing plants have opened. All repair work completed by July. • Class IV- Local Streets (e.g. Douglas Ave.) - Work to begin once asphalt manufacturing plants have opened and all Class II and III roadway repairs are completed. All repair work completed August.	Yes	Yes	Yes	Winter pothole and utility cut maintenance ongoing through season. Summer Patching completed in Zone A on July 26, 2024 and Zone B completed on August 16, 2024.

Level of Service

								surface width of 300mm to be considered as a candidate for repair as conditions and resources allow.						
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Community Services - Recreation

Pillars	Department Goals	Department	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Target Achieved 2024-2025	Target Achieved 2023-2024	Target Achieved 2022-2023	Target Achieved 2021-2022	Results/Comments
To facilitate the delivery of	Recreation	N/A	Recreational activities	Recreational activities offered by third party providers	Recreational activity participants	A facilitative service to offer recreational activities to citizens with a community development approach through contracts with third parties.	Recreational activities	Recreational activities	• Acknowledge client inquiry within 24 hours • Target: 95% of the time	N/A	yes	yes	Yes	Not applicable this year, as we currently have no way of measuring these outcomes. Instead, we decided to focus on the initiatives outlined in the Strategic Plan. Next year, we will be in a better position to reflect on and align with the Department goals.
									• Respond to issues within 48 hours • Target: 95% of the time	N/A	yes	yes	Yes	Not applicable this year, as we currently have no way of measuring these outcomes. Instead, we decided to focus on the initiatives outlined in the Strategic Plan. Next year, we will be in a better position to reflect on and align with the Department goals.
							Recreational activities	Recreational activities	• Acknowledge provider inquiry within 24 hours • Target: 95% of the time	N/A	yes	yes	Yes	Not applicable this year, as we currently have no way of measuring these outcomes. Instead, we decided to focus on the initiatives outlined in the Strategic Plan. Next year, we will be in a better position to reflect on and align with the Department goals.
									• Respond to issues within 72 hours • Target: 95% of the time	N/A	yes	yes	Yes	Not applicable this year, as we currently have no way of measuring these outcomes. Instead, we decided to focus on the initiatives outlined in the Strategic Plan.

Level of Service

Culture	Community-based recreation programs to ensure that citizens and the public have full access to a wide range of recreational, parks and leisure experiences and opportunities.	Recreational Program Advisory and Support	Programming of activities	Targeted programming participants	A service provided to users of recreation programs offering access to supervised / unsupervised recreational activities.	<ul style="list-style-type: none"> Neighbourhood Programming Youth Programming Seniors Programming Sports Programming 	<ul style="list-style-type: none"> • Bi-weekly site visits during peak season (July - September) • Target: 95% of the time • Notify applicant of decision of request for programming within 5 business days • 95% of the time • Notify applicant of decision of request for programming within 5 business days • 95% of the time • Notify applicant of decision of request for programming within 5 business days • 95% of the time • Notify applicant of decision within 5 business days • 95% of the time • Support third party events and provide City events • Target: Maintain 90% (third party) / 10% (City) ratio 	<p>95%</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>95%</p> <p>100%</p>	<p>yes</p> <p>yes</p> <p>yes</p> <p>yes</p> <p>yes</p> <p>yes</p>	<p>yes</p> <p>yes</p> <p>yes</p> <p>yes</p> <p>yes</p> <p>yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	Next year, we will be in a better position to reflect on and align with the Department goals.
												Staff conducted site visits at our outdoor pools to ensure operations were running smoothly and visits were also made at our Regional Parks.
												Not applicable this year, as we have partnered with the YMCA to deliver neighbourhood programming. The City now directly offers block party services, so a separate application is no longer required.
												Not applicable this year, as we have recently hired a Community Development Officer for Seniors and Youth. This position will be responsible for offering programming for seniors and youth, either through direct delivery or in partnership with community groups.
												Not applicable this year, as we have recently hired a Community Development Officer for Seniors and Youth. This position will be responsible for offering programming for seniors and youth, either through direct delivery or in partnership with community groups.
												All sports field bookings are managed through the third-party provider, Nustadia. The City continues to work in partnership with them to ensure quality service delivery to sports groups.
												Various community events were held in partnership with the support of the Recreation Department. In addition, the Department delivered direct programming, including initiatives such as Skate with Santa, fitness classes, and the New Year's Day event.

Level of Service

Social	To improve the quality of life for the most vulnerable citizen	Recreation	N/A	Social Inclusion	Clients	Clients	Assisting Clients	• Acknowledge client inquiry within 24 hours • Target: 95% of the time	N/A	yes	yes	Yes	Not applicable this year, as we currently have no way of measuring these outcomes. Instead, we decided to focus on the initiatives outlined in the Strategic Plan. Next year, we will be in a better position to reflect on and align with the Department goals.
								• Respond to issues within 48 hours • Target: 95% of the time					
					Agencies	Agencies	Assisting Agencies	• Acknowledge agency inquiry within 24 hours • Target: 95% of the time	N/A	yes	yes	Yes	Not applicable this year, as we currently have no way of measuring these outcomes. Instead, we decided to focus on the initiatives outlined in the Strategic Plan. Next year, we will be in a better position to reflect on and align with the Department goals.
								• Respond to issues within 72 hours • Target: 95% of the time					
Culture	To provide citizen participation at the neighborhood level	Recreation	N/A	New Capital Works Project Development	Public Consultation	Citizens	Consultation	• A minimum of one consultation session per new project • Target: 95% of the time	100%	yes	yes	Yes	All Recreation Master Plan projects had consultation efforts.

Operations Services - Greenfoot Energy Centre (GEC) & Crossman Community Centre / Kay Arena Leisure and Culture Program														
Pillars	Department Goals	Department	Division	Service Name	Sub Service	Service Definition	Service Component	Current Service Level			Target Achieved 2024-2025	Target Achieved 2023-2024	Target Achieved 2022-2023	Results / Comment
					Event Cleaning	An operational service provided to paying clients of the Arenas. Event cleaning includes, but is not limited to: cleaning washrooms, garbage collection, scrubbing floors, and vacuuming (where applicable).	The facility is clean and ready for event	Clean washrooms, collect waste, scrub floors, and vacuum, where applicable, at least 5 hours prior to event on event day. Target: 90% of the time			Yes	Yes	Yes	
							Slapshots is clean and ready for event participants	Clean washrooms, collect waste, scrub floors, and vacuum, where applicable, at least 5 hours prior to event on event day. Target: 90% of the time			Yes	Yes	Yes	
								Clean meeting rooms, collect waste, scrub						

Level of Service

Social To contribute at improving the quality of life for citizens of Moncton with recreational and athletic facilities that foster wellness and healthy living.	Parks	Venues - Greenfoot Energy Centre / Crossman Community Centre / Kay Arena	Events	Meetings rooms are clean and ready for function	floors, and vacuum, where applicable, at least 5 hours prior to event on event day. • Target: 90% of the time	Yes	Yes	Yes		
				Arenas are set-up and ready for event	Set-up Arenas as requested at least 5 hours prior to event on event day. • Target: 90% of the time	Yes	Yes	Yes		
				Slapshots is set-up and ready for function	Set-up Slapshots as requested (with list of rented items and set-up) at least 3 hours prior to function. • Target: 90% of the time	Yes	Yes	Yes		
				Meeting room is set-up and ready for function	Set-up meeting rooms as requested (with list of rented items and set-up) at least 1.5 hours prior to event on event day. • Target: 90% of the time	Yes	Yes	Yes		
			Ice Rentals	Ice Maintenance (Prior to Start of Day)	An operational service for groups renting ice at the Arenas	Ice is available for users	Ice maintenance completed with proper measurements logged and ice prepared for first rental of the day. • Target: 95% of the time	Yes	Yes	Yes
				Ice Maintenance (During Rentals)	An operational service for groups renting ice at the Arenas	Ice is available for users	Ice flooded prior to rental period within a max. 15 minutes per flood • Target: 95% of the time	Yes	Yes	Yes
				Dressing Room Preparation	An operational service for groups renting ice at the Arenas	Dressing Rooms ready for use by users	Clean and ensure room is empty in-between rentals within a target of 15 minutes per cleaning. • Target: 90% of the time	Yes	Yes	Yes
			Installation of Ice	Installation of Ice	Process of installing ice per required schedule	Installation of ice	Ice installed within a max. 280 hours. Per ice service • Target: 95% of the time	Yes	Yes	Yes
			Events	Rented Facility	Greenfoot Energy Centre is a premium facility sporting events with major capacity of 4 sheets of ice. Crossman Community Centre / Kay Arena has one ice sheet, gymnasium, walking track, and three community rooms.	Arenas ready for event	Rented area(s) ready for use by client as per rental agreement. • Target: 90% of the time	Yes		
						Slapshots Restaurant & Intermissions Café ready for event	Restaurant ready for use by clients of events. • Target: 90% of the time	Yes		
				Ice Surface Condition	Skaters / Players	Ice surface ready for use	Ice flooded prior to rental period and after each game • Target: 95% of the time	Yes		

Level of Service

		Venues - Greenfoot Energy Centre & Crossman Community Centre / Kay Arena	Ice Rental	Dressing Rooms (16) Condition	Users	Dressing rooms ready for use	.Dressing room cleaned prior to rental period, Target: 90% of the time .Dressing room cleaned after each booking, Target: 80% of the time	Yes			
				Lobby Condition	Users	Lobby cleaned and ready for use	.Lobby cleaned prior to rental period, Target: 90% of the time • Lobby cleaned after last rental period, Target: 90% of the time	Yes			
				Public Washrooms (5) Condition	Users	Public Washrooms cleaned and ready for use.	.Public Washrooms cleaned prior to rental period, Target: 90% of the time .Public Washrooms cleaned a minimum of 3 times per renting period, Target: 90% of the time	Yes			
				Gym Maintenance (Prior to Start of Day)	An operational service for groups renting the gym at the Crossman Center	Gym is available for users	.Floor maintenance completed for first rental of the day. .Target: 95% of the time	Yes	Yes	Yes	
		Crossman Community Centre / Kay Arena	Gym Rentals	Gym Maintenance (During Rentals)	An operational service for groups renting the gym at the Crossman Center	Gym is available for users	.Floor cleaned prior to rental period .Target: 95% of the time	Yes	Yes	Yes	
				Dressing Room Preparation	An operational service for groups renting the gym at the Crossman Center	Dressing Rooms ready for use by users	.Clean and ensure room is empty in-between rentals within a target of 15 minutes per cleaning .Target: 90% of the time	Yes	Yes	Yes	
				Walking Track	Track Maintenance (Prior to Start of Day)	An operational service for groups using the walking track at the Crossman Center	Walking track is available for users	.Track maintenance and cleaned prior to opening for the day. .Target: 95% of the time	Yes	Yes	Yes

Community Services - Tourism and Events

Pillar	Department Goals	Departme nt	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Target Achiev ed 2024- 2025	Target Achiev ed 2023- 2024	Target Achiev ed 2022- 2023	Results / Comment

Level of Service

Culture	To increase the number of leisure travellers to Moncton and the Southeast region	Recreation, Culture and Events	Tourism and Events	Visitor Information: Visitor focused	Social media engagement / interaction	Tourists	A public service provided to tourists and visitors offering information about local and regional attractions, and activities as well as hospitality services with the aim to trigger a visit to the area, enhance visit satisfaction, prolong a visit or encourage a subsequent visit to Greater Moncton.	An informed visitor	<ul style="list-style-type: none"> Social media campaign with municipal, partner and regional posts (Facebook, Instagram, Twitter) no less than 3 times per week Response to social media inquiries within 48 hours Provide face-to-face and telephone Visitor Information all year round Online advertising campaigns targeting four priority segments <ul style="list-style-type: none"> Target: New Brunswick, Atlantic Canada, Quebec/Ontario, New England 	Yes	Yes	Yes	<ul style="list-style-type: none"> In November 2022, Destination Moncton-Dieppe (DMD) took over tourism promotion, including managing the City's former tourism Facebook account Since then, the City's paid social media campaigns have been run through the City's Corporate Facebook account After this change, the City of Moncton's Events Team shifted its focus to promoting major Moncton events only—no longer combining event promotion with general tourism marketing These key events are now promoted both locally and in nearby provinces (NB, NS, PEI, QC) to raise awareness and attract visitors, helping position Moncton as a fun and vibrant place to attend events The period from July 2024 to June 2025 marks the second full year under this new approach. The following statistics will help set a benchmark for future planning <p>RESULTS - Paid Social Media Campaign (July 2024-June 2025):</p> <p>TOTAL REACH: 12 281 200</p> <p>TOTAL IMPRESSIONS: 21 615 507</p> <p># of EVENTS FEATURED: 43</p> <p>AVERAGE COST PER RESULT: \$2,31</p> <p>MARKETS: NB, NS, PEI, QC (in regions near NB)</p>			
													<ul style="list-style-type: none"> In November 2022, the City's former tourism Facebook account was transferred to Destination Moncton-Dieppe Since then, the City's paid social media campaigns have been managed through the City's Corporate Facebook account. As a result, all social media inquiries are now handled by the Corporate Communications Department The Events Team is kept in the loop and often consulted to help craft responses 			
													<p>This is managed by Resurgo Place at these two Visitor Information Centres:</p> <ul style="list-style-type: none"> Resurgo Place Visitor Information Centre open 12 months/year Treitz House Visitor Information Center open during tourism season 			
													<ul style="list-style-type: none"> Destination Moncton-Dieppe is now responsible for this service. That said, in order to attract out-of-town visitors to Moncton, the City's Events Team coordinates an outdoor advertising campaign to promote key Moncton events in the following markets: Greater Moncton, Fredericton, Saint John, Miramichi, and occasionally in Halifax/Dartmouth This outdoor advertising campaign includes digital billboards and street level ads 			

Level of Service

Economy	To make Moncton the destination of choice for meetings, travel trade and trade and exhibition opportunities	Recreation, Culture and Events	Tourism and Events	Partnership agreements with industry Destination Promotion : Industry Focused	Industry	Tourism as an economic generator by increasing number of visitors, visitor expenditures and visitor length of stay, year-over-year. Delivered through all sectors including meetings and conventions, travel trade, sport tourism, leisure, fully independent traveller.	<ul style="list-style-type: none"> • Tourism Moncton partnership agreements in place with a minimum 20 tourism partners (attractions and accommodations) • Target: 100% of the time 	No longer applicable	No longer applicable	No longer applicable	<ul style="list-style-type: none"> • In light of the transition of the tourism responsibility from the City of Moncton to Destination Moncton-Dieppe, this Service Level is no longer applicable to this department
					Industry		<ul style="list-style-type: none"> • Attend 10-12 marketplaces and travel trade shows to promote and market the region 	No longer applicable	No longer applicable	No longer applicable	<ul style="list-style-type: none"> • Destination Moncton-Dieppe is now responsible for this service • That said, the Events Team continues to attend sport tourism and cultural development, trade shows/conferences with the goal of attracting events to Moncton • The target number of shows attended should be revised for the 2024-25 Levels of Service
					Industry		<ul style="list-style-type: none"> • Minimum of 3 inbound familiarization tours for major sport, conference of meeting planning bodies 	No longer applicable	No longer applicable	No longer applicable	<ul style="list-style-type: none"> • In light of the transition of the tourism responsibility from the City of Moncton to Destination Moncton-Dieppe, this Service Level is no longer applicable to this department
					Tourists and Industry		<ul style="list-style-type: none"> • Develop Service Level Agreements between the City of Moncton and future Destination Marketing Organization • Target: Agreements in place by June 2020 	Yes	Yes	Yes	<ul style="list-style-type: none"> • The Service Level Agreement was approved by Council • The board of Destination Moncton-Dieppe is in place. Tourism services have been transferred over to DMD • This is 100% complete • This Level of Service should be revised or updated

Level of Service

	To produce and present community and events celebrations that are free, open and accessible to the public	Recreation, Culture and Events	Tourism and Events	Events and Festivals	Municipally Initiated Events	Tourists and Citizens	A public service offering municipally planned and funded community events, festivals, and signature events.	Free, open and accessible event offerings for the public	<ul style="list-style-type: none"> Produce annual Canada Day festivities in both official languages Target: Within an open space able to accommodate a minimum of 5,000 people 	Yes	Yes	Yes	<ul style="list-style-type: none"> The 2024 Canada Day celebrations were held in the Riverfront parking lot and hosted over 15,000 people. Program details included: <ul style="list-style-type: none"> 11 a.m. – 8 p.m. Kids' Play Zone featuring inflatable games, glitter tattoos, activities from Resurgo Place Touch a Truck, and more (Riverfront Park) 12 p.m. – 5 p.m. Traditional Teachings by an indigenous knowledge keeper 12 p.m. – 8 p.m. Artisan Village on Downing Street 12 p.m. – 10 p.m. Vendors offering a variety of foods and other products (Riverfront Park) 5 p.m. – 10 p.m. Whoa Canada! Main Stage (Riverfront Parking Lot) 10 p.m. Tri-Community Canada Day Fireworks (Riverfront Park) The program featured a balance of event elements offered in both official languages
													<ul style="list-style-type: none"> In 2024, Acoustica concerts were held weekly at Victoria Park on Tuesdays, Centennial Park on Wednesdays, at various patios on Thursdays (PatioFest) and the Moncton Market on Saturdays
Culture	To provide programs that support the development of event activity in the City of Moncton	Recreation, Culture and Events	Tourism and Events	Events and Festivals	Support community event and festival organizers	Organizers	A public service offering community event and festival organizers support for effective event execution. Accomplished through guidelines as outlined by Event Guidelines.	<ul style="list-style-type: none"> Confirmation of receipt of an event application Target: within 48 hours Response from Coordinator to review event requirements within 72 hours Target: 95% of the time Review and respond to requests for street closures and or noise by-law exemptions through Events Management Committee Target: within 48 hours Signed letter of offer confirming areas of support (financial, Value In Kind, infrastructure) Target: no later than 2 weeks prior to event Delivery of required materials, provided by the City Target: no later than 2 hours prior to event execution On site visit during event, where applicable Target: minimum of one visit per event 	Yes	Yes	Yes	<ul style="list-style-type: none"> Achieved through automated response Achieved by being proactive with annual groups on bookings for the following year 	
						Organizers			95%	95%	95%	<ul style="list-style-type: none"> Most event inquiries processed within the 72 hour window 	
						Organizers			95%	95%	100%	<ul style="list-style-type: none"> Street Closure and Noise By Law Requests sent to EMC a minimum of two weeks prior to City Council Meeting approval 	
						Organizers			90%	90%	90%	<ul style="list-style-type: none"> Achieved 90% of the time - inability to achieve attributed to lack of information from organizers, and changing requirements and content of letter of offer 	
						Organizers			95%	95%	95%	<ul style="list-style-type: none"> Achieved target 95% of time - inability to achieve attributed to capacity Additionally, some groups request equipment be delivered closer to event time when they arrive on site, while some set up the day prior. Some equipment, like electrical and water connections, must be supervised 	
						Organizers			100%	100%	100%	<ul style="list-style-type: none"> When required, event staff visited the event site 	

Level of Service

					Organizers			<ul style="list-style-type: none"> Post event debrief and recommendations for next year's event Target: prior to year end 	Yes	Yes	Yes	<ul style="list-style-type: none"> Follow up emails sent to organizers after every event to seek feedback from that year's event
To attract and host large scale events that generate economic activity for the Moncton and Southeast region	Recreation, Culture and Events	Tourism and Events	Events and Festivals	Support community event and festival organizers	Organizers	A public service offered to event partners, Provincial organizations, community groups, etc. to assist with the development of bid packages for Regional, National and International Event Hosting.	Attract and host major, regional, national and international events to Moncton and the surrounding region.	<ul style="list-style-type: none"> Attend industry events with one-on-one sales opportunities for event development Target: minimum of 1 annually 	2 (target exceeded)	2 (target exceeded)	No	<ul style="list-style-type: none"> Industry events attended: <ul style="list-style-type: none"> SpoHoX Conference, October 2024 (Colette McLaughlin) Sport Events Congress, March 2025 (Chad Gautreau)
					Organizers			<ul style="list-style-type: none"> Evaluation of event hosting grant application with response and confirmation/decline of funding Target: within 30 days of application 	75%	90%	85%	<ul style="list-style-type: none"> Achieved 75% of the time
								<ul style="list-style-type: none"> Event Attraction: Complete bid evaluations Target: 30 annually 	Yes	Yes	Yes	<ul style="list-style-type: none"> Actual result: 36
								<ul style="list-style-type: none"> Event Attraction: Complete formal expressions of interest Target: 3 annually 	Yes	Yes	Yes	<ul style="list-style-type: none"> 3 formal expressions of interest were submitted during the period: <ul style="list-style-type: none"> 2027 Baseball Canada 16U Girls Championship 2028 Baseball Canada Cup 2027&2028 Track and Field Championships
					Organizers			<ul style="list-style-type: none"> Event Attraction: Complete bid submissions Target: 2 annually 	6	4	5	<ul style="list-style-type: none"> Includes bids completed by the City of Moncton, and bids from local sporting organizations the City assisted with in a significant way Bids submitted/supported: <ul style="list-style-type: none"> 2029 Canada Games Bid - Comprehensive Review (successful) 2026 NORCECA's Men's Continental Championships (successful) 2027&2028 Track and Field Championships (unsuccessful) 2026 Canadian Arm Wrestling Championship (in evaluation) 2026 Canadian Mixed Curling Championship (unsuccessful) 2025 Canadian Badminton Junior (U13+U15+U17+U19) and Senior/Para Championships (successful)
					Organizers			<ul style="list-style-type: none"> Event Attraction: Successful bid Target: 1 (large-scope event – national, international) 	3	5	5	<ul style="list-style-type: none"> Successful bids: <ul style="list-style-type: none"> 2029 Canada Games Bid (successful) 2026 NORCECA's Men's Continental Championships (successful) 2025 Canadian Badminton Junior (U13+U15+U17+U19) and Senior/Para Championships (successful)

Level of Service

Venues (Levels of Service to the Public) July 2024 - June 2025 Results														
Recreation, Culture, and Events														
Pillars	Department Goals	Department	Division	Service Name	Sub Service	Direct Customer	Service Definition	Service Component	Current Service Level	Target Achieved 2024-2025	Target Achieved 2023-2024	Target Achieved 2022-2023	Target Achieved 2021-2022	Comment
Economy	To ensure that the Coliseum are developed as key economic generators for the City	Recreation, Culture, and Events	Venues - Coliseum Complex	Events	Rented Facility	Event Organizer (renter)	Coliseum Complex is a premium facility for trade and consumer shows, general rentals, and meetings.	Coliseum Complex ready for event	<ul style="list-style-type: none"> Rented area(s) ready for use by client as per rental agreement. Target of 90% 	100%	100%	99%	100%	
								Legends Restaurant ready for event	<ul style="list-style-type: none"> Restaurant ready for use by client as per rental agreement. Target of 90% 	99%	99%	100%	100%	
				Ice Rental	Ice Surface Condition	Skaters	Service provided to groups renting ice.	Ice surface ready for use	<ul style="list-style-type: none"> Ice flooded prior to rental period. Target 95% 	100%	100%	100%	100%	
					Dressing Room Condition	Users	Service provided to groups renting ice.	Dressing rooms ready for use	<ul style="list-style-type: none"> Dressing room cleaned prior to rental period. Target 95% 	100%	100%	100%	100%	
Social	To improve the quality of life experience for resident	Recreation, Culture, and Events	Venues - Coliseum Complex	Community Walking	Indoor walking area	Walkers	Service offered to individuals seeking a warm, indoor walking venue.	Coliseum available for walkers	<ul style="list-style-type: none"> Available from October to April (weekdays from 9 a.m. to 4 p.m.) during non-event days. Target 95% 	99%	100%	100%	100%	

Level of Service

Operations - Water and Wastewater													
Pillars	Description	Department	Division	Service Name	Sub Service	Service Definition	Direct Customer	Service Component	Current Service Level	Target Achieved 2024-2025	Target Achieved 2023-2024	Target Achieved 2022-2023	Results/ Comments
Environmental	To provide clean and safe potable water to citizens.	Operations	Water & Wastewater	Potable Water	Water	A public service provided to water account holders and water consumers offering access to safe, clean potable water, meeting or exceeding the Canadian drinking water guidelines.	Homeowners and Businesses	Watermain and water services operation and maintenance	• Repair of water main breaks (begin digging) to start within 24 hours • Target: 80% of the time	Yes	Yes	Yes	39 water main breaks occurred during the period. 92% completed within 24 hours.
									• Repair of major service leaks (begin digging) to start within 24 hours • Target: 80% of the time	Yes	Yes	100%	There were 6 major service leaks during the review period. All were completed within 24 hours.
									• Repair of minor service leaks (begin digging) to start within 168 hours (1 week) • Target: 80% of the time	No	No	No	There were 39 minor service leaks during the period. 59% were completed within 7 days. Average time to complete was 9.5 days. • Some impacts to timely resolution can be attributed to information delays related to underground infrastructure provided by third parties (locates) as well as to scheduled accommodations, as requested by the ratepayer.
									• Thawing of frozen services (begin digging) to start within 24 hours • 80% of the time	—	—	—	No frozen services reported during the period.
							Homeowners and Businesses	Metering - high water consumption	• Monthly notification to users consuming more than 300% of their historical volumes • Target: 100% of the time	Yes	Yes	Yes	
							Fire Department		• Snow removal at fire hydrants in the downtown area within 48 hours after the end of a storm • Target: 90% of the time	Yes	Yes	Yes	Crews dispatched 9 times during the season. December(3) January(1) and February(5).
							Water Consumers	Fire hydrants	• Contractor activation for snow removal at fire hydrants outside of the downtown area within 24 hours of request • Target: 90% of the time	Yes	Yes	Yes	Contractors dispatched twice for hydrant clearing during the season.
									• Meet the Maximum Acceptable Concentrations in Health Canada's "Guidelines for Canadian Drinking Water Quality"	100%	100%	100%	
									• Target: 100% of the time	Yes	Yes	Yes	
Environmental	To provide safe removal of wastewater to residents	Operations	Water & Wastewater	Wastewater	Wastewater	A public service provided to wastewater account holders and wastewater producers offering safe removal of wastewater from their premises	Homeowners and Businesses	Sewer main and lateral operation and maintenance	• Response to flooded basements within 1 hour of a call • Target: 90% of the time	No	No	No	• Results (excluding Storm Response flooding): Met target 31.3% of the time. • Average time to respond was 4 hours 43 minutes. Results (excluding Storm Response Flooding)
							Homeowners and Businesses		• Annual Report submitted to Regulator • Target: 100% of the time	Yes	Yes	Yes	

Level of Service

							(effluents, cross-connections)						
Environmental	General activities related to water and wastewater	Operations	Water & Wastewater	Water & Wastewater	Water & Wastewater	Water and Wastewater	Homeowners and Businesses	Water and sewer locates for Utilities infrastructure	<ul style="list-style-type: none"> Utility locates completed within 2 working days Target: 90% of the time 	No	No	Yes	83.1% completed within 2 working days. * Issues with external party performing locates resulted a drop below the expected target level of service. Overall average time to resolve requests remain below the 2 working day target.
			Homeowners and Businesses	New service initiation - water and sewer account creation and maintenance	<ul style="list-style-type: none"> Utility account creation set up within 90 days from date of application Target: 90% of the time 	Yes	No	100%	195 applications completed in 18.2 days.				