

ST. JOHN'S

Committee of the Whole Agenda

February 24, 2021

9:30 a.m.

4th Floor City Hall

Pages

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15.	Other Business	
16.	Adjournment	

ST. JOHN'S

Minutes of Committee of the Whole - City Council

Council Chambers, 4th Floor, City Hall

January 27, 2021, 9:30 a.m.

Present: Mayor Danny Breen
Councillor Maggie Burton
Councillor Sandy Hickman
Councillor Debbie Hanlon
Councillor Deanne Stapleton
Councillor Jamie Korab
Councillor Ian Froude
Councillor Wally Collins
Councillor Shawn Skinner

Regrets: Deputy Mayor Sheilagh O'Leary

Staff: Kevin Breen, City Manager
Derek Coffey, Deputy City Manager of Finance & Administration
Jason Sinyard, Deputy City Manager of Planning, Engineering & Regulatory Services
Lynnann Winsor, Deputy City Manager of Public Works
Cheryl Mullett, City Solicitor
Susan Bonnell, Manager - Communications & Office Services
Elaine Henley, City Clerk
Ken O'Brien, Chief Municipal Planner
Shanna Fitzgerald, Legislative Assistant

1. **Call to Order**

2. **Approval of the Agenda**

Recommendation

Moved By Councillor Collins

Seconded By Councillor Korab

That the agenda be adopted as presented.

For (7): Mayor Breen, Councillor Burton, Councillor Hickman, Councillor Stapleton, Councillor Korab, Councillor Froude, and Councillor Collins

MOTION CARRIED (7 to 0)

3. Adoption of the Minutes

3.1 Adoption of Minutes - January 13, 2021

Recommendation

Moved By Councillor Skinner

Seconded By Councillor Stapleton

That the minutes of the Committee of the Whole meeting held on January 13, 2021 be adopted as presented.

For (9): Mayor Breen, Councillor Burton, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Korab, Councillor Froude, Councillor Collins, and Councillor Skinner

MOTION CARRIED (9 to 0)

4. Presentations/Delegations

5. Finance & Administration - Councillor Shawn Skinner

6. Public Works - Councillor Sandy Hickman

6.1 Non-Profit Housing Capital Improvements – Funding Approval

Council reviewed funding approval for Riverhead Towers, 30 Hamilton Avenue.

Recommendation

Moved By Councillor Hickman

Seconded By Councillor Skinner

That Council approve the above noted project using current capital reserves for Non-Profit Housing.

For (9): Mayor Breen, Councillor Burton, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Korab, Councillor Froude, Councillor Collins, and Councillor Skinner

MOTION CARRIED (9 to 0)

7. Community Services - Councillor Jamie Korab

7.1 Membership for the Inclusion Advisory Committee (IAC)

Recommendation

Moved By Councillor Stapleton

Seconded By Councillor Hanlon

That Council appoint Ashley Gosse as representative for the Autism Society of Newfoundland and Labrador and reaffirm the membership of the following members to the Inclusion Advisory Committee:

1. Debbie Ryan, CNIB – extend until November 2022
2. Grant Genova, Public Representative - Universal Design – extend until November 2022
3. Joby Fleming, Empower NL – extend until November 2022
4. Kim Pratt-Baker, Canadian Hard of Hearing Association NL (CHHA-NL) – extend until November 2022
5. Megan McGie, Newfoundland and Labrador Association for the Deaf (NLAD) – extend until November 2022
6. Nancy Reid, Coalition of Persons with Disabilities (CODNL) – extend until November 2022

For (9): Mayor Breen, Councillor Burton, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Korab, Councillor Froude, Councillor Collins, and Councillor Skinner

MOTION CARRIED (9 to 0)

8. Special Events - Councillor Shawn Skinner

9. Housing - Deputy Mayor Sheilagh O'Leary

10. **Economic Development - Mayor Danny Breen**
11. **Tourism and Culture - Councillor Debbie Hanlon**
12. **Governance & Strategic Priorities - Mayor Danny Breen**

12.1 Final Report – Ward 2 By-Election

The City Clerk presented the Final Report for the 2020 Ward 2 By-Election and the proposed changes to the Vote by Mail (VBM) process during the City's municipal general elections. The Office of the City Clerk believes it is timely to consider procedural reform in this area more in line with practices in other major Canadian cities. Such reform is recommended to facilitate both democratic accessibility and enhanced efficiencies as noted in the report.

The following is proposed:

1. Mandatory registration for VBM kits (requiring revision to the Vote By Mail By-Law).
2. Increase the number of polling stations to enable more access to traditional voting.
3. Continue to lobby Province about alternative progressive voting methods.

During extensive discussion, the following points were raised:

- Residents must register to vote by mail for the Provincial Election. The process will be known by residents.
- Ballot insecurity is of concern for current practices.
- The option to vote by mail is essential this year due to the pandemic.
- Concern was expressed about restricted access to people who must register to vote and the impact on various demographics.
- Pre-registration will allow for people to receive a vote by mail kit. Voter cards would be sent out to residents to provide information about registering for vote by mail.
- There will be no significant cost savings due to the requirement for an extensive communications plan and an increased number of polling stations.
- The high rate of resident turnover requires an updated list every election. The voters list is inaccurate and privacy concerns restrict what methods can be used to facilitate updating the list.

- Reduced voter turnout is of concern.
- It was suggested that this change not be considered for the upcoming election and that there be an independent review of the voting system. Resulting information could then be considered for the subsequent election.
- It was requested that there be a more in-depth analysis on potential local impact and that more information be provided to Council on the average turnout to a traditional election versus vote by mail.
- It was recommended that this be referred to the Inclusion Advisory Committee for review.

Recommendation

Moved By Councillor Hickman

Seconded By Councillor Hanlon

That Council approve the recommendations proposed in the Final Report – Ward 2 By-Election and further that the following action be taken to facilitate the recommendation for mandatory registration to receive a Vote by Mail Kit:

1. Vote by Mail By-Law to be amended as per the attached chart and subject to Legal review. Should this revision be problematic in time for the 2021 municipal election, ministerial approval should be considered as per section 4(2) of the Municipal Elections Vote by Mail By-Law cited below:

Notwithstanding the foregoing, the returning Officer, may, with prior Ministerial approval, vary the procedures from time to time as he deems appropriate to ensure the efficiency and integrity of the municipal election.

2. Extensive communications plan developed to advise the general public of changes in VBM process, i.e. mail out cards, social media, etc.

For (6): Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Korab, Councillor Collins, and Councillor Skinner

Against (3): Mayor Breen, Councillor Burton, and Councillor Froude

MOTION CARRIED (6 to 3)

13. Planning & Development - Councillor Maggie Burton

13.1 58 Arnold Loop - Interpret Zone Boundary - INT2100002

City staff will amend the Zoning Map to show one land-use zone (Apartment Low Density or A1) on the subject property at 58 Arnold's Loop, in line with Section 3.4 "Boundaries of the Zones" in the St. John's Development Regulations.

13.2 Galway Decorative Lights

This matter was deferred from Committee of the Whole on January 13, 2021.

Council approved the proposed decorative LED lights in the first phases of Galway due to analysis provided at that time that there would be potential savings to the City that would offset the cost of future ownership when compared to the standard Newfoundland Power installation. After the lights were installed, Dewcor requested that any savings the City realized from the decorative LED lights be passed on to Dewcor. Staff's position is that the City is not obligated to remain revenue/cost neutral and may use any savings for the benefit of all taxpayers. Furthermore, staff feel that Dewcor should have included this condition in its initial request to Council to use decorative lights.

During discussion, it was recommended that consideration be made for incentives for developers to encourage them to be creative in developing beautiful neighborhoods within the City.

Recommendation

Moved By Councillor Burton

Seconded By Councillor Korab

That Council retain any savings realized from the use of decorative street lights in Galway.

For (8): Mayor Breen, Councillor Burton, Councillor Hanlon, Councillor Stapleton, Councillor Korab, Councillor Froude, Councillor Collins, and Councillor Skinner

MOTION CARRIED (8 to 0)

14. Transportation and Regulatory Services & Sustainability - Councillor Ian Froude**15. Other Business**

16. Adjournment

There being no further business the meeting adjourned at 10:37 am.

Mayor

INFORMATION NOTE

Title: Noise Exposure Forecast Zones (130 Aberdeen Avenue, MPA1900006)

Date Prepared: February 17, 2021

Report To: Committee of the Whole

Councillor and Role: Councillor Maggie Burton, Planning & Development

Ward: Ward 1

Issue:

Updated Noise Exposure Forecast (NEF) Zones proposed by the St. John's International Airport Authority are more stringent than the policies and regulations in the St. John's Urban Region Regional Plan and the St. John's Development Regulations and will have a significant effect on the rezoning application for 130 Aberdeen Avenue.

Discussion – Background and Current Status:

The City has received an application to rezone land at 130 Aberdeen Avenue from the Commercial Regional (CR) Zone to the Apartment Medium Density (A2) and Residential High Density (R3) Zones for the purpose of a residential subdivision with a mix of housing types. This application is being reviewed by staff and will be brought to Council for consideration soon. A number of revisions were required on the initial submission.

From Section 11.2 of the St. John's Development Regulations, any development in the vicinity of the St. John's Airport is subject to the St. John's Urban Region Regional Plan (SJURRP) concerning Noise Exposure Forecast (NEF) Zones and Bird Hazard Zones. The City uses the policies in the Regional Plan for these applications. The NEF system is used by Transport Canada to evaluate the extent of noise impacts and depends on factors such as the number of air traffic movements, type of aircraft in use, the runways used, the slide and approach paths, and other factors. The higher the NEF number, the louder the noise and thus the greater the noise impacts. The aim is to ensure that land uses which are sensitive to noise (such as residential uses where people could be awakened at night by aircraft noise) are kept away from the airport.

The Airport Authority promotes the important economic role of the airport, including its ability to operate 24 hours a day. There are many airports where overnight operations are not allowed due to the presence of residential areas close by. With the geographic location of St. John's at the extreme east of Canada, the airlines start their day very early in order to move westward across the provinces. Also, many flights may end their run in St. John's well after midnight. Years ago, the Airport Authority advised the City that any threat to 24-hour operation could put the airport in a real bind for accommodating the needs of the airlines.

ST. JOHN'S

Relevant sections of the Regional Plan are attached for Council's reference. The Regional Plan recognizes that aircraft and helicopter movements are noisy and aims to minimize adverse impacts. The Plan sets minimum requirements for development using the NEF. New residential uses are limited to areas outside of the 35 NEF Zone (that means NEF numbers lower than 35) and recommends that any residential development between the 30 and 35 NEF Zone have sufficient sound insulation. Please note that the Regional Plan's NEF Zones are from 1996 and have not been updated since. Using these lines, the proposed rezoning and development at 130 Aberdeen Avenue would fall between the 25 and 30 NEF Zones and thus would be permitted under the St. John's Development Regulations and the Regional Plan.

However, as part of the standard review for applications near the airport, the application was referred to the Airport Authority for comment. The Airport Authority were not concerned about building elevations in the proposed development (taller buildings may pose a problem on the approach to a runway) but expressed concern about their noise maps. According to their most recent NEF data (attached), the proposed development is bisected by the 30 NEF contour and they believe that new residential development is not suitable above the 30 NEF contour. They recommended that the developer rearrange the site plan to keep residential uses on the low side of the 30 NEF contour. This information is different from the Regional Plan, where the NEF map is different and where the policy allows new residential between the 30 and 35 NEF Zones.

In follow-up correspondence, the Airport Authority maintained their initial recommendation against new residential development between the 30 and 35 NEF Zones, which would be more restrictive than the Regional Plan and the City's Development Regulations. The noise from the airport would be a source of complaints from people living nearby. In isolated cases where the 30 NEF contour might bisect a residential lot, they could consider recommending a dwelling, but did not support general residential development above the 30 NEF Zone. With respect to maps, the Airport Authority recently reviewed the NEF contours and strongly cautioned against using old NEF contours. This information was passed along to the applicant.

Noting that the recommendation from the Airport Authority is more stringent than the policies in the Regional Plan, the City put the Authority in touch with the appropriate planner at the NL Department of Environment, Climate Change and Municipalities in September 2020 to discuss updating the Regional Plan. We note that there have been many changes to the airport since 1996. The Airport Authority was interested to see aviation policies updated regionally, as there is some policy variation among the municipalities surrounding the airport. We are not aware of any action taken.

The Province did note that there have been discussions and recommendations over the past years to review the NEF requirements to make them more stringent. They advised that the Regional Plan is a minimum and municipalities can set more stringent requirements. They also pointed out the Regional Plan, Section 4.12, which states in part:

- *That no noise sensitive uses, particularly residential ones, be permitted in existing and future high noise impact areas.*

- *That noise levels, noise level forecasts and airport developments be monitored, and that the land use policies of this plan be reviewed on the basis of variations or forecast variations.*

Which NEF Zone mapping and policies are used (the Regional Plan or the Airport Authority's) will determine if the applicant can proceed with the rezoning and development as proposed. The site is zoned Commercial Regional where commercial and industrial development is permitted with the 30 and 35 NEF Zone. The concern with NEF Zones is raised because of possible residential development. The City's options are:

1. Follow the existing policies and maps of the Regional Plan and the St. John's Development Regulations, ignore the Airport Authority, and consider residential rezoning.
2. Maintain the policies regarding residential development between 30 and 35 NEF but use the Airport Authority's recommended new map. Council could still consider residential rezoning of the subject property, with extra sound insulation required above 30 NEF.
3. Accept the recommendations of the Airport Authority on policy and new maps, thus allowing consideration for residential rezoning only below the 30 NEF. This will have a significant impact on the proposed development at 130 Aberdeen Avenue.

Key Considerations/Implications:

1. Budget/Financial Implications: Not applicable.
2. Partners or Other Stakeholders: Applicant; neighbouring residential and property owners; St. John's International Airport Authority; NL Department of Environment, Climate Change and Municipalities.
3. Alignment with Strategic Directions/Adopted Plans:
St. John's Strategic Plan 2019-2029 - A Sustainable City – Plan for land use and preserve and enhance the natural and built environment where we live.
4. Legal or Policy Implications: Amendments to the St. John's Development Regulations may be required.
5. Privacy Implications: Not applicable.
6. Engagement and Communications Considerations: Rezoning requires a public meeting. Further discussion with the Airport Authority and the Province will likely be needed.
7. Human Resource Implications: Not applicable.

8. Procurement Implications: Not applicable.
9. Information Technology Implications: Not applicable.
10. Other Implications: Not applicable.

Conclusion/Next Steps:

Should Council wish to use the updated noise exposure forecast (NEF) Zones used by the St. John's International Airport Authority, and/or if Council wishes to adopt the Airport Authority's recommended policy requirements for new residential development regarding the NEF Zones, more research would be required by staff on the best approach to update the St. John's Development Regulations. Using updated NEF Zones will affect the application to rezone and develop 130 Aberdeen Avenue for residential use as proposed.

Report Approval Details

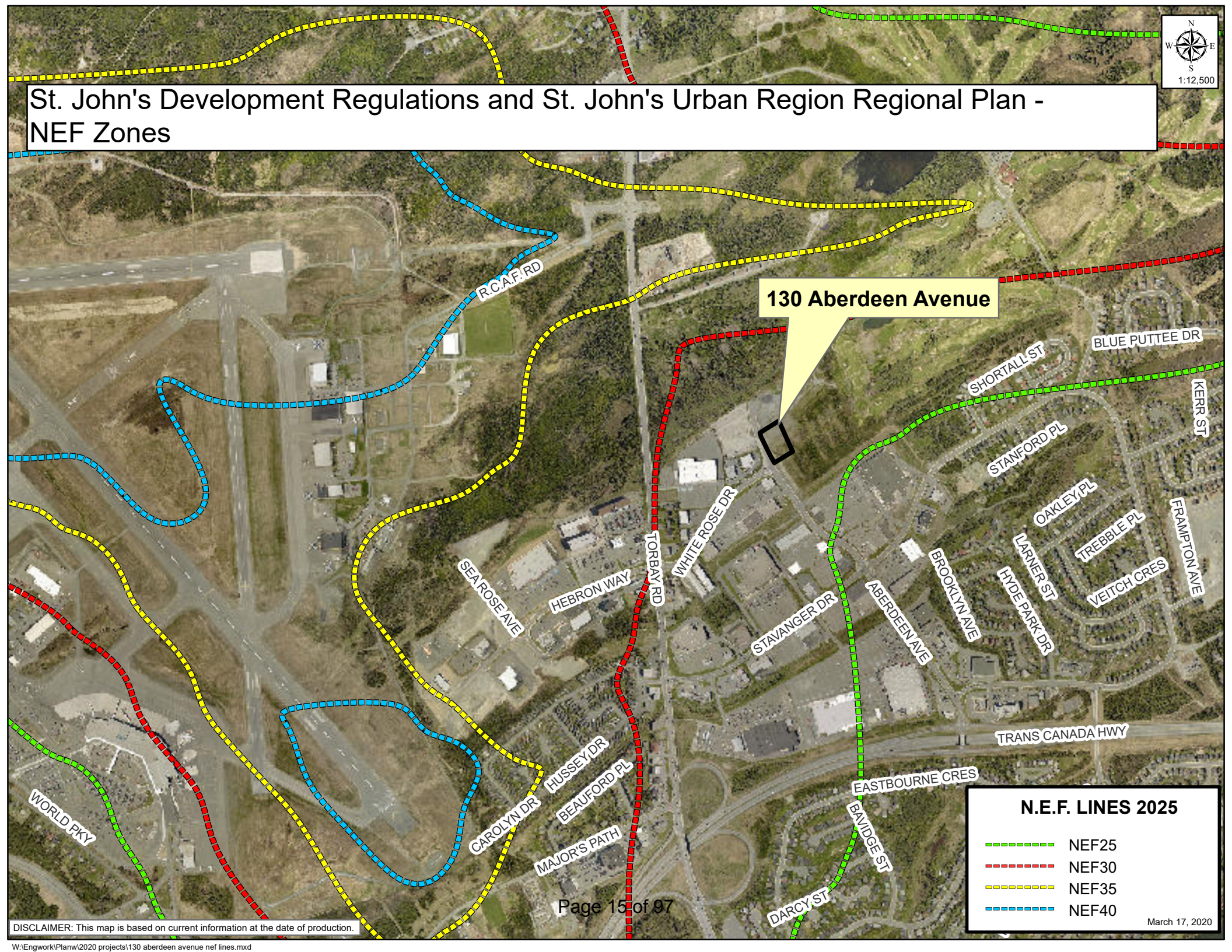
Document Title:	Noise Exposure Forecast Zones (130 Aberdeen Avenue, MPA1900006).docx
Attachments:	- NEF IN - Attachments.pdf
Final Approval Date:	Feb 18, 2021

This report and all of its attachments were approved and signed as outlined below:

Ken O'Brien - Feb 18, 2021 - 8:53 AM

Jason Sinyard - Feb 18, 2021 - 4:21 PM

St. John's Development Regulations and St. John's Urban Region Regional Plan - NEF Zones



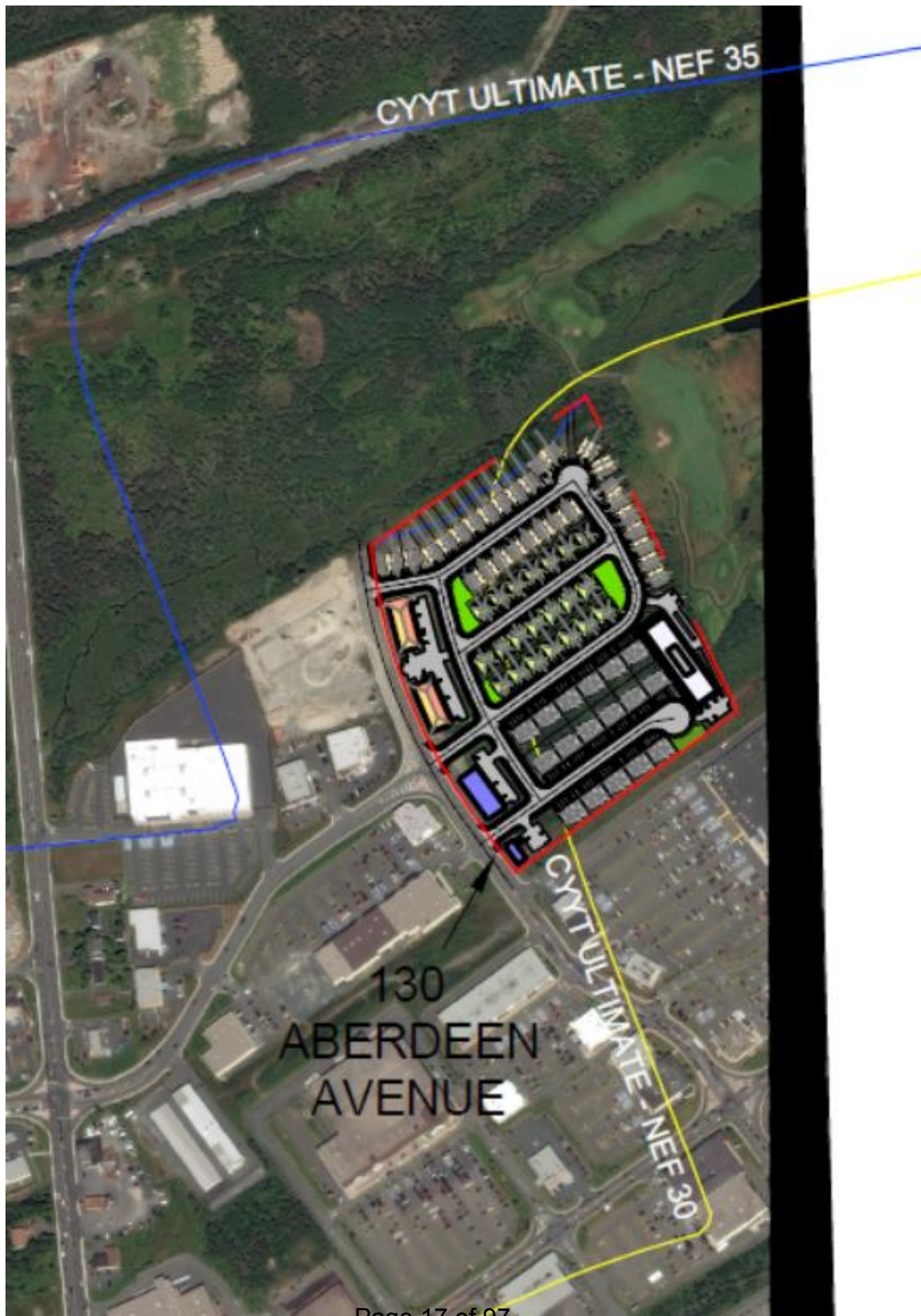
130 Aberdeen Avenue

N.E.F. LINES 2025

	NEF25
	NEF30
	NEF35
	NEF40



St. John's International Airport Authority NEF contours showing the NEF 30 line bisecting the site at 130 Aberdeen Avenue.



ST JOHN'S URBAN REGION

REGIONAL PLAN

1976

with

Forestry Policy Amendment, 1978

Watershed Protected Areas Policy Amendment, 1980

and

Subsequent Amendments

OCTOBER 1995

Unofficial Consolidation as of May 1, 2007

Prepared by

Engineering and Land Use Planning Division

Department of Municipal Affairs

Residential uses shall not be permitted in any industrial area except for a dwelling for an essential workman or caretaker and his family, or for transient accommodations.

(Amendment #2, 1994)

The amenity of surrounding non-industrial areas shall be protected by keeping noises, fumes and any hazardous aspects of industrial operations as far as possible from the property lines dividing the industrial and non-industrial areas.

[Crossed out: Torbay Bay Industrial Site]

a) the purpose of the site is to accommodate an offshore service base to provide docking and related loading, storage, repair, maintenance and administrative facilities in support of offshore oil and gas exploration, development and production effort.

b) development of the site will be dependent upon the approval of a Development Scheme prepared under the provisions of the Urban and Rural Planning Act.

(as amended 1987)

(b) Torbay Airport

Notwithstanding the land use designations on the Regional Plan Map and any other policies of this Regional Plan, the following special provisions shall apply within the vicinity of Torbay Airport:

- i) No development shall infringe the height limitations in the vicinity of Torbay Airport unless otherwise approved by the Ministry of Transport.*
- ii) No development shall be permitted in the vicinity of Turbo Airport that would, in the opinion of the Ministry of Transport, pose a danger to the operations of aircraft by interfering with navigational aids or telecommunications equipment.*
- iii) Within the noise zones indicated on Annex I (Noise Exposure Forecast Values) decisions upon permitting development shall in the first instance have regard to the policies set out elsewhere in this Plan according to the*

designation of the area in which they are to be located and, in addition, the policies set out in Annex II of the Plan shall be used as guidelines.

Within the area designated 'Airport' on the Regional Plan Map development shall be limited to uses associated with the operation of the airport and to which the Ministry of Transport have no objection.

(c) Regional Industrial Uses

Policy:

The policies set out above for Major Industrial Uses(a) will apply in the Regional Industrial areas, except that the types of uses which may be permitted include light industrial and certain additional commercial uses. Commercial uses that require large lots and floor areas and direct vehicular access for loading of purchased goods may be permitted in addition to those outlined in (a) above.

The Regional Industrial use designation shall not preclude the setting aside of conservation and other open space areas for the protection of waterbodies, for passive or active recreation, for reservation of heights of land or land which should not be developed because of steep slopes, hazardous conditions, servicing, or other development constraints.

(Amendment #3, 1994)

H. TRANSPORTATION

The transportation network forms the backbone of the Regional Plan; it is the component that ties all the parts together. The transportation policies of the Regional Plan have been developed in conjunction with the land use policies and the transportation plan is incorporated on the Regional Plan Map, providing for the following classes of roads:

ST. JOHN'S AIRPORT ENVIRONS POLICY

1983

as amended

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1. INTRODUCTION

The area which is the subject of the St. John's Airport Environs Policy is generally bounded as follows:

- i) to the south by the 1981 boundary of the City of St. John's and by the boundary of the C.A. Pippy Park;
- ii) to the west by the far western boundary of St. John's Airport;
- iii) to the north by an east/west line running through the northern tip of South Pond; and
- iv) to the east by a north/south line to the east of Quidi Vidi Lake.

The above area is shown on the attached St. John's Airport Environs Policy Map, but is emphasized that there are other areas in the Urban Region, which lie outside of the above area and which are impacted by proposals for that area, and policies made relevant to that area which by their nature apply outside of the area.

The policies which follow are based on the findings contained in the report "St. John's Airport Environs Development Plan, Volume I Development Plan, and Volume II Background Report". Relevant statistical data, analysis and reasoning from which these policies were derived can be found in the above noted work.

2. AIMS FOR ST. JOHN'S AIRPORT ENVIRONS

The principal aims for the St. John's Airport Environs Policy are to allow for development of land uses which will:

- i) not hinder in any way the optimum use of the Airport;
- ii) provide for the highest and best use of the land around the Airport, for both trend growth and for economic development derived from growth of the offshore oil and gas industry; and
- iii) complement the surrounding regional context of both urban and rural uses.

3. GOALS AND OBJECTIVES

The following five broad goals for the St. John's Airport Environs are recognized:

- i) the optimization of Airport use;
- ii) the optimization of the potential for offshore oil and gas related developments around the Airport;
- iii) the optimization of the quality of the residential environment;
- the optimization of investment in municipal services; and
- iv) comprehensive regional planning.

From these goals are derived specific objectives which are set out below with, where appropriate, a brief explanatory note.

3.1 Goal: Optimization of Airport Use

Optimization of airport use is seen as a development goal on three counts:

- i) To assist in the development of regular traffic growth.
- ii) To protect the significance of the airport as a critical transportation link for the economy of the whole province and, in particular, the St. John's Urban Region.
- iii) To enhance the role of the airport and thus the Urban Region in its service function for the offshore oil and gas industry.

Although the main tools to optimize the use of the airport relate more specifically to the future development, operation and management of the airport itself, the rational planning for and the use of lands surrounding the airport have significant impact. Thus, planning for the Airport Environs will encourage development of the right kind and at the right locations, and prevent development which would potentially reduce optimum use of the airport.

Objectives:

- a) Maximization of Land Availability for Airport-Derived Commercial Use.
- b) Maximization of Land Availability for Airport-Derived Industrial Use.

3.2 Goal: Optimization of the Potential for Offshore Industry Development Around the Airport

Since the offshore industry is so dependent on airport use, adequate well located land around the airport should be reserved to assist potential industrial growth associated with development of this industry.

Objectives:

- a) Maximization of land Availability for Offshore/Airport-Related Industrial and Commercial Uses.
- b) Implementation of a Comprehensive Regional Road Network and Improvement of Airport-Port/Downtown Access.

3.3 Goal: Optimization of the Quality of the Residential Environment.

Any disruption to already developed and still undeveloped areas due to airport activity should be minimized.

Objectives:

- a) Avoidance of All Noise Disturbance in Future Residential Areas.
- b) Minimization of Noise Disturbance in Existing Residential Areas.
- c) Allocation of Land Uses so as to Minimize Conflicts between Airport-related Industrial and Commercial Uses and Existing or Future Residential Uses.

3.4 Goal: Optimization of Investment in Municipal Services

Objectives:

- a) Disposition of Land Uses so as to Fully Utilize Existing and Planned Municipal Infrastructure.
- b) Phasing of Land Development so as to Maximize Existing Infrastructure and planned phasing of New Servicing.
- c) Minimization of Right-of-way Impacts and Costs, by Implementation of a Multiple-use Service Corridor.

3.5 Goal: Comprehensive Regional Planning

The Airport Environs is an integral part of the St. John's Urban Region and it must function within this context and respect, where appropriate, other regional policies.

Objectives:

- a) The Retention and Encouragement of Designated Agricultural Areas within the Airport Environs.
- b) The Retention of Designated Watershed Areas in or abutting the Airport Environs.

4. ST. JOHN'S AIRPORT ENVIRONS POLICY

The St. John's Airport Environs Policy Map shows the land uses proposed for the lands surrounding the airport. These are: residential; commercial, ~~airport-related commercial; airport-related industrial/commercial; airport-related industrial;~~ industrial, agriculture, watershed and rural. Each of these uses is discussed below in general terms, followed by policies relating to their implementation. Following the policies relating to specific land uses are policies relating to noise impact, bird hazard constraints, and infrastructure.

(Amendment #2, 1991)

4.1 Residential Uses

New areas of residential uses within the Airport Environs are designated only outside of the consolidated forecast 25 NEF Noise Exposure Forecast (NEF) line. Other areas designated residential, lying both within and outside of the 25 NEF line, are all either developed, in the process of development or are approved subdivisions.

(Amendment #1, 1991)

(Amendment #1, 1994)

Policies:

- ▶ That new residential uses be restricted to only those areas lying outside of the ~~25~~ 35 NEF consolidated noise footprint.

(Amendment #1, 1991)

(Amendment #1, 1994)

- ▶ That infill development of new residential uses shall be permitted in existing or approved residential areas, but that the full acoustic insulation shall be incorporated into building design specifications.

- ▶ Any new residential development between the 30 NEF contour and the 35 NEF contour shall include sufficient sound insulation as established from time to time by appropriate authorities.

(Amendment #1, 1994)

4.2 Commercial Uses

In many instances this designation encompasses existing uses. In addition to commercial uses in general, specific-purpose commercial uses, i.e., airport-related, are identified and dealt with as a separate policy heading.

It is the intent of this Policy to consolidate commercial uses at nodes along arterial roads, and not to encourage the further proliferation of strip commercial development.

Policy:

- ▶ That commercial uses only be permitted in the areas appropriately designated. The definition of such uses shall be the responsibility of the appropriate local authority but shall generally include retail and office activities, as well as commercial clubs, restaurants and service stations provided particular attention is given to site design and access.

4.3 Airport-Related Commercial Uses

(Deleted in Amendment #2, 1991)

4.4 Industrial/Commercial Uses

Within this designation light industrial or commercial uses will be permitted. Highway-related uses will not be permitted on that land so designated and lying to the south of the proposed Outer Ring Road because of the controlled access nature of this road. However, such uses will be permitted elsewhere in this designation provided strict consideration is given to site design and access.

Policy:

- ▶ That only industrial/commercial uses be permitted in this designation and that these uses shall accord with the Major Industrial Policy of the St. John's Urban Region Regional Plan, with the additional stipulation that heavy industrial uses shall not be permitted.

4.5 Airport-Related Industrial/Commercial Uses

(Deleted in Amendment #2, 1991)

4.6 Industrial Uses

A large area surrounding the airport is designated for industrial use. A large proportion of this, particularly to the east and northeast of the airport, is ideally suited for offshore-related industrial use.

This White Hills area is also designated for industrial use and possesses great locational advantages of good future regional road access to this airport and port.

Policy:

- ▶ That industrial uses only shall be permitted in the areas so designated and that these uses shall be subject to the "Major Industrial Policy" of the St. John's Urban Region Regional Plan.

4.7 Airport-Related Industrial Uses

(Deleted in Amendment #2, 1991)

4.8 Aviation-Related Industrial Uses

This designation is given to land lying on Airport property immediately east of runway 02/20 and between it and Turbo Road. The designation has been applied to this area since it is of such importance to support the helicopter and general aviation activity, with many of the former and its support uses likely being offshore-related.

Policies:

- ▶ That helicopter and specific aviation-related industrial uses only shall be permitted in the areas so designated.
- ▶ That a full definition of compliance with a helicopter and aviation-related use classification shall be developed by the appropriate jurisdictions for use in the development of this land and this definition shall be included in any implementing regulation for this plan and any municipal, local area plan, or airport plan prepared in accordance with it.

4.9 Agricultural Use

The St. John's Agricultural Development Area encompasses lands to the north and northeast of the airport. The lands are a regional and provincial resource which cannot be replaced if used for other purposes. Analysis of land demands for urban uses has indicated that there is no shortage of potentially developable land for such uses and that there is on these grounds no cause to consider amendment to existing agricultural policy.

Policy:

- ▶ That agricultural uses only be permitted in the areas so designated and that the policies relating to these uses be those of the St. John's Urban Region Regional Plan.

(Section 4.9 is affected by amendments to the policies of Section F(a) of the Regional Plan).

4.10 Rural Use

The rural designation has been applied to areas beyond current and proposed servicing limits or where topographic and drainage considerations might well hinder development. Land demand analysis indicates that there is no need to consider the urban use of these lands.

Policy:

- ▶ That rural uses only be permitted in the areas so designated and that policies relating to these uses be those of the St. John's Urban Region Regional Plan.

4.11 Watershed Use

The Windsor Lake and South Pond Watersheds fall partly within the Airport Environs. Their existing and future use as domestic water sources is undisputed and they will be accordingly protected.

Policy:

- ▶ That the Windsor Lake and South Pond Watersheds remain subject to the Watershed Protected Areas Policy of the St. John's Urban Region Regional Plan.

4.12 Noise

Aircraft and helicopter movements are generally noisy and the disposition of the above noted land uses has been determined on the basis of anticipated movements and noise levels in order to minimize impacts. However, there are existingly developed areas and areas committed for development which are and will be affected by aircraft noise. It is essential that incompatible development not be permitted in potentially high noise areas and that, where possible, steps be taken to minimize impacts on existingly developed areas. Airport and aircraft operations are beyond the control of this plan, but certain steps can be taken beyond the boundaries of the airport to minimize adverse impacts. Annex I shows the Noise Exposure Forecast values for St. John's Airport for ~~1985~~ 1996, which replace the former NEF values of the St. John's Urban Region Regional Plan with effect from the approval of these policies. The following policies apply equally to areas beyond what this plan defines as the St. John's Airport Environs.

(Amendment #1, 1992)

Policies:

- ▶ That no noise sensitive uses, particularly residential ones, be permitted in existing and future high noise impact areas.
- ▶ That new infill housing in noise impact areas have mandatory acoustic insulation.
- ▶ That structures and landscaping on land in high noise areas be designed to also act as noise barriers or absorbers.
- ▶ That the change of use from noise-sensitive uses to noise-tolerant ones be encouraged in high noise impact areas.
- ▶ That noise levels, noise level forecasts and airport developments be monitored and, that the land use policies of this plan be reviewed on the basis of variations or forecast variations.
- ▶ The volume and frequency of helicopter movements be monitored with a view to considering with the appropriate federal, provincial, municipal, and industry authorities, the establishment of helicopter corridors to provide for safe operation with minimum impact on noise sensitive uses.

4.13 Bird Hazard Constraints

Birds and aircraft are potentially dangerous to one another. In the vicinity of any airport, therefore, steps have to be made to minimize the risk of collision between them.

Certain land uses and activities by their nature attract birds and these land uses near airports should be discouraged if not prevented. The zones of potential danger to aircraft around the St. John's Airport are shown in Annex III as three concentric circles: A) 2 mile-radius; B) 3-mile radius; C) 5-mile radius.

Zone A is the area of greatest potential hazard. Most of the Airport Environs area lies within this zone, where the preferred uses, considering potential bird hazards would be industrial and commercial uses, excluding any drive-in restaurants or other food-related commercial uses. Residential uses in any zone do not normally exacerbate the bird hazard constraint. For a detailed list of land uses and related bird hazards, see Annex III.

Policy:

- ▶ Within the Bird Hazard Zones shown in Annex III decisions upon permitting development shall in the first instance have regard to the policies set out elsewhere in this plan according to the designation of the area in which they are to be located and in addition the policies set out in Annex III.

4.14 Servicing

Proposals to provide trunk water and sewer mains to the airport environs are in hand and are essential to the realization of the areas potential. Adequate land will be serviced to meet this potential and development will only be permitted on these lands in order to minimize servicing costs, fully use those to be provided and limit unnecessary outward sprawl.

Policies:

- ▶ That the water supply system to the St. John's Northeast Expansion Zone be implemented.
- ▶ That the Penetanguishene extension of the Pleasantville Trunk Sewer be implemented.
- ▶ That storm sewerage in the airport environs be given adequate consideration in the design and implementation of new developments.
- ▶ That no activity at or emission be undertaken from the Robin Hood Bay waste disposal site which could be a hindrance to air navigation.
- ▶ That the route of the proposed Outer Ring Road through the airport environs area be utilized as a multiple-use service corridor for linear services such as roads, water and sewer mains, hydro lines and pipelines. The full cooperation of concerned agencies will be solicited for this section of the Outer Ring Road, and elsewhere on its route where appropriate.

4.15 Road Network

The planned regional road network will be capable of accommodating the potential development of the areas surrounding St. John's Airport and in part by providing excellent regional access will promote the area's development. Consideration will be given to other improvements to aid traffic flow and promote development as the rate of development dictates.

Policies:

- ▶ That the regional road network as depicted in the St. John's Urban Region Regional Plan be implemented.
- ▶ That the Outer Ring Road be given the highest priority so that its construction will enable the realization of development potential in both the Airport Environs and the Region as a whole.
- ▶ That the Penetanguishene Bypass and Airport Access Road be constructed in conjunction with the Outer Ring Road and the development of St. John's Airport facilities.
- ▶ That an Airport-Port/Downtown St. John's link from the eastern limit of the Outer Ring Road be developed.
- ▶ That a link to the Outer Ring Road from the planned industrial area to the east of Turbo Road be investigated for possible realization as the industrial area develops.
- ▶ That further research be carried out into the potential truck traffic generated by Airport Environs industrial areas, with particular emphasis on port destined or derived traffic, with a view to establishing truck routes and/or defined times for truck movements through city streets.

ANNEX I
NOISE EXPOSURE FORECASTS

NOISE EXPOSURE FORECASTS

The Noise Exposure Forecast (NEF) system used by Transport Canada to evaluate the real extent of noise impacts is dependent upon a number of factors:

- i) number of traffic movements;
- ii) type of aircraft in use;
- iii) proportional mix of aircraft;
- iv) runways utilized;
- v) glide and approach paths;
- vi) height of traffic on approach and departure paths;
- vii) noise and characteristics of aircraft types, during both landing and take-off procedures;
- viii) duration of noise;
- ix) frequency components of the noise (pure tones); and
- x) subjective analysis of the degree of annoyance of the noise. This evaluation is a result of a combination of physical and behavioural studies and is considered the most up-to-date method of evaluating noise problems with an airport.

NEF contours to reflect the anticipated aircraft movements in 1985 have been projected by Transport Canada.* These contours are shown on Annex I and are based on the Optimistic Oil Scenario for 1985.

No NEF contours have been supplied for traffic movements beyond 1985, although projections for traffic volumes have been calculated. This absence of NEF contours for beyond the near future is clearly a major constraint for land use planning in the Airport Environs area.

(1985 NEF contours have been replaced with 1996 contours).

* It should be noted that NEF contours are computer-plotted at a scale of 1:50,000. This means that any enlargement of the scale, eg., to 1:12,500 runs the risk of an inherent distortion. The NEF lines thus have to be evaluated in this light. Nonetheless, they are the best estimated of the anticipated locations of noise-affected areas.

The NEF contours were plotted based on an assumption of a mix of summer day traffic. Offshore helicopter traffic was incorporated into the noise forecast, however, the helicopters were assumed to be operating under IFR conditions and therefore would be flying at a much higher level than they would be under VFR conditions. This fact also may have distorted the NEF contours.

DECISION/DIRECTION NOTE

Title: 2021 Capital out of Revenue

Date Prepared: February 9, 2021

Report To: Committee of the Whole

Councillor and Role: Councillor Shawn Skinner, Finance & Administration

Ward: N/A

Decision/Direction Required:

Council to Approve 2021 Capital Out of Revenue Listing and Parks Reserve Projects.

Discussion – Background and Current Status:

The City's Capital out of Revenue program is determined on an annual basis and funded primarily from an allocation from the City's annual operating budget, as well as other sources. This program is different from the City's larger cost-shared capital arrangements with the Federal and Provincial Governments, for which the City borrows its share of the cost.

Total Capital out of Revenue funding is comprised of:

CAPITAL OUT OF REVENUE FUNDING	2021 Budget
Federal Gas Tax Funding - Mews replacement	4,681,863
Provincial Gas Tax - One Time - Unrestricted	831,153
Parks Reserve	562,483
Fleet acquisition	3,600,000
Water related projects	3,230,000
Carried forward - Net funds from previous projects	657,192
General	12,409,160
TOTAL CAPITAL OUT OF REVENUE FUNDING	25,971,851

The sources of funding are described further below. It is important to note that some sources are already committed for various purposes, while others are available for general use.

1. Federal and Provincial Gas Tax Funding - Federal Gas Tax funding has been fully dedicated by Council directive to the replacement of the Mews Recreation Centre. The Provincial Gas Tax amount of \$831K was first awarded in the 2015 Provincial budget. This amount is unrestricted and as such can be spent on any project and has been included with the general capital out of revenue contribution.

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2. Parks Reserve - Development fees collected in excess of the Parks Reserve annual cap of \$3 million. These excess funds are redistributed for general capital use.
3. Fleet acquisition fund - In accordance with City policy this is dedicated to replacement of the City's fleet. This amount is unchanged from the 2016-2018 Capital Plan.
4. Water related projects - These funds are committed to projects that are funded through the water tax and focus exclusively on work related to the water system.
5. General- This amount is not project specific and used to fund an assortment of projects. Amounts carried forward are attached. Transfers will be required to balance and close numerous capital jobs with the net funding remaining brought forward. A reconciliation of prior years' Parks Reserve and other carry forward items resulted in additional unallocated funds and are included therein.

Combining the sources of funding that are not otherwise committed gives the following funding available for projects for 2021:

UNCOMMITTED FUNDS FOR GENERAL USE	2021 Budget
Provincial Gas Tax - One Time - Unrestricted	831,153
Parks Reserve	562,483
Carried forward - Net funds from previous projects	657,192
General	12,409,160
TOTAL UNCOMMITTED FUNDS FOR GENERAL USE	14,459,988

Below is the proposed capital out of revenue expenditure listing for 2021:

CAPITAL OUT OF REVENUE EXPENDITURE	2021 Budget
Grind and Patch	2,000,000
Capital grants Community Groups	500,000
Various City Buildings	500,000
Playground Replacement Program	100,000
Sidewalk/Curb/Gutter Repair	700,000
IT Project Capital Budget	250,000
Affordable Housing Strategy	182,000
SJRFD Radio System	750,000
Sanders - Fleet Replacement	550,000
Municipal Residential Tree Planting Initiative*	
Large Diameter Culvert Replacement	600,000
Annual Traffic Calming Program*	(50,000)
Annual Intersection Safety Program	100,000
Annual Infill Sidewalk Program	500,000
St. John's Airport - Flight Attraction Contribution	100,000
Wetlands Study Phase 2	150,000
Rawlin's Cross Reconfiguration (2020 Project Cancelled)	(150,000)
Cameras on Sanders	126,000
Downtown Decorative Lighting	(191,938)
Asphalt Lab Relocation	225,000
George Street Revitaliation Project - Study Only	(50,000)
Canada Games Capital Commitment	750,000
Server Replacement	500,000
Pitt's Memorial Dr. - Viaduct Street Light Repairs	150,000
Roundabouts & Goldstone/TGH Ramps	252,825
Firdale Dr Swale Maintenance	205,000
GIS Arial Mapping	100,000
Parking Enforcement Bldg - Building Envelope Upgrade	250,000
Data Collection for Asset Management	250,000
Generator Installation (1 NPH)	200,000
Bleacher Replacement Program	200,000
Brine Equipment	15,000
Rennies River Flood Mitigation	250,000
Goulds Pumping Stn - Demolish Ex. Bldg. & Site Work	250,000
Downtown Pedestrian Mall	50,000
Foran Greene Room Upgrades	125,000
Ladysmith @ Kiwanis intersection - Permanent curb extensions	85,000
TOTAL CAPITAL OUT OF REVENUE EXPENDITURE	10,523,887

*Deferred items from 2020 Capital out of revenue which are not recommended for reinstatement due to available time and resources. There is \$25,000 allocated for the Residential Tree Planting Initiative for 2021, however, due to the release of 2020 deferred funds, the 2021 cumulative balance is \$0.

It is recommended that the below items which were deferred from the 2020 Capital out of Revenue listing be reinstated for completion in 2021.

2020 Deferred Projects for Reinstatement	2020 Budget
IT Project Capital Budget	250,000
Wetlands Study Phase 2	350,000
City Hall Energy Efficiency Assessment (sustainability plan)	100,000
Cameras on Sanders	200,000
Pavement Marking Digitization	100,000
Downtown Decorative Lighting	291,938
Pedestrian & Bike Counters	50,000
TOTAL 2020 DEFERRED PROJECTS FOR REINSTATEMENT	1,341,938

There is currently \$3,936,102 unallocated from 2021 available capital funds. It is recommended that this funding not be allocated at this time until there is more certainty around the timing of the 2020-23 cost-shared multi-year capital works (MYCW) program. This funding is supposed to span three years 2020-2023; however, there has not yet been a call for this program. Should this program not become available in a timely manner, it may be recommended that these funds be used for a 2021 Streets Rehabilitation Program as the MYCW program is the main source of funding for the City's program.

Below is a project recommended to be funded from the Parks and Open Spaces Reserve which contains a balance of \$3M at December 31, 2020. The balance after the below expenditures is \$1,400,000.

PARKS RESERVE EXPENDITURE	2021 Budget
Opening Parks Reserve Balance	3,000,000
Galway Park - Phase 1	1,600,000
Parks Reserve Balance	1,400,000

Key Considerations/Implications:

1. Budget/Financial Implications:

As per above.

2. Partners or Other Stakeholders:

Many residents and businesses are affected by decisions related to Capital expenditure. Recent budget engagement and Citizen surveys provided an opportunity to incorporate that feedback into the decisions made around the capital listing.

3. Alignment with Strategic Directions/Adopted Plans:

Consideration must be given to how the projects listed align with the City's newly developed Strategic Plan goals.

4. Legal or Policy Implications:
5. Privacy Implications:
6. Engagement and Communications Considerations:
7. Human Resource Implications:
8. Procurement Implications:

Timeliness of approval of the plan is important to allow departments time to prepare (i.e. prepare tenders, RFP's, etc.) for the upcoming construction season.

9. Information Technology Implications:
10. Other Implications:

Recommendation:

That Council approve the 2021 Capital out of Revenue Listing and Parks Reserve Project.

Prepared by: Melanie Shea

Approved by: Kris Connors/Derek Coffey

Report Approval Details

Document Title:	2021 Capital out of Revenue.docx
Attachments:	- Funds Carried Forward 2020.pdf
Final Approval Date:	Feb 9, 2021

This report and all of its attachments were approved and signed as outlined below:

Kris Connors - Feb 9, 2021 - 3:27 PM

Derek Coffey - Feb 9, 2021 - 3:43 PM

Report Approval Details

Document Title:	2021 Capital out of Revenue.docx
Attachments:	- Funds Carried Forward 2020.pdf
Final Approval Date:	Feb 12, 2021

This report and all of its attachments were approved and signed as outlined below:

Kris Connors - Feb 12, 2021 - 10:45 AM

Derek Coffey - Feb 12, 2021 - 10:54 AM

Funds Carried Forward From Previous Projects

Source	Job #	Description	Balance Available
2011 COR	PWP-2011-576	ARTILLERY PARK	471.20
2012 COR	PWP-2012-595	ADDITIONAL BRINE EQUIPMENT	105,800.64
2012 COR	PWP-2012-612	KELLY'S BROOK BASEBALL FIELD	643.05
2013 COR	ENG-2013-669	BLACKMARSH ROAD DIVERSION	61,495.98
2013 COR	ENG-2013-677	WATER MAIN REHAB - MAIN LINING	152,657.83
2015 COR	ENG-2015-763	2015 TRAFFIC INFRASTRUCTURE	4,586.51
2017 COR	ENG-2017-867	ALLANDALE RD ROUNDABOUT	1,507.02
2017 COR	PWP-2017-828	CENTURY PARK	5,120.49
2017 COR	PWP-2017-847	BP FOUNTAIN POND WATER CLARIFI	15,061.01
2017 COR	PWP-2017-871	BP LAWN WASHROOM	6,451.46
2017 COR	PWP-2018-904	GOULDS SOFTBALL FIELD	(617.89)
2017 COR	eng-2016-817	Parking Garage repairs	95,000.00
2018 COR	ENG-2016-806	ACCESSIBLE BUS STOPS	1,192,214.31
2018 COR	ENG-2018-898	MUNDY PD/CAPTAIN WHALEN DR ARE	(59,149.48)
2018 COR	ENG-2018-899	KING GEORGE 5TH TURF REPLACEMT	(8,147.21)
2018 COR	ENG-2018-916	SWILERS STORM SEWER REPAIR	(11,871.46)
2018 COR	FIN-2018-928	PUBLIC TRANSIT REVIEW	16,258.91
2018 COR	PWP-2018-856	2018 SIDEWALK REPAIRS	(179,370.37)
2019 COR	ENG-2020-983	BOWRING PARK ACCESSIBLE PARK	(70,678.52)
2020 COR	ENG-2016-818	FORT AMHERST SANITARY SEWER OU	(4,195.53)
2020 COR	FIN-2020-981	2020 CAPITAL GRANTS	(7,100.00)
Cost- Shared	ENG-2014-712	CHARTER AVENUE BRIDGE	(10,233.11)
Cost- Shared	ENG-2017-854	PORTUGAL COVE ROAD - WTM REPLA	(28,048.37)
Cost- Shared	PWP-2011-560	BOWRING PARK MASTER PLAN - P1	152,656.93
Transfer	PWP-2016-792	KPMG FLEET REVIEW	11,890.33
Transfer	PWP-2019-943	HARBOURSIDE PARK DECK	1,974.21
2017 COR	ENG-2017-835	Fort Amherst Master Plan	5,053.98
Transfer	ENG-2018-929	H3 DEVELOPMENT WATER SERVICING	(2,356.86)
2019 COR	PWP-2019-955	ST.JOHN'S REC CENTRE GYM FLOOR	15,345.03
2019 COR	PWP-2019-945	BOWRING PARK DIVING BOARD	2,512.15
2017 COR	PWP-2017-881	SOUTHLANDS GENERATOR	17,809.42
Borrowed	ENG-2004-247	PHLP POND WTP	(282,527.31)
Borrowed	ENG-2014-718	PARADISE FIRE STATION	(400,209.25)
Cost- Shared	ENG-2015-761	BOWRING PARK POOL HOUSE	2,076,171.16
Cost- Shared	ENG-2015-761-PH2	BOWRING PARK POOLHOUSE CP#2	(3,214,342.22)
2017 COR		Land Reserve Transfer	1,000,000.00
2020 COR		Snow Storage	(4,642.00)
			657,192.04

INFORMATION NOTE

Title:	January 17th Snowmagedon Event Debrief
Date Prepared:	November 25, 2020
Report To:	Committee of the Whole
Councilor and Role:	Members of Council
Ward:	N/A

Issue: Debrief results of January 17, 2020 Snowmagedon event

Discussion – Background and Current Status:

January 17, 2020, saw one of the most significant snowfalls in the history of St. John's. By the morning of January 18, 2020, approximately 75cm of snow had fallen. The long duration and intensity of the blizzard during the 17th resulted in the City of St. John's declaring a State of Emergency (SOE), the first in over 35 years.

A significant challenge to achieving the level of necessary snow clearing is the ability to recover completely from an event before the next event begins. The impacts of the storm were complicated by the 130cm of snow that fell between December 24th to January 16th and a weather system on January 19, 2020 that provided an additional 20 cm of snow accumulation.

The 90+ cm of accumulated snow proved difficult to clear from the over 1400 lane km of roadways. To ensure the safety of operators and to allow clear access for emergency responders, the SOE remained in effect in varying degrees until the morning of Saturday, January 25th.

As part of any major incident, the Emergency and Safety Services Division conducts a "Incident Debrief" to determine what went well during the event and what requires further investigation. The resulting gap analysis is then used to update policies and procedures and aid in developing best practices for future incidents.

Key Considerations/Implications:

1. Budget/Financial Implications:

- Financial cost of snow clearing for the January 17th event has been estimated at \$7 million.
- Application has been made to the Disaster Financial Assistance Fund to recover \$6.2 million of allowable expenses.

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2. Partners or Other Stakeholders:

- Public Works
- City Manager's Office
- St. John's Regional Fire Service
- Eastern Health
- Royal Newfoundland Constabulary
- Province of NL – Fire and Emergency Services
- Emergency related non-governmental organizations (i.e. Red Cross and Salvation Army)
- Canadian Armed Forces

3. Alignment with Strategic Directions/Adopted Plans:

N/A

4. Legal or Policy Implications:

Declaration of a State of Emergency is enabled by the City of St. John's Act.

5. Privacy Implications:

N/A

6. Engagement and Communications Considerations:

Communications with the public and industry was paramount during this event. Future incidents/events will continue to rely on clear and concise information from a single source.

7. Human Resource Implications:

N/A

8. Procurement Implications:

N/A

9. Information Technology Implications:

N/A

10. Other Implications:

N/A

Conclusion/Next Steps:

The debrief completed by the Emergency and Safety Services Division identified four actionable items to be reviewed and followed up.

1. Crisis Communication Plan – review of current document to include but not limited to.
 - a. Media briefings – method of delivery including use of technology.
 - b. Define roles and responsibilities of other emergency partners during a SOE.
 - c. Investigate assignment of Communications/PR Officer to Public Works during major events and/or winter season.
2. Establish process to acquire engineering subject matter experts during emergency events such as the avalanche in the Battery.
3. Declaration of State of Emergency – review to include but not limited to
 - a. Process of declaration and process for granting exemptions.
 - b. Enforcement of the State of Emergency.
 - c. Process to coordinate with neighboring municipalities.
4. Emergency Coordination Center Operational Guideline – review to include but not limited to.
 - a. Awareness of planning cycle and communication of coordination center activation level to staff/departments.
 - b. Virtual operation of the Emergency Coordination Center.

Report Approval Details

Document Title:	Debrief of January 17th Snowmaggdon Event.docx
Attachments:	
Final Approval Date:	Feb 4, 2021

This report and all of its attachments were approved and signed as outlined below:

Sherry Colford - Jan 14, 2021 - 8:54 AM

No Signature - Task assigned to Kevin Breen was completed by workflow administrator Karen Chafe

Kevin Breen - Feb 4, 2021 - 3:52 PM

DECISION/DIRECTION NOTE

Title: Riverhead Wastewater Treatment Facility Capital Replacement Reserve Fund Purchase – Replacement Compactor

Date Prepared: February 17, 2021

Report To: Committee of the Whole

Councillor and Role: Councillor Sandy Hickman, Public Works

Ward: N/A

Decision/Direction Required:

To seek a decision on proceeding with the purchase of a replacement compactor funded through the Riverhead Wastewater Treatment Facility Capital Replacement Reserve Fund.

Discussion – Background and Current Status:

The Riverhead Wastewater Treatment Facility (WWTF) Capital Replacement Reserve Fund is being requested to be used for the purchase of a replacement compactor in the Deep Pump Station at the Riverhead WWTF. The existing compactor is at the end of life and must be replaced. The total estimated cost to supply and deliver a replacement compactor is \$45,721.00 US Dollars (Taxes Extra).

Key Considerations/Implications:

1. Budget/Financial Implications:

The Riverhead WWTF has identified sufficient funds within the Riverhead WWTF Capital Replacement Reserve Fund to support this equipment replacement. A detailed breakdown of contributions, less purchases, made through this program is provided as follows:

Riverhead WWTF Capital Replacement Reserve Fund (0000-36888)

2013 Contribution	\$416,398.55
2014 Contribution	\$421,258.92
Less: Conveyor/Compactor	-\$134,575.63
2015 Contribution	\$423,443.81
Less: Pump Station HRV/SCADA Upgrade	-\$274,925.98
2016 Contribution	\$423,365.55
2017 Contribution	\$425,071.84

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2018 Contribution	\$441,414.76
2019 Contribution	\$447,148.88
Less: SCADA Server Replacement	-\$142,530.68
2020 Contribution - Interest Only to Date ⁽ⁱ⁾	\$26,969.14
Balance:	\$2,473,039.16

Note:

- (i) 2020 Contribution of \$415,000.00 has yet to be added to the reserve fund and is not reflected in the balance to date provided.

2. Partners or Other Stakeholders:

In addition to the City of St. John's, the Riverhead facility treats wastewater from the City of Mount Pearl and a portion of the Town of Paradise.

3. Alignment with Strategic Directions/Adopted Plans:

N/A

4. Legal or Policy Implications:

N/A

5. Privacy Implications:

N/A

6. Engagement and Communications Considerations:

N/A

7. Human Resource Implications:

N/A

8. Procurement Implications:

The estimated timeframe for the delivery of this replacement pump is approximately 10-12 weeks.

9. Information Technology Implications:

N/A

10. Other Implications:

N/A

Recommendation:

That Council approve access to funding from the Riverhead WWTF Capital Replacement Reserve Fund to support the purchase of this equipment.

Prepared by: Daniel Martin, Manager – Regional Facilities

Approved by:

Report Approval Details

Document Title:	Riverhead Wastewater Treatment Facility Reserve Fund Purchase - Replacement Compactor.docx
Attachments:	
Final Approval Date:	Feb 19, 2021

This report and all of its attachments were approved and signed as outlined below:

Andrew Niblock - Feb 19, 2021 - 9:20 AM

Lynnann Winsor - Feb 19, 2021 - 1:16 PM

DECISION/DIRECTION NOTE

Title: City-Owned Vacant Land for Affordable Housing

Date Prepared: February 18, 2021

Report To: Committee of the Whole

Councillor and Role: Deputy Mayor Sheilagh O'Leary, Housing

Ward: N/A

Decision/Direction Required:

To seek approval from Council to:

1. Publicly identify the parcels of land that have been identified as potential sites for affordable housing developments in advance of planned developments on those sites;
2. Develop a public engagement plan to inform and engage residents, businesses, and other stakeholder groups in the areas surrounding the identified parcels of land; and
3. Seek funding as needed to complete work on these parcels in advance of planned projects (i.e. environmental assessment, geotechnical analysis, etc.)

Discussion – Background and Current Status:

The City of St. John's approved the Affordable Housing Strategy, 2019-2028, in November 2018. The following implementation strategy is stated in the 'Unlocking Resources' section of the City's Affordable Housing Strategy (p. 27):

1.3 Continue to create a list of city-owned vacant land and buildings and evaluate the inventory for potential redevelopment as affordable housing

As per CD#: S2019-01-21/3 Council approved the expropriation of several parcels of land to eliminate any potential claim prior to the commencement of non-profit projects on these sites. Council also directed that these parcels be reserved for non-profit housing initiatives/projects or partnerships. The parcels of land identified were:

245 Forest Road	Ward 2
245 Freshwater Road (at Terra Nova Road)	Ward 4
80-90 Empire Avenue	Ward 4
375 Waterford Bridge Road	Ward 5
28 Eric Street	Ward 2

To date, there has only been public engagement regarding one of these parcels (28 Eric Street) for which a Letter of Intent with Habitat for Humanity has been formalized. This letter outlines the intended gifting of the property to Habitat for Humanity subject to a successful rezoning, development approval, and collaboration with the Eric Street Community Garden.

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The addresses of the other parcels have not been released publicly. There are currently no planned projects for these sites. However, in light of criticisms related to the lack of advanced engagement around the Eric Street Project and with additional funding potentially on the horizon (i.e. there is national advocacy for a relaunch of the Rapid Housing Initiative), early stakeholder engagement may increase support for a development on these sites. It would also allow City staff to identify stakeholder concerns, address these concerns in advance of a proposed development, outline the development process for stakeholders, and offer opportunities for stakeholders to provide input on what they'd like to see in the area. Of note, each of these parcels require rezoning and would require public consultation prior to development.

These sites were reviewed by Parks, PERS and Legal staff to determine their potential for affordable housing developments. However, it is noted that other work such as environmental assessments and geotechnical analysis may be required to determine if the sites are well suited for this purpose. We would like to seek funding to complete some of this work in advance of confirmed projects for the sites.

Key Considerations/Implications:

1. Budget/Financial Implications:

Funding is already allocated for 2021 Affordable Housing objectives. The Housing Division will seek funding sources to complete work on sites as needed.

2. Partners or Other Stakeholders:

The City's Affordable Housing Strategy was built upon public and strategic stakeholder engagement, and the implementation continues to be guided and shaped by multi-stakeholder partnerships and processes. Residents, businesses and other stakeholders in the affected areas will be engaged.

3. Alignment with Strategic Directions/Adopted Plans:

The Affordable Housing Strategy aligns with the Strategic Plan's vision and directions. Affordable Housing implementation actions work in tandem with the Municipal Plan and Development Regulations.

4. Legal or Policy Implications:

No legal implications at this time.

5. Privacy Implications:

None anticipated at this time.

6. Engagement and Communications Considerations:

The City's Marketing and Communications and Organizational Performance and Strategy divisions have been consulted. Should the above recommendations be approved, a communications and engagement strategy would be developed.

7. Human Resource Implications:

None anticipated at this time.

8. Procurement Implications:

None anticipated at this time.

9. Information Technology Implications:

N/A

10. Other Implications:

N/A

Recommendation:

That Council approve the following:

1. Publicly identifying the parcels of land that have been identified as potential sites for affordable housing developments in advance of planned developments on those sites;
2. Developing a public engagement plan to inform and engage residents, businesses, and other stakeholder groups in the areas surrounding the identified parcels of land; and
3. Seeking funding to complete work on these parcels in advance of planned projects (i.e. environmental assessment, geotechnical analysis, etc.)

Prepared by: Krista Gladney, Affordable Housing and Development Facilitator

Approved by: Judy Tobin, Manager Housing

Report Approval Details

Document Title:	City-Owned Vacant Land for Affordable Housing.docx
Attachments:	
Final Approval Date:	Feb 18, 2021

This report and all of its attachments were approved and signed as outlined below:

Judy Tobin - Feb 18, 2021 - 2:40 PM

Tanya Haywood - Feb 18, 2021 - 3:13 PM

ST. JOHN'S

Arts and Culture Advisory Committee Report

January 19, 2021

2:00 p.m.

Virtual

Present: Councillor Debbie Hanlon
Rhonda Tulk-Lane, MusicNL
Daniel Rumbolt, Visual Artists of Newfoundland and Labrador-CARFAC
Jen Winsor, Writers' Alliance NL
Sarah Mackinnon, Canadian Heritage
Tim Matson, Best Kind Productions
Nicole Rousseau, RCA Theatre Company
Lloydetta Quaicoe, Sharing Our Cultures Inc.
Elizabeth Lawrence, Director of Economic Development, Culture and Partnerships
Théa Morash, Arts & Culture Development Coordinator
Shanna Fitzgerald, Legislative Assistant

Regrets: Jenelle Duval, First Light NL
Pete Soucy, Citizen Representative (Business)
Lynn Panting, Untellable Movement Theatre

Poet Laureate Term Extension

Recommendation

Moved By Daniel Rumbolt

Seconded By Jen Winsor

That Council extend Mary Dalton's term as Poet Laureate to include the calendar years 2021 and 2022, as referenced in the Poet Laureate Terms of Reference.

MOTION CARRIED

CHAIRPERSON

DECISION/DIRECTION NOTE

Title: Poet Laureate Term Extension

Date Prepared: January 12, 2020

Report To: Arts and Culture Advisory Committee

Councillor and Role: Debbie Hanlon, Arts & Culture Advisory Committee

Ward: N/A

Decision/Direction Required: Recommendation of the Arts & Culture Advisory Committee to Committee of the Whole that Mary Dalton's term as Poet Laureate be extended to include the calendar years 2021 and 2022, as referenced in the Poet Laureate Terms of Reference.

Discussion – Background and Current Status:

The City of St. John's has appointed a local poet to the position of Poet Laureate for four-year terms since 2011, as follows:

2006-2009: Agnes Walsh
2010-2013: Tom Dawe
2014-2017: George Murray

The current Poet Laureate, Mary Dalton, began her term in 2019. When reviewing the Poet Laureate terms of reference before circulating the call for the current Poet Laureate in 2018, the Arts and Culture Advisory Committee recommended that the term be shortened to two years (the calendar years 2019 & 2020), with a possible extension of two years (the calendar years 2021 & 2022) to a total term of four years (which would be commensurate with the four-year terms of the City's past Poets Laureate). A main contributing factor to this recommendation of a shorter term was due to committee discussion around the concept of broadening the municipal Laureate position to be inclusive of other arts disciplines (following the Decision Note dated January 18, 2018 "City of St. John's Laureate Position"), and the committee's intention to continue that discussion for possible action following a two-year rather than a four-year term timeline.

Because a recommendation has not come forward regarding a "cultural laureate," "artist in residence," or other similar appointment that the Poet Laureateship may evolve into, and considering that the 2020 calendar year presented understandable challenges to taking full advantage of the possibilities a Poet Laureateship might present, it is reasonable that Mary Dalton's term as Poet Laureate should be extended to a four-year term, as indicated in the Poet Laureate Terms of Reference.

ST. JOHN'S

The Poet Laureate Terms of Reference state that the term may be extended “if recommended by the Arts and Culture Advisory Committee.” Should the Arts and Culture Advisory Committee agree that Mary Dalton’s term as Poet Laureate should be extended as described above, that recommendation will be forwarded to Committee of the Whole for consideration.

Key Considerations/Implications:

1. Budget/Financial Implications: The budget for the position (\$5,000 per annum) would remain unchanged.
2. Partners or Other Stakeholders: Groups represented on the Arts and Culture Advisory Committee.
3. Alignment with Strategic Directions/Adopted Plans: Our City, Our Future – Strategic Plan 2019-2029: “A Connected City;” Planning for a Creative Future – The City of St. John’s Municipal Arts Plan; Roadmap 2021 “A Leading Canadian Artistic Metropolis.”
4. Legal or Policy Implications: N/A
5. Privacy Implications: N/A
6. Engagement and Communications Considerations: N/A
7. Human Resource Implications: N/A
8. Procurement Implications: N/A
9. Information Technology Implications: N/A
10. Other Implications: N/A

Recommendation:

That Council extend Mary Dalton’s term as Poet Laureate to include the calendar years 2021 and 2022, as referenced in the Poet Laureate Terms of Reference.

Prepared by: Théa Morash, Arts and Cultural Development Coordinator

Approved by: Tanya Haywood, Deputy City Manager – Community Services

Report Approval Details

Document Title:	Poet Laureate Decision Note.docx
Attachments:	- Terms of Reference - Poet Laureate.pdf
Final Approval Date:	Jan 13, 2021

This report and all of its attachments were approved and signed as outlined below:

Elizabeth Lawrence - Jan 13, 2021 - 8:51 AM

Tanya Haywood - Jan 13, 2021 - 9:52 AM

City of St. John's Poet Laureate

Terms of Reference

Overview:

The position of Poet Laureate is an honour bestowed by the City as a way of acknowledging and celebrating poets, poetry and their value and contribution to civic life. Through the Poet Laureate the City recognizes poetry, and all art, as a fundamental and necessary component of society. The City of St. John's Poet Laureate will act as an ambassador for poetry and by doing so will integrate poetry into a range of official and unofficial civic events.

Term:

The Poet Laureate will serve for two years with the possibility of extension for an additional two-year term, if recommended by the Arts and Culture Advisory Committee.

Terms of Reference:

The duties of the Poet Laureate will be kept deliberately modest in order to leave incumbents free to concentrate on their own projects. The Poet Laureate will be responsible to shape the position according to priorities agreed upon in consultation with the City of St. John's. Their duties will include:

- Contribute high quality, imaginative, and insightful work to appropriate public functions by reading or reciting their own or others' work, including:
 - Compose and present poems within the widest possible scope about the City's history, culture, landscape, and life for official City events and occasions at least once a year to City Council during National Poetry Month (April) and at a minimum of four other official Municipal events to be determined annually in coordination with relevant municipal staff;
 - In addition, participate in various other events as required;
- Invite other poets to read their work at various events;
- Raise the profile of the City's poetry community both locally and farther afield;
- Provide advice to the Arts and Culture Advisory Committee on issues pertaining to literature, poetry, and the status of writers;
- Attend meetings of the Arts and Culture Advisory Committee at least once annually, to report on their experience and activities as Poet Laureate;
- Liaise with municipal staff on a regular basis, including providing a written report on their experience as Poet Laureate at the conclusion of their term.

The City offers an honorarium of \$5,000 annually and office/administrative support, (i.e. a mailing address and support for routine office tasks such as correspondence, booking meeting rooms etc.). The City will promote the Poet Laureate's work through its regular communication channels.

DECISION/DIRECTION NOTE

Title: Strategic Plan 2020 Annual Report and 2021 Action Plan

Date Prepared: February 16, 2021

Report To: Committee of the Whole

Councillor and Role: Mayor Danny Breen, Governance & Strategic Priorities

Ward: N/A

Decision/Direction Required: Approve the 2021 Strategic Action Plan and accept the 2020 report of progress against directions outlined in Our City, Our Future.

Discussion – Background and Current Status:

The City's 10-year strategic plan, [Our City, Our Future](#), was launched in 2019 and has finished its second full year of operation. As part of the accountability around the plan, a [public dashboard](#) was launched early in 2020 and quarterly reporting is provided to Council on the plan's progress.

The attached document serves as an annual report for 2020 which was a challenging year on many levels with both Snowmeggdon and the public health situation impacting where and how staff work.

That said, there were 26 initiatives completed in 2020. Seventeen initiatives are currently reporting "on track," five are showing as "behind," 29 are "overdue." ¹

As this report is designed to provide a snapshot in time for 2020, all initiatives that were completed in 2019 have been removed but are still visible on the public dashboard as they contribute to the overall goals and strategic directions of the 10-year plan.

Continuous Improvement (CI) projects continue virtually where possible. Staff moved to a virtual project management model and adjusted training and capacity building to be virtual as well. Detailed updates on each of the 28 projects, some of which were added late in 2020 as a result of Yellow Belt Certification, are included in the CI Project Update Report.

For 2021, 23 new initiatives have been identified. These range from implementation of recommendations from plans approved in 2020 to construction projects, deliverables from the 10-year affordable housing strategy, and internal efforts to continue to improve efficiency and effectiveness in programming and service delivery.

¹ Behind means the initiative is tracking progress more slowly than originally planned but it is still possible to complete the project on schedule; overdue means the date the project was scheduled to finish has already passed.

2021 is also a year for review of the strategic plan's goals. The directions outlined in the plan: Sustainable City, City that Moves, Connected City, and Effective City were validated through the Citizen Satisfaction Survey. Through both public and internal consultation, the goals will be reviewed, and any recommended changes brought to Council in Fall 2021.

Key Considerations/Implications:

1. Budget/Financial Implications:
Project budgets were considered as part of the project planning process. If there are budget implications these are noted in the project updates.
2. Partners or Other Stakeholders:
These are identified within the projects.
3. Alignment with Strategic Directions/Adopted Plans:
[Our City, Our Future](#) is the overarching strategy for the City.
4. Legal or Policy Implications:
These are considered on a project-by-project basis.
5. Privacy Implications:
These are considered on a project-by-project basis.
6. Engagement and Communications Considerations:
Progress updates are published on the City's website and internally on the City's intranet.
7. Human Resource Implications:
N/A
8. Procurement Implications:
N/A
9. Information Technology Implications:
N/A
10. Other Implications:

Recommendation:

That Council approve the draft 2021 action plan and accept the 2020 report of progress against directions outlined in Our City, Our Future.

Prepared by: Victoria Etchegary, Manager, Organizational Performance and Strategy

Approved by:

Report Approval Details

Document Title:	Strategic Plan 2020 Annual Report and 2021 Action Plan.docx
Attachments:	- 2020 Council Update-2021-02-18 .pdf
Final Approval Date:	Feb 18, 2021

This report and all of its attachments were approved and signed as outlined below:

Derek Coffey - Feb 18, 2021 - 10:00 AM



ACTION PLAN

- Q4 2020 Progress Update
- Continuous Improvement (CI) Project Updates
- Draft items for 2021 Action Plan

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






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

CITY OF ST. JOHN'S PLAN

A SUSTAINABLE CITY

Goal	Council Update	Due Date	2019	2020	2021	Current Completion
Be financially responsible and accountable: 100%		2021/12/31				On Track
→ Develop corporate framework for compliance with Payment Card Industry Data Security Standard (PCI DSS): 20%	NEW Council Quarterly Achievements: To date discussions with internal stakeholders have been positive and collaborative with acknowledgement of the importance of having appropriate measures in place to protect cardholder data. Discussions with Information Services, Citizen Services, and Finance and Administration have identified a number of processes where the City is collecting payment card information. Out of Scope will be Recreation Fees, Pay By Phone Parking, and Parking Pay Stations, as PCI DSS are adhered to by Third Party Vendors. All remaining processes are in-scope. PCI DSS policy note was completed and discussed with representatives from Information Services, Citizen Services, and Finance and Administration. The policy note led to a draft addendum to the City's Cash Handling Policy addressing handling of payment card data by City employees. The policy addition is 90% complete and will be finalized in 2021. 2021/02/15	2020/12/31				Overdue
→ Develop a Commercial Vacancy Allowance Policy and Align with the Commercial Vacancy Allowance by-law: 100%	NEW Council Quarterly Achievements: Prior to policy development the associated Commercial Vacancy Allowance Bylaw requires finalization by Legal 2020/09/28	2021/03/31				Behind

→ Advance a corporate wide asset management plan: 100%	NEW Council Quarterly Achievements: Establishing an effective asset management system is a complex and multi-year process. In the last quarter, the Asset Management Policy was approved by Council. Due to COVID-19, there have been some delays in beginning condition assessments in the field; however, staff were successful in completing 10 building condition assessments and asset inventories during the year. Focus remains on the AM roadmap and framework. <i>2021/02/15</i>	2021/12/31		On Track
→ Review and improve the year-end process for more timely consolidated financial statements: 100%	NEW Council Quarterly Achievements: Staff are currently reviewing the timelines of last year end, creating a schedule of tasks and looking at realistic deadlines for completion. Assessing where delays occur and ways to improve efficiency. <i>2021/02/16</i>	2021/12/31		On Track
Plan for land use and preserve and enhance the natural and built environment where we live: 100%		2021/12/31		On Track
→ Initiate City-wide wetland report to delineate all wetlands within municipal boundary for protection: 100%	NEW Council Quarterly Achievements: Wetland study completed. <i>2020/06/29</i>	2020/02/28		Complete
→ Review Stormwater Detention Policy to enable more efficient design of detention facilities: 100%	NEW Council Quarterly Achievements: Awaiting comments from external engagement of Developers. <i>2021/02/15</i>	2020/06/15		Overdue
→ Plan for and implement Phase 3 of Water Street Infrastructure Improvements: 100%	NEW Council Quarterly Achievements: Phase 3 completed June 30th. <i>2020/06/23</i>	2020/06/30		Complete
→ Plan for and implement Phase 2 of Kenmount Road Trunk Storm Sewer Replacement: 100%	NEW Council Quarterly Achievements: The project was substantially completed on December 4th, 2020. <i>2021/02/11</i>	2020/11/30		Complete
→ Develop a Development Design Manual	NEW Council Quarterly Achievements: Internal staff comments under review and being incorporated into manual. <i>2021/02/15</i>	2020/12/31		Overdue

→ Explore opportunities to convert power sources for City assets: 100%	NEW Council Quarterly Achievements: An ongoing Energy and greenhouse gas (GHG) mitigation opportunity assessment for corporate operations, including the development of a corporate energy use reduction framework incorporates possibilities for energy generation. Results will be incorporated as part of the energy reduction framework in order to support a self-funded model for energy efficiency in city facilities/operations. Results from this effort will be reflected in the City's Corporate Energy and Greenhouse Gas Management Framework which will be finalized in 2021. 2021/02/12	2020/12/31		Complete
→ Complete Envision St. John's Municipal Plan and Development Regulations - finalize and bring into legal effect: 100%	NEW Council Quarterly Achievements: City staff submitted additional materials to provincial staff several months ago. The City still awaits provincial release. Once the City obtains provincial release, all other steps in the approval process can follow. 2021/02/15	2021/09/30		Behind
→ Develop a Heritage Plan: 100%	NEW Council Quarterly Achievements: This work will begin once Envision St. John's and the City's new Heritage By-Law are brought into effect. 2021/02/15	2021/10/29		Behind

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

NEW

2021/12/31

Council Quarterly Achievements: Initiation and Assessment Phases of planning process were completed. Community risk assessment workshops were conducted with the Multi-stakeholder Sustainability Team and staff to identify expected impacts from climate change. The workshops identified over 100 expected impacts across the Socioeconomic, Structural, and Ecological systems in our community. Efforts in 2021 will identify priorities based on risk and identify strategies that the community will pursue to adapt.

Initial stakeholder engagement phase was completed. Community engagement to date has collected over 6,000 inputs from over 250 members of the community. Inputs include perspectives on climate change and impacts, feedback on priority outcomes, hazards, and initial ideas and preference of types of actions for climate change action in the community. Engagement on the concrete strategies that will form the plan will be undertaken in 2021.

To support the energy transition of our community, a contract has been awarded for the evaluation of options based on environmental, social, and economic factors. This is particularly important in the context of the economic recovery from the impacts of the COVID19 and will be completed and incorporated in the Plan.

2021/02/12



On Track

<p>→ Divert waste from landfill: 100%</p>	<p>NEW</p> <p>Council Quarterly Achievements: Sanitation regulations have been finalized and approved by Council. They will go into effect on March 1, 2021 and include a reduced bag limit for manual collections and a clear bag program starting in 2022. Collection routes have been updated and improved for efficiency. New routes came into effect on February 1, 2021.</p> <p>Communications has created a sustainability communications team which includes Waste and Recycling to create some new messaging on sustainability and waste reduction/reuse/recycling. This messaging will be used in all forms of outreach done by the City (website, social media, city guide, etc). The content of this messaging is in development.</p> <p>Residential waste audit was completed in Fall 2020 in cooperation with the Multi-Materials Stewardship Board. Draft MMSB report on results of audit has been received and is in review.</p> <p><i>2021/02/17</i></p>	<p>2021/12/31</p> <p>A horizontal progress bar showing 100% completion. The bar is entirely filled with a dark green color.</p>	<p>On Track</p>
<p>→ Develop a Downtown Plan - a secondary or area plan under the Envision St. John's Municipal Plan: 100%</p>	<p>NEW</p> <p>Council Quarterly Achievements: Preliminary work has been done on this plan, but it awaits Envision St. John's before carrying on further.</p> <p><i>2021/02/15</i></p>	<p>2021/12/31</p> <p>A horizontal progress bar showing approximately 5% completion. The bar is mostly grey, with a small orange segment at the beginning.</p>	<p>Behind</p>

→ Identify, Initiate, and Implement Sustainability Momentum Actions: 100%

NEW

2021/12/31

Council Quarterly Achievements: - Support is being provided to the City's Emergency & Safety Services' staff and their planning process to integrate climate change in the corporate risk assessment and ultimately in business continuity planning throughout 2021.

- Funding application for the expansion of the Urban Forest (in city property) for greenhouse gas capture to the Climate Change Challenge Fund was completed and decision will be received early 2021. Implementation would be targeted for 2021 and 2022.

- Two Electric vehicle charging station funding applications. One was not funded and the second is currently under evaluation by NL Power for chargers in two parks. Further efforts upcoming in 2021.

- Leading a municipal partnership with NEIA and NetZeroNL to structure a residential energy retrofit financing and incentive program funding application to the Federation of Canadian Municipalities Green Municipal Fund. FCM's funding decision is expected in mid-2021.

- A support letter was provided for Ducks Unlimited to pursue funding to conduct wetland functional assessments, in line with past wetland work by the City in 2020. Decision and details of timelines expected by mid-2021.

- Collaborating with Department of Fisheries and Oceans to implement solid waste capturing technologies pilot. This includes installing Littatrap in the downtown area and floating booms on the City's rivers. Monitoring and reporting expected to be shared with the City by December 2021.

2021/02/12



On Track

Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors: 100%

2021/12/31



On Track

→ Complete a new Economic Development Plan, review and prioritize recommendations: 100%

NEW







2019/12/31

Council Quarterly Achievements: Draft content developed although need to adjust, bring to advisory committee. Challenges with changing economic context, from oil industry constraints, tourism constriction, pandemic etc. Next Steps: A framework will be prepared to allow for general directions/themes but flexible enough to deliver programming etc.

2021/02/11



Overdue







→ Host FCM Sustainable Communities Conference 2020: 100%	NEW Council Quarterly Achievements: Virtual Conference took place in October 2020. <i>2021/02/15</i>	2020/10/30		Complete
→ Deliver on a regional Themed Signage Strategy as outlined in Roadmap 2021: 100%	NEW Council Quarterly Achievements: Themed signage has a timeline into 2021 for design, construction and installation. This is a multi-year project. Next Steps: Completing location plan. Upon completion a tender/RFP would be issued for construction/installation. Note: this is a regional project with Portugal Cove St. Phillips and federal and provincial funding partners. <i>2021/02/11</i>	2020/12/31		Overdue
→ Develop a City marketing initiative to support branding: 100%	NEW Council Quarterly Achievements: The City hired Perfect Day through a competitive RFP process to develop the branding materials required for this campaign as well as a website to support ongoing initiatives. They are in the process of completing that work, with an April 2021 deadline for the site. <i>2021/01/11</i>	2020/12/31		Overdue
→ Explore opportunities to build an innovative problem solving culture using entrepreneurial approaches.: 100%	NEW Council Quarterly Achievements: The City hosted, with Memorial University's Centre for Entrepreneurship, an externship in Public Works in February 2020. Additional opportunities to use entrepreneurial approaches in problem solving may be considered in future planning cycles. <i>2020/10/01</i>	2020/12/31		Complete
→ Develop criteria and guidelines to allow exemptions of development fees to advance affordable housing: 100%	NEW Council Quarterly Achievements: The criteria and guidelines are now in place. Staff are ready to work with qualifying developers. <i>2020/06/18</i>	2020/12/31		Complete
→ Create partnerships to support and enable the start-up sector: 100%	NEW Council Quarterly Achievements: Partnership in development with timeline into early 2021. <i>2021/02/11</i>	2020/12/31		Overdue

<p>→ Implement select recommendations from the Public Transit Review: 100%</p>	<p>NEW</p> <p>Council Quarterly Achievements: Two recommendations from the public transit review are delayed until 2022 pending budget:</p> <ul style="list-style-type: none"> Implement Frequent Transit Network (FTN) Phase 1 and from Phase 2: a) 30 min evening service to 8:00 pm b) Route 10, 15 min frequency at peak (am/pm) Modify Route 2/5 <p>Three other recommendations have been implemented:</p> <ul style="list-style-type: none"> Increase age for free transit from Under 5 to Under 12. Remove duplication on Route 6. Use time to provide service to Galway and pilot increased hours. Merge routes 18/25 <p>2021/02/12</p>	2020/12/31		Overdue
<p>Improve safety for all users on a well-maintained street network: 100%</p>		2021/12/31		On Track
<p>→ Complete a city-wide collision report: 100%</p>	<p>NEW</p> <p>Council Quarterly Achievements: Draft report nearly complete. Expected early 2021.</p> <p>2021/02/15</p>	2019/12/31		Overdue
<p>→ Implement the Transportation Master Plan: 100%</p>	<p>NEW</p> <p>Council Quarterly Achievements: Report to Council on Mode Share completed November 2020. Household travel survey deferred due to COVID-19. Permanent count stations installed, wireless communications being updated to Bell SIM cards and throubleshoot.</p> <p>2021/02/15</p>	2020/04/30		Overdue
<p>→ Pilot recessed pavement markings in targeted areas: 100%</p>	<p>NEW</p> <p>Council Quarterly Achievements: Recessed pavement markings were installed in 2019 and durability was assessed in Spring 2020. Approximately 25% of the recessed pavement markers installed for this pilot require replacement following the winter season.</p> <p>2020/06/19</p>	2020/05/15		Complete
<p>→ Complete Hebron Way street extension to Major's Path: 100%</p>	<p>NEW</p> <p>Council Quarterly Achievements: Project is complete.</p> <p>2020/10/05</p>	2020/11/27		Complete




→ Implement select recommendations and actions from the Paid Parking Management Strategy: 100%	NEW Council Quarterly Achievements: Work continues on implementation of this plan. The first 24 pay stations are installed and operational on 6 blocks downtown. Re-imagine Churchill Square concept is drafted and will go to second round of public consultation in early 2021. Churchill Square permit concept was presented to Council in January. Residential permit program review to follow pay station roll out. 2021/02/15	2020/12/31		Overdue
→ Implement projects from the Road Safety Initiatives report.: 100%	NEW Council Quarterly Achievements: Four 2020 projects are complete: Newfoundland Drive, crosswalk at Cheshire Street Pennywell Road, crosswalk at Bishop Abraham Elementary Bond Street, crosswalk at Bishop Field Elementary Newfoundland Drive, crosswalk at Civic 333-312 2020/12/31	2020/12/31		Complete
Expand and maintain a safe and accessible active transportation network: 100%		2021/12/31		On Track
→ Build an infill sidewalk program for areas currently lacking sufficient sidewalks: 100%	NEW Council Quarterly Achievements: Project was substantially completed October 28th, 2020. 2021/02/11	2020/07/31		Complete
→ Conduct Kelly's Brook Trail design process (shared use path recommended by Bike St. John's Master Plan): 100%	NEW Council Quarterly Achievements: Initial evaluation of surface material complete. Initial evaluation of key alignment option complete. Most stakeholder consultation complete. Public consultation to be wrapped up week of February 15. Detailed design and specific stakeholder consultation to follow. 2021/02/16	2021/04/30		On Track

A CONNECTED CITY

Goal	Council Update	Due Date	2019	2020	2021	Current Completion
Increase and improve opportunities for residents to connect with each other and the City: 100%		2021/12/31				On Track
→ Establish Corporate Community Outdoor Program: 100%	NEW Council Quarterly Achievements: The Outdoor Corporate Program is complete. 2020/10/05	2019/12/31				Complete

→ Undertake a Youth Engagement Strategy to improve youth participation in City engagement efforts: 100%	NEW Council Quarterly Achievements: Report with recommendations presented to Council at Committee of the Whole on Oct. 14 . A Youth Engagement Strategy implementation team has been established to work through the recommendations and prioritize for 2021 actions. <i>2020/10/02</i>	2019/12/31			Complete
→ Implement Phase 1 of online neighbourhood profiles improving access to information to residents: 100%	NEW Council Quarterly Achievements: Neighbourhood Profiles and map system were launched on Wednesday, June 24. <i>2020/06/20</i>	2020/01/31			Complete
→ Create Community Connections communications strategy to promote belonging and pride of place: 100%	NEW Council Quarterly Achievements: 2020 saw the launch of Our City Our Story. In the last quarter, the city's video contractor completed another video which launched in early January. Staff continue to consider other components of this strategy that can be implemented despite social distancing regulations. <i>2021/01/11</i>	2020/08/31			Overdue
→ Advance a new City website: 100%	NEW Council Quarterly Achievements: This project was placed on hold in 2020 but funding has been allocated as part of the 2021 Capital Budget. City staff will review and develop new time lines and determine when an RFP can be issued. <i>2021/02/11</i>	2020/12/31			Overdue
→ Upgrade Technology for the Foran Greene Room at City Hall: 75%	NEW Council Quarterly Achievements: Funding has been allocated as part of the 2021 Capital Budget, staff will have to review scope and determine when an RFP can be issued. <i>2021/02/11</i>	2020/12/31			Overdue
Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities: 100%		2021/12/31			On Track

<p>→ Develop Port of St. John's risk mitigation program to improve safety & response from St. John's Regional Fire: 100%</p>	<p>NEW</p> <p>Council Quarterly Achievements: St. John's Port Authority and St. John's Regional Fire Department (SJRFD) began an initiative in 2017 to enhance the department's capacity in Shipboard Fire Fighting. SJRFD worked with the Marine Institute's Offshore Safety Survival Center to develop a program for the department.</p> <p>2019 saw great achievements in this initiative in that 36 personnel were able to receive specialized training in shipboard firefighting with the Marine Institute Offshore Safety Survival Center. In 2020 the department continued the success of the project with the Port Authority and its clients by establishing a Port Safety and Risk Committee. This Committee is comprised of port clients and the Port Authority with the goal to continue opportunities to collaborate on exercises and to identify and mitigate risks unique to the port. The first meeting of the Committee took place on February 12th.</p> <p>SJRFD training division will continue to develop awareness training for personnel and to train additional personnel as opportunities arise. The Department's senior officers and the Manager of Emergency and Safety Services will continue to participate in the Port Safety and Risk Committee and to look for opportunities to collaborate with the Authority and its clients.</p> <p>2020/10/06</p>	2020/05/29			Complete
<p>→ Work with partners in the community to create a Landlord Registry: 100%</p>	<p>NEW</p> <p>Council Quarterly Achievements: In collaboration with the City and community partners and End Homelessness St John's(EHSJ) an online tool, HomeConnect was launched in April of 2020.</p> <p>2020/06/18</p>	2020/12/31			Complete
<p>→ Work with Habitat For Humanity to advance an affordable housing project: 100%</p>	<p>NEW</p> <p>Council Quarterly Achievements: On Monday January 11, 2020 Council considered a proposed rezoning of the eastern portion of 28 Eric Street from the Open Space (O) Zone to the Residential High Density (R3) Zone, and that the application be advertised and referred to a virtual Public Meeting. Next Steps: A virtual public meeting is scheduled for March 3, 2021</p> <p>2021/02/16</p>	2020/12/31			Overdue

→ Offer workshops where local and national experts share innovative housing designs to meet emerging needs: 100%	NEW Council Quarterly Achievements: Completed three virtual workshop sessions with community partners and funders: October, November and December. All were well attended and gave community groups the opportunity to explore how their projects or ideas could align with funding opportunities to meet the emerging need in our community. 2021/02/17	2020/12/31		Complete
→ Complete Detailed Design of the H.G.R. Mews Centre Replacement: 100%	NEW Council Quarterly Achievements: The concept design was finalized and steering committee approval was provided on November 10, 2020. This allowed the consultants to move quickly through the detailed design development phase as there was stakeholder agreement on the concept in principle. No further changes will be incorporated as the detailed design progresses. While the concept design stage took longer than anticipated, the stakeholder consultation piece proved to be a valuable exercise in ensuring that staff have incorporated lessons learned from previous builds and affording other city departments the opportunity to provide feedback on all aspects of the concept prior to the detailed design progressing. The 33% design submission has been completed for the new HGR Mews Centre. The 66% submission is due week ending January 22, 2021. And the 99% submission is due February 26, 2021. Staff are still on track for tendering of this project in March-April of 2021 with award to a Contractor in late May 2021. 2021/01/10	2020/12/31		Overdue
→ Re-Imagine Churchill Square	NEW Council Quarterly Achievements: First round of public consultation and draft design complete. Second round of consultation expected late March, 2021. 2021/02/15	2021/05/31		On Track

→ Advance the Healthy City St. John's Strategy: 100%

NEW

2021/12/31

Council Quarterly Achievements: The pre-consultation with key stakeholders, including related City Advisory Committees and key Eastern Health Departments has been completed and captured in the draft Healthy City Strategy. The MOU between the City of St. John's and Eastern Health has been completed and will be ready to sign (by Mayor and CEO of Eastern Health) in early 2021. The draft Implementation Strategies have been completed and were presented to Council and approved in January 2021. The Engage pages for each of the 6 pillars of the strategy have been developed and are ready for use during the final engagement that will occur in 2021 to inform the final development of the strategy.







2021/02/16







On Track

AN EFFECTIVE CITY



Goal	Council Update	Due Date	2...	2019	2020	2021	2022	Current Completion
Work with our employees to improve organizational performance through effective processes and policies: 100%		2021/12/31						On Track
→ Review and update by-laws: 100%	<p>Council Quarterly Achievements: There are four by-laws to be reviewed and updated. Sanitation Regulations have been adopted and are now in the implementation process. Heritage By-Law has been presented to Council and approved in principle. Residential Property Standards and Commercial Maintenance are tied to the adoption of the new Development Regulations. Meanwhile working with the Building division, Legal staff have revised the application forms for these new by-laws which are being used as of Jan 1 2021.</p> <p>2021/02/10</p>	2019/12/31						Overdue
→ Design a management development program to advance core management competencies: 100%	<p>Council Quarterly Achievements: The management development program has been drafted and aligned with the management competencies and priorities have been identified for 2021. An RFP will be issued in early 2021 to source an online learning platform to support the ongoing delivery of the program.</p> <p>2021/02/15</p>	2019/12/31						Overdue







→ Advance a Service Excellence Framework: 100%	NEW	2019/12/31		Overdue
2021/02/15				
→ Outreach initiatives at St. John's Regional Fire Department: 100%	NEW	2020/03/02		Complete
2020/03/02				
→ Advance an Information Management Strategy: 100%	NEW	2020/12/31		Overdue
2021/02/16				
→ Undertake Continuous Improvement Projects: 100%	NEW	2020/12/31		Overdue
2021/02/17				
→ Develop policies, procedures & service standards to enhance Regulatory Services processes: 100%	NEW	2020/12/31		Complete
2021/02/17				

→ Review and document Standard Operating Procedures for processes within Revenue Accounting: 100%	NEW Council Quarterly Achievements: Standard operating procedure (year-end, month-end, billing) documentation is complete. <i>2020/09/28</i>	2020/12/31					Complete
→ Review existing systems training products to determine gaps and needs: 100%	NEW Council Quarterly Achievements: This project has been completed and results shared with senior staff. A detailed implementation plan is underway to address the gaps identified which will be managed on an incremental basis to achieve results. <i>2021/02/15</i>	2020/12/31					Complete
→ Implement automated accounts payable solution: 100%	NEW Council Quarterly Achievements: The Accounts Payable Invoice Management solution's application and infrastructure environments have been created. Training of Accounts Payable and Information Technology staff has been completed. User acceptance testing took place in November and December. The rollout of the enterprise solution to all City departments is on target for completion within Q1 of 2021. <i>2021/01/08</i>	2020/12/31					Overdue
→ Develop and implement a procurement plan process: 100%	NEW Council Quarterly Achievements: Project is complete. <i>2020/12/21</i>	2020/12/31					Complete
→ Develop materials management policy: 100%	NEW Council Quarterly Achievements: Complete <i>2020/10/02</i>	2020/12/31					Complete
→ Develop action plan and build capacity to support the Employee Success Program: 100%	NEW Council Quarterly Achievements: The consultant has been selected however finalizing the Contract in compliance with the Public procurement Act is still in progress. Specific activities to build capacity will take place in 2021 . <i>2021/01/05</i>	2020/12/31					Overdue

→ Develop organizational change management tools: 100%	NEW Council Quarterly Achievements: All materials are ready and one module was piloted in early 2021. Piloting for the second module is in planning phase and being adjusted for virtual delivery. The implementation plan for roll out across the organization and link to management development/competency advancement is underway. 2021/02/15	2020/12/31				Overdue
→ Review and update current Information Technology Policies: 100%	NEW Council Quarterly Achievements: A draft copy of the policy has been circulated to the Senior Executive Committee and is now with the Policy Committee. 2021/02/11	2020/12/31				Overdue
→ Pilot a parking enforcement technology solution to handle parking complaints: 100%	NEW Council Quarterly Achievements: Pilot Project has been completed. This has improved efficiencies operationally and as a result it has been decided to proceed with permanent implementation of the project. 2021/02/17	2020/12/31				Complete
→ Fire Officer Professional Development Training Program: 100%	NEW Council Quarterly Achievements: Implementation of training program was started in 2020, more components will be offered in 2021. Review of program with management is ongoing. 2021/02/11	2020/12/31				Overdue
→ Evaluate the Special Events application process and associated fees and make recommendations for modifications: 100%	NEW Council Quarterly Achievements: Staff are currently reviewing the recommendations made by the Special Event Regulatory Committee regarding potential changes/updates to procedure. Presentation to Council next steps. 2021/02/16	2021/01/31				Overdue
→ Implement FDM Mobile App for Fire Inspectors: 100%	NEW Council Quarterly Achievements: Project continues to move forward, should be on track to meet final deadline. Currently working through testing and a number of identified issues for solutions. 2021/01/04	2021/03/31				Behind

→ Implement bid evaluation software: 100%	NEW Council Quarterly Achievements: Because of an unexpected update to the Bids and Tenders platform additional time will be required for the completion of this initiative. The updated due date is October 29, 2021. 2021/01/08	2021/10/29		On Track
→ Review and update accident review process: 100%	NEW Council Quarterly Achievements: External adjuster has been appointed. Staff anticipate being in a better position to critically review the new protocol put in place after the winter season. 2021/02/10	2021/11/30		On Track
→ Explore alternative service delivery models: 100%	NEW Council Quarterly Achievements: Update to be provided to Council at a later date. 2021/02/12	2021/12/31		On Track

<p>→ Create a continuous improvement (CI) culture through ongoing training & development: 100%</p>	<p>NEW</p> <p>Council Quarterly Achievements: Key successes in 2020</p> <ul style="list-style-type: none"> Working with Leading Edge Group delivered virtual yellow belt training and certification to 21 staff (including some staff from SJSE) and visual management/huddle board training . Two visual management pilot projects successfully completed and permanently implemented. Communications focused on sharing the experience of yellow belt candidates and visual management pioneers throughout the organization. Transitioned classroom training to online for CI for managers and CI 101 and offered both in 2020. <p>Overall, the organization continues to focus on building capacity and supporting structures to create a culture of continuous improvement. There are employees at all levels within the organization who have received certification in CI (38 staff), 26 divisions (62%) have tackled projects, 88% of management staff have been trained and just over half of front-line staff.</p> <p>In 2021 the city will continue to build capacity and undertake learning in continuous improvement in the areas of visual management and yellow belt certifications to support both divisional and corporate improvements. Communications will continue to focus on sharing learning across the organization.</p> <p>2021/02/17</p>	<p>2021/12/31</p> 	<p>On Track</p>
<p>→ Roll out Respectful Workplace Policy, including conflict management training: 100%</p>	<p>NEW</p> <p>Council Quarterly Achievements: In support of Respectful Workplace initiatives, Human Resources is working with the Anti Racism Working group to organize a brainstorming workshop. The Conflict Resolution 101 pilot will take place in March. Sessions on Inclusion (facilitated by Inclusion services) and Mental Health (facilitated by HR) will also be delivered in 2021.</p> <p>2021/01/05</p>	<p>2021/12/31</p> 	<p>On Track</p>

→ Benchmark employee engagement: 100%	NEW Council Quarterly Achievements: Jurisdictional scan completed and deliverables drafted and currently under review. Next step is to issue an RFP in Q1. Project is on track to be completed as planned in 2021. <i>2021/02/15</i>	2021/12/31		On Track
→ Improve processes, policy, and procedures related to emergency and safety services: 100%	NEW Council Quarterly Achievements: Progress was made in 2020 despite the demands of responding to the COVID-19 pandemic. <ul style="list-style-type: none">• Research has been completed on options for improving documentation processes for the division• An emergency and continuity policy was created and is awaiting approval by the Corporate Policy Committee• A review of the delivery and coordination process for regulatory OHS training has been completed For 2021, staff have added a focus on occupational health and safety program policy development as well. <i>2021/02/11</i>	2022/12/31		On Track
Ensure accountability and good governance through transparent and open decision making: 100%		2021/12/31		On Track
→ Initiate communications strategy to share decisions from Council & Committee of the Whole meetings: 100%	NEW Council Quarterly Achievements: Progress on this initiative has been significantly impacted by the pandemic; however, we have begun a review to see which components can be explored further in 2021. <i>2021/01/11</i>	2019/12/31		Overdue
→ Plan for and implement the 2020 Citizen Satisfaction Survey: 100%	NEW Council Quarterly Achievements: Report presented Council at Committee of the Whole on Jan. 13, 2021. <i>2021/02/15</i>	2020/12/31		Complete
→ Achieve ISO 37120 Sustainable Development of Communities - Indicators for City Services and Quality of Life: 100%	NEW Council Quarterly Achievements: The City received its certification from WCCD at the Oct. 1 Committee of the Whole meeting. Staff will now review the outcomes of the Year 1 data (a high-level flip book is available here) and move forward with the data collection for Year 2 (2019). <i>2020/10/02</i>	2020/12/31		Complete

↳ Implement vendor performance module for bids and tenders software: 100%

NEW

2021/05/28

Council Quarterly Achievements: On track to complete by May 28, 2021. New Bids and Tenders software platform is being tested with an expected roll out of February 1st, 2021. Once done this allows staff to move forward with the Vendor Performance module.

2021/01/08



On Track

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

GOAL

Goal	Current Completion	Progress Update
Undertake Continuous Improvement Projects: 100%	Overdue	<p>Progress: The City continues to advance continuous improvement (CI) projects with goals of improving turnaround times, achieving cost savings and/or creating time savings, all the while improving value for the customer. Most projects have been impacted in some way by the current public health situation and project leads have had to transition their work with their teams virtually where possible or modify their implementation plans. Yellow Belt Certification Training completed in October, 2020 resulted in 15 new projects, three quarters of which have been completed. All other projects are in various states of planning or implementation with some achieving significant results. Detailed updates for each project are included in the CI project report.</p> <p>Next Steps: <i>No value</i> 2021/02/17</p>
→ Collection of Accommodation Tax: 100%	Overdue	<p>Progress: Project request form has been submitted to Information Services to evaluate using Govern as a solution to track accounts receivable and charge interest on overdue balances.</p> <p>Next Steps: Further investigate Govern solution with Information Services. 2021/01/11</p>
→ Implement workflow tracking	On Track	<p>Progress: Staff have implemented a tracking system where the tasks, estimated "due dates" can be entered and tracked. Reminders and follow ups are built in as well as links to relevant documents to ensure prompt responses.</p> <p>Next Steps: Make adjustments and tweaks as necessary. 2021/02/17</p>
→ Improve administrative processes related to all permits to reduce time spent on file management: 100%	Complete	<p>Progress: Meetings were conducted with clerical staff in early February 2020 and process implemented to improve processing time of permit applications.</p> <p>Next Steps: <i>No value</i> 2020/04/17</p>
→ Improve components of the estimating process in the Crack and Seal Program	On Track	<p>Progress: This project will be worked on during Q 1 when staff are finished with outside construction season.</p> <p>Next Steps: Meet with inspectors and look at history of estimates versus actual quantities. Determine the most accurate way of estimating quantities and trial during 2021 crack seal program. 2021/01/05</p>

<p>→ Improve Operational processes at St. John's Regional Fire Department: 100%</p>	<p>Overdue</p>	<p>Progress: Current state has not changed as recommendations put forward in Service Work Order report have not been implemented to date.</p> <p>Service Work Order Project resulted in three main areas of concern:</p> <ol style="list-style-type: none"> 1. Most time is wasted in Mechanics being involved in truck switch out process (NVA) 2. Significant communication and reporting required that stalls process. (NNVA) 3. Time lost searching for updated technical information <p>Next Steps: Implementation of recommendations/key initiatives will begin Quarter 1 of 2021.</p> <p>2021/01/08</p>
<p>→ Improve process for tax sales to increase efficiency: 100%</p>	<p>Behind</p>	<p>Progress: The current state map for the tax sale process is complete and all steps have been verified by the project team.</p> <p>The team is now working on recommendations to improve the process, especially timelines for various pieces of the process.</p> <p>Next Steps: Identify the improvements and establish the future state process.</p> <p>2021/02/15</p>
<p>→ Improve the application and approval process for the Downtown Pedestrian Mall</p>	<p>Complete</p>	<p>Progress: Following consultation with stakeholders, it was determined that the application and approval process, handled by Special Events in 2020, should be moved to Planning, Engineering and Regulatory Services. The closure of Water Street for the Downtown Pedestrian Mall will be included in the application and approval process for the Parklet Program. Streamlining the two application processes will result in less paperwork for applicants, reduction in duplication/re-work for staff, and reduction in inspections required through various agencies.</p> <p>Next Steps: Monitor progress and improvement during the 2021 Downtown Pedestrian Mall Implementation process.</p> <p>2021/02/16</p>

<p>→ Improve the application form used by Planning/Development</p>	<p>Complete</p>	<p>Progress: The Application Form (3003) used by both Planning & Development and Inspection Services staff was not designed to provide the required information each division needs for its application review process. Staff constantly needed to go back to the applicant and ask for additional information. Consequences of this problem include: rework, applications not being addressed in a timely manner, loss of applications due to a delay in processing or holding application while waiting for additional information, dissatisfied customers and, in some cases, legal action.</p> <p>The goal of the CI project was to reduce follow-up and rework time required for staff, ensure that applicants know what information is required upfront, allow faster processing times, and provide a better customer experience with less frustration. To achieve this a revised application form was developed, which is specific to Planning and Development staff. The new application form, which has been implemented, is more streamlined and the submission requirements are clearly outlined. The order in which the application is setup follows the natural submission of information into the Govern system. The new form has led to the creation of development checklists designed for various types of applications, which provide guidance on each type of application and set out specific submission requirements.</p> <p>Next Steps: Follow up with stakeholders will be used to determine how the new application form is working. Further details on impacts to be provided after the form has been in use for a period of time.</p> <p>2021/02/17</p>
<p>→ Improve the assessment/re-assessment process: 100%</p>	<p>Overdue</p>	<p>Progress: Assessment has now completed the core work for the Residential Re-assessment. The work completed through the CI process allowed for a more efficient timeline and a more structured re-assessment process. There were some steps that did not work as expected and once the full re-assessment has been completed the assessment team will complete a debrief regarding what worked and what may require some additional tweaks. Some discussions regarding these elements have already taken place but a more formal review will be completed mid-year.</p> <p>Overall the introduction of this process has resulted in a reduction of overtime during this residential re-assessment which was a goal of the project. The core of the residential re-assessment was completed during core work hours with limited overtime required. At this time, estimated overtime savings between this residential re-assessment and the prior re-assessment cycle was approximately \$60,000. Therefore, this project's goal was exceeded as the target was \$50,000.</p> <p>Next Steps: Close out the project and share results with CI project team and CI Champions.</p> <p>2021/01/14</p>
<p>→ Improve the commercial development application process: 100%</p>	<p>Overdue</p>	<p>Progress: Checklists for as-built submissions are in the process of being added to the City's website.</p> <p>Next Steps: Implement the remainder of the recommendations.</p> <p>2021/02/15</p>

<p>→ Improve the efficiency of the process used to collect signage for water and wastewater job sites</p>	<p>Complete</p>	<p>Progress: This project addressed a problem with the TCP area in depot used by Water & Wastewater, signs/cones etc. taking too much time to collect. This impacted operators/ESO's/ultimately end user (residential, commercial, industrial). The goals of the project were to reduce time for collecting necessary TCP materials for job set up, create a safe area and "cleaner" area for TCP collection of materials to reduce potential hazards.</p> <p>A reduction in time for collecting necessary TCP materials for job start up would reduce time for overall job completion resulting in quicker repair times and less wait times for end user (residents w/o services i.e. water and sewer). Quicker or more efficient repair times are critical as well during times of major water main breaks resulting in a quicker return to service to residents, commercial and industrial.</p> <p>Results:</p> <p>Initial times for collection of materials (signs, sign bases, cones etc...) varied from 10 minutes to as much as 25 minutes depending on current state of the area and readiness of materials and number of job sites to be set up (2-3 repairs / day). With 5S methodology applied to the area, basically a one stop shop, operators could load all necessary materials into truck within 5 - 10 minutes, resulting in a reduction of 50 to 75% time savings for this step in process.</p> <p>Next Steps: Continue to monitor process and results.</p> <p>2021/01/12</p>
<p>→ Improve the IT inventory management process for computer hardware, peripherals, etc.</p>	<p>Not started</p>	<p>Progress: The relocation of the Building Counter from 311 to the Annex with PERS required this initiative to be placed on hold due to timing and resource constraints. Looking to restart in 2021.</p> <p>Next Steps: <i>No value</i></p> <p>2021/01/08</p>
<p>→ Improve the process of energy use monitoring for greenhouse gas reporting</p>	<p>Complete</p>	<p>Progress: A manual detailing instructions, assumptions, and a step-by-step guide to develop the corporate inventory was developed. Furthermore, two other tools were developed to handle the cross-referencing of various data sources (e.g., energy purchased from various providers which include different account numbers and names for sites). By reviewing this process and making adjustments there is approximately a 40% reduction in time spent developing the report.</p> <p>Next Steps: <i>No value</i></p> <p>2021/02/15</p>

→ Improve the process used to obtain fleet shop supplies in Public Works: 100%	Overdue	<p>Progress: A tender document has been developed and will be issued in Q1 for the installation of a vending machine system that will hold 100 of the most used supplies, consumables, and parts. This vending machine will be strategically placed in the garage and employees will use their employee number or employee card to access the machine. The vendor on contract will identify max/min inventory and usage by employee and will in turn be responsible for refilling the machines.</p> <p>By installing the vending machine, staff will no longer have to visit the stock room for these frequently used items, saving time, and in the long term it is expected to see hard cost savings as there will be better tracking of use and the city will only be billed for what is used.</p> <p>The project will be put in place for one year as a pilot with the option to renew for additional years if the project achieves its goals.</p> <p>Next Steps: Issue tender and set up pilot. 2021/01/15</p>
→ Improve the REconnect Registration process for users	On Track	<p>Progress: One video has been recorded on how to set up an account for Recreation programs, another two videos are in progress. Communications will assist with editing the videos this month so they can be posted to the website home page.</p> <p>These videos should help reduce the amount of people registering for the wrong programs and provide a full guide to set up an account which will reduce the amount of time needed in person to do so.</p> <p>Next Steps: Complete videos, post to website, and track results. 2021/01/11</p>
→ Improve the Records Management process for filing of Acceptance Information for commercial and residential developments	Complete	<p>Progress: The project is implemented and advisory notices have gone out to staff regarding the location on the network where this information will be stored. It will be monitored for a period of time to ensure it is working properly. Applicant checklists have been added to the City's Website.</p> <p>Next Steps: Monitor results and make any required adjustments. 2021/01/08</p>
→ Improve the scheduling process for Aquatics staff: 100%	Overdue	<p>Progress: Staff have secured RecStaff as the software to be used and are in the process of training the administrative team. All staff information has been uploaded and is in the queue ready for roll out. Project leads have allowed staff to pick their shifts for Winter so will input those schedules manually and then have until the beginning of April to work through the logistics for a go live for the first full shift listing in April.</p> <p>Next Steps: Complete training and set up for April 1 go live date. 2021/01/11</p>

→ **Improve the tenant move in-move out process in non-profit housing: 100%**

Overdue

Progress: Implementation is ongoing, as is review. Staff continue to work through the process and while Covid-19 has created more moving parts, the process is going very well and improvements are evident.

Between April and November 2020 there were 19 tenant move outs and 15 new tenant move ins.

The average time required to close out a file prior to the CI project was 30+ days. Average time now is 11.5 days, a 62 % improvement in turnaround time.

Survey123 continues to be used for both move in and move out inspections and is a valuable addition to the process. It has created consistency and access for all employees in a digital format and has been a requirement for the work since last March. Still some work to be done to improve the look and operation, but things are going very well and staff are pleased with the process now have in place.

Next Steps: Finalize data collection and complete implementation.

2021/01/14

→ **Increase efficiencies with the cat adoption process**

On Track

Progress: CI project is in the test/adjust phase currently. The project focused on reviewing the adoptions process, looking for efficiencies with the goal to reduce the time between when an application is received to when the animal is adopted and leaves the building. Project identified two bottle necks in the process that were targeted for change: 1. Effective information sharing for "special needs" cats for adoption (eg. Medical issues, behavioural needs, etc) and 2. "Medical Processing" prior to adoption (microchipping, viral testing, etc). With this in mind, staff have installed a visual management board in the reception area recording "special needs", so all staff have a quick reference when processing applications or communicating with potential adopters. Additionally, staff have introduced a "fast track" medical processing for cats that should have no barriers to a quick adoption (for instance kittens), so that at time of intake, in addition to their initial vaccination and physical exam, microchipping and viral testing is also done, eliminating that additional step at time of adoption.

With these two changes, staff are in the "test phase" and continuing to track processing times and length of stay times for new intakes.

Next Steps: Staff will review these parameters in one month to see if additional changes should be pursued.

2021/01/12

→ **Map and improve the asset management process for City buildings: 100%**

Complete

Progress: This initiative is complete as of the effective date in the plan.

Next Steps: The next phase of this process is to initiate how the data collection and building condition assessment information collected will be relayed to Public Works to initiate work orders to address issues identified during the assessment process.

2021/01/10

→ Map and improve the asset management process for linear infrastructure: 100%	Overdue	<p>Progress: Improvement activities and tracking will continue into 2021 during year-end procedures.</p> <p>Planned improvements identified are:</p> <ul style="list-style-type: none"> • Phased condition assessments • Shared Street Condition Ratings • Centralized storage location of Development Package (for sharing of as-builts/drawings for users). • Addition of Finance to the development checklist/notification to users that Phase has been accepted. <p>Next steps:</p> <ul style="list-style-type: none"> • Establish measurement for coordination opportunities identified through condition assessments <p>Next Steps: <i>No value</i> 2021/01/05</p>
→ Minimizing paper filing and implement electronic system for forms used in Revenue Accounting	Complete	<p>Progress: This CI Project has been implemented with a goal to save both time spent on task and physical space of files. The changes have resulted in the following outcomes.</p> <p>1) Once all application forms are scanned for electronic filing, free space will be increased. Amount of free space in the vault located in the Tax Department will be increased by 25%.</p> <p>2) Electronic Filing Information Retrieval Time: 6 seconds VS Paper Filing Information Retrieval Time: 32 seconds. 81% decrease in time spent.</p> <p>3) Timing for Canceling a PAD: Electronic: 13 seconds VS Paper Filing: 32 seconds. 59% decrease in time spent.</p> <p>Next Steps: Continue to monitor results. 2021/01/11</p>
→ Purchasing process: 100%	Overdue	<p>Progress: All improvements have been developed and are being piloted using virtual tools. The final form/process change - vendor forms - was implemented in early 2021 and videos and guides are in final stages of development/review to complete the training program which will be finalized in Q 1. This will align with an overhaul of content related to purchasing on the intranet to improve understanding of process and access to learning tools .</p> <p>Next Steps: Complete the training program and work with communications to overhaul content on intranet. 2021/01/12</p>
→ Restructure the Intranet by piloting an improvement to the purchasing pages	On Track	<p>Progress: A CI project has been approved and a project team is in place to begin this work. This project will link to the improvements from the Purchasing CI project.</p> <p>Next Steps: Complete a Voice of customer survey to help inform functionality of current site. 2021/01/05</p>
→ Standardize the records management process to increase quality at source: 100%	Overdue	<p>Progress: Still working on the content for the training sessions.</p> <p>Next Steps: Working to develop an implementation plan to move the project forward in 2021. 2021/01/11</p>

<p>→ Streamline the routes for the snow clearing of steps</p>	<p>Complete</p>	<p>Progress: The potential issue with our previous winter snowclearing routes included excessive travel times, inefficient route layouts, potentially more suitable machines available for some areas.</p> <p>The layouts of some of the snowclearing sites were not necessarily linear or the most efficient. This resulted in excessive travel time, inefficient routing to some areas, lower service levels in others, and waste in excess travel associated with inefficient routing.</p> <p>Routes have been changed for this year, and monitoring is underway.</p> <p>Next Steps: Staff are now in the process of continuing the same exercise for summer mowing routes. 2021/01/14</p>
<p>→ Use visual management concepts to improve scheduling of water and sewer repairs</p>	<p>Complete</p>	<p>Progress: The pilot is complete and the visual management board has allowed better utilization of resources. It was a positive result. The board allows all staff to know which equipment and resources are being used on a given day for a one-week period. The data can be viewed very easily and shared with everyone.</p> <p>Next Steps: Staff have more changes and improvements planned in the coming months and will be using the board on a permanent basis. 2021/01/11</p>
<p>→ Work order process for City Buildings: 100%</p>	<p>Overdue</p>	<p>Progress: A draft training program has been completed. Final edits are being made to help materials including FAQs and a quick reference guide. These should be completed in the first quarter of 2021 and posted to a new section on the Intranet. An accompanying training session for staff will be planned for 1st or 2nd quarter.</p> <p>Next Steps: Finalize help materials and plan for training session. 2021/01/11</p>

CITY OF ST. JOHN'S PLAN

A SUSTAINABLE CITY

Goal	Details	Due Date
Be financially responsible and accountable: 100%		2021/12/31
→ Asset Management Data Collection and Building Condition Assessments	This initiative involves the completion of 10 buildings for asset inventory and data collection, as well as, building condition assessment for 2021.	2021/12/31
→ Complete 20 city building asset inventory templates with as-built and shop drawing information for field verification.: 20 unit	In addition to the 10 City Buildings we have identified for completion in 2021, we have identified an additional 20 buildings for completion in regards to having the templates prepopulated with asset inventory information from as-builts and shop drawings for field verification at a later time.	2021/12/31
→ Identify and apply for funding opportunities to help create a nonprofit housing strategic asset management framework to guide decisions of housing unit renewal and redevelopment.		2021/12/31
Plan for land use and preserve and enhance the natural and built environment where we live: 100%		2021/12/31
→ Plan for and implement Phase 4 of Water Street Infrastructure Improvements: 100%		2021/06/30
→ Plan for and implement Phase 3 of Kenmount Road Trunk Storm Sewer Replacement: 100%		2021/12/17
→ Plan for and implement Phase 2 of Goulds Servicing - Sanitary Trunk Sewer Extension.: 100%		2023/07/28
→ Plan for and implement Phase 3 of Goulds Servicing - Sewage Forcemain: 100%		2023/12/15
→ Completion and Implementation of a Corporate Energy and Greenhouse Gas Reduction Framework		2021/12/31
→ Replace current subdivision development policy with a new development policy		2021/12/31
Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors: 100%		2021/12/31
→ Assess the Arts and Cultural Plan with a view to refreshing directions and themes		2021/12/31

A CITY THAT MOVES

Goal	Details	Due Date
Expand and maintain a safe and accessible active transportation network: 100%		2021/12/31
→ Construct Kelly's Brook Shared Use Path: 100%		2022/11/30

A CONNECTED CITY

Goal	Details	Due Date
Increase and improve opportunities for residents to connect with each other and the City: 100%		2021/12/31
→ Implement recommendations from the Youth Engagement Strategy		2021/12/31
Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities: 100%		2021/12/31
→ Construction of the H.G.R. Mews Centre Replacement	This is the final phase of the H.G.R. Mews Centre Replacement project.	2023/04/28
→ Seek funding opportunities to bring partners together on a collaborative energy efficiency pilot aimed at reducing power costs and increasing affordability		2021/06/30
→ Roll out a social marketing strategy to address Not in my backyard (NIMBY) attitudes.		2021/12/31
→ Establish opportunities to work with partners and community organizations to fill underutilized City-owned non-profit housing stock.		2021/06/30

AN EFFECTIVE CITY

Goal	Details	Due Date
Work with our employees to improve organizational performance through effective processes and policies: 100%		2021/12/31
→ Apply Asset Management Handover Checklist for all City Building projects completed in 2021.	The asset management checklist ensures that we have collected and verified all as-built information, warranties, attic stock inventory, permits and certificates, and operations and maintenance data information for handover to Public Works - City Buildings. All data to be transferred in electronic format.	2021/12/31
→ Develop staff training modules to enhance staff understanding and ensure legislative compliance	Develop training modules to enhance staff understanding and ensure legislative compliance	2021/12/31
→ Enhance awareness and understanding within the organization of the role of Legal Services	To ensure staff understand the role of Legal Services, address misconceptions, and identify how the Legal team can help if advice is sought early in a project or process. This may include a communications plan and/or training.	2021/12/31
→ Implement a new FDM Training Module		2022/06/30
→ Revamp the Commercial Assessment Process	Review of the current assessment process and complete modifications to accommodate a 2 year cycle.	2021/12/31
Ensure accountability and good governance through transparent and open decision making: 100%		2021/12/31
→ Develop key performance indicators to be included in reporting	Create KPIs using existing data such as Citizen Satisfaction Survey and WCCD and make it available for evidence based decision making and publicly available for benchmarking and target setting.	2021/12/31