

# ST. JOHN'S

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## Committee of the Whole Agenda

May 5, 2021

9:30 a.m.

4th Floor City Hall

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<b>16.</b>	<b>Adjournment</b>	

# ST. JOHN'S

## Minutes of Committee of the Whole - City Council

Council Chambers, 4th Floor, City Hall

April 7, 2021, 9:30 a.m.

Present: Mayor Danny Breen  
Deputy Mayor Sheilagh O'Leary  
Councillor Sandy Hickman  
Councillor Debbie Hanlon  
Councillor Deanne Stapleton  
Councillor Jamie Korab  
Councillor Ian Froude  
Councillor Wally Collins  
Councillor Shawn Skinner

Staff: Kevin Breen, City Manager  
Derek Coffey, Deputy City Manager of Finance & Administration  
Tanya Haywood, Deputy City Manager of Community Services  
Jason Sinyard, Deputy City Manager of Planning, Engineering & Regulatory Services  
Lynnann Winsor, Deputy City Manager of Public Works  
Susan Bonnell, Manager - Communications & Office Services  
Elaine Henley, City Clerk  
Karen Chafe, Supervisor - Office of the City Clerk  
Maureen Harvey, Legislative Assistant

Others Linda Bishop, Senior Legal Counsel  
Ann Marie Cashin, Planner III  
Anna Snook, Transportation Engineer  
Judy Tobin, Manager of Affordable Housing  
Krista Gladney, Affordable Housing and Development Facilitator

- 
1. **Call to Order**
  2. **Approval of the Agenda**

Recommendation

**Moved By** Councillor Stapleton

**Seconded By** Councillor Skinner

That the agenda be adopted as presented.

For (9): Mayor Breen, Deputy Mayor O'Leary, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Korab, Councillor Froude, Councillor Collins, and Councillor Skinner

**MOTION CARRIED (9 to 0)**

**3. Adoption of the Minutes**

**3.1 Minutes of March 24, 2021**

Recommendation

**Moved By** Councillor Collins

**Seconded By** Councillor Hickman

That the minutes of the meeting held March 24, 2021 be approved as presented.

For (9): Mayor Breen, Deputy Mayor O'Leary, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Korab, Councillor Froude, Councillor Collins, and Councillor Skinner

**MOTION CARRIED (9 to 0)**

**4. Presentations/Delegations**

**4.1 Jerry Dick, Executive Director of Heritage NL**

Jerry Dick conducted a presentation on behalf of Heritage NL dealing with Future Development within Sensitive Heritage Areas.

It was noted that Mr. Dick is retiring in the near future and greetings of well wishes and congratulations were extended.

A copy of the presentation is attached.

**5. Finance & Administration - Councillor Shawn Skinner**

**5.1 Interest Free Payment Plan**Recommendation**Moved By** Councillor Skinner**Seconded By** Councillor Hanlon

That Council approve the creation of a monthly interest free payment program for residential taxpayers whose accounts are current and are set up for a preauthorized payment option only. This option would become effective April 1, 2021.

For (9): Mayor Breen, Deputy Mayor O'Leary, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Korab, Councillor Froude, Councillor Collins, and Councillor Skinner

**MOTION CARRIED (9 to 0)****6. Public Works - Councillor Sandy Hickman****7. Community Services - Councillor Jamie Korab****8. Special Events - Councillor Shawn Skinner****9. Housing - Deputy Mayor Sheilagh O'Leary****9.1 Affordable Housing Catalyst Grant Allocations 2021**Recommendation**Moved By** Deputy Mayor O'Leary**Seconded By** Councillor Skinner

That Council approve the recommended 2021 Housing Catalyst Grant allocations and retain the unawarded amount to the 2022 grant cycle.

For (9): Mayor Breen, Deputy Mayor O'Leary, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Korab, Councillor Froude, Councillor Collins, and Councillor Skinner

**MOTION CARRIED (9 to 0)****10. Economic Development - Mayor Danny Breen****11. Tourism and Culture - Councillor Debbie Hanlon**

**12. Governance & Strategic Priorities - Mayor Danny Breen**

**13. Planning & Development - Councillor Maggie Burton**

**13.1 130 Aberdeen Avenue, MPA1900006**

Recommendation

**Moved By** Councillor Stapleton

**Seconded By** Councillor Hickman

That Council:

1) consider rezoning the property at 130 Aberdeen Avenue from the Commercial Regional (CR) Zone to the Apartment Medium Density (A2) and Residential High Density (R3) Zones to allow a residential development containing single detached dwellings, semi-detached dwellings, townhouses and apartment buildings; and following staff review, advertise the application for public review and comment;

2) direct staff to work with the St. John's International Airport Authority and the Province to determine the best approach to update the airport noise (NEF) maps and policies and bring back recommendations to Council; and

3) defer any future rezoning applications for new residential development within the 30 NEF line until Council makes a decision on new NEF maps and policies.

For (7): Mayor Breen, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Korab, Councillor Collins, and Councillor Skinner

Against (2): Deputy Mayor O'Leary, and Councillor Froude

**MOTION CARRIED (7 to 2)**

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

**14.1 Re-Imagine Churchill Square Concept Plan**

Discussed with agreement that the park across the street would be a good follow-up project to blend, and compliment Churchill Square.

Recommendation

**Moved By** Councillor Froude

**Seconded By** Deputy Mayor O'Leary

That Council approve the proposed Re-imagine Churchill Square concept plan and it be referred for future capital works consideration to proceed with the detailed design and construction as funding becomes available.

For (9): Mayor Breen, Deputy Mayor O'Leary, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Korab, Councillor Froude, Councillor Collins, and Councillor Skinner

**MOTION CARRIED (9 to 0)**

15. Other Business

16. Adjournment

There being no further business the meeting adjourned at 11:02 am

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Mayor

# DECISION/DIRECTION NOTE

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**Title:** Special Events Regulatory Committee – Terms of Reference

**Date Prepared:** April 19, 2021

**Report To:** Committee of the Whole

**Councillor and Role:** Councillor Shawn Skinner, Special Events Regulatory Committee

**Ward:** N/A

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**Decision/Direction Required:** Council review and approve the attached Terms of Reference for the Special Events Regulatory Committee.

**Discussion – Background and Current Status:** The Special Events Regulatory Committee, formally the Special Events Regulatory Committee, has operated for many years without a formal term of reference. These attached Terms of Reference have been developed by City Staff and are forwarded for Council approval.

## **Key Considerations/Implications:**

1. Budget/Financial Implications: N/A
2. Partners or Other Stakeholders: Eastern Health, Service NL, NL Liquor Corporation, Royal Newfoundland Constabulary and St. John Ambulance.
3. Alignment with Strategic Directions/Adopted Plans: An Effective City: Ensure accountability and good governance through transparent and open decision making
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

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**Recommendation:**

That Council approve the Special Events Regulatory Committee Terms of Reference

**Prepared by: Jennifer Langmead, Supervisor – Tourism & Events**

**Approved by: Tanya Haywood, DCM Community Services**

**Report Approval Details**

Document Title:	Special Events Regulatory Committee - Terms of Reference.docx
Attachments:	- Special Event Regulatory Committee TOR.docx
Final Approval Date:	Apr 29, 2021

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

**Tanya Haywood - Apr 29, 2021 - 2:47 PM**

## Special Events Regulatory Committee TERMS OF REFERENCE

1. GENERAL INFORMATION	
Advisory committee name:	Special Event Regulatory Committee
Reporting to:	Committee of the Whole / Council
Date of formation:	
Meeting frequency:	2 to 8 meetings per year, based on the number Special Event Applications Received
Staff lead:	Supervisor – Tourism & Events
Other staff liaison:	Special Projects Coordinator
Council member:	Councillor Shawn Skinner
2. PURPOSE	
<p>The Special Event Regulatory Committee's primary purpose is to provide support to organizers of outdoor special events to ensure all regulatory requirements are met to execute a safe and successful event. Outdoor events also include those categorized in the Special Event Policy and Procedure Manual.</p> <p>Specifically, the Committee will:</p> <ul style="list-style-type: none"> <li>• Ensure all relevant forms and supporting documentation necessary are submitted.</li> <li>• Facilitate event review by leveraging the expertise and experience of those on the Committee.</li> <li>• Ensure the event is conducted in compliance with applicable Federal, Provincial and Municipal legislation and regulations.</li> </ul> <p>Through the application and approval process, Special Event Regulatory Committee members advise on potential issues arising from their areas e.g. traffic control, crowd control or road closure.</p> <p>The Regulatory Committee recommendations to the Committee of the Whole and/or the Regular Meetings of Council will occur in the manner defined by these terms of reference to support City Policy. The purpose of this Committee in relation to specific policies, plans and strategies is as follows:</p> <p>Regulatory Committee Relationship to Strategic Plan:</p> <ul style="list-style-type: none"> <li>• A Sustainable City – A City that is sustainable today and for future generations; Economically, Environmentally and Financially.</li> <li>• A Connected City – A City where people feel connected, have a sense of belonging, and are actively engaged in Community Life.</li> </ul>	

## Special Events Regulatory Committee TERMS OF REFERENCE

### Applicable Legislation/City Bylaws:

- City of St. John's Act
- National Building Code (2010)
- City of St. John's Noise Bylaw
- Service NL – Environmental Health Regulations
- National Fire Code 2015
- NFPA Life Safety Code 101. (2015)
- Natural Gas and Propane Installation Code B149.1-15
- Liquor Control Act
- Liquor Licensing Regulations
- Cannabis Control Act
- Cannabis Licensing and Operations Regulations
- Aeronautics Act
- Canadian Aviation Regulations

### 3. MEMBERSHIP AND COMPOSITION

#### 3.1 Composition

##### 3.1.1 Public Members

#### Organizations

The Special Event Regulatory Committee will be comprised of representatives from the following organizations:

- Eastern Health
- Service NL
- NL Liquor Corporation
- Royal Newfoundland Constabulary
- St. John Ambulance
- Additional agencies as required based on the event application

Each organization may appoint an alternate representative to attend committee meetings if the primary member is unable to attend.

##### 3.1.2 Staff and Council Members (Ex-Officio Members)

#### Committee Chair/Lead Staff

A Committee Chair/Lead Staff will be appointed to the committee by the appropriate City executive or senior management.

## Special Events Regulatory Committee TERMS OF REFERENCE

### **City Staff**

The Special Event Regulatory Committee is comprised of staff from the following:

- Corporate Risk and Recovery
- Community Services
- Parking Services
- Parks & Open Spaces
- Regulatory Services
- Transportation
- Emergency Preparedness (St. John's Regional Fire Department)
- Fire Support Services (St. John's Regional Fire Department)

### **City Clerk**

The City Clerk will provide support to the Committee as determined by the Chair and the City Clerk.

### **Council**

The Committee will have one council representative acting as committee spokesperson/champion.

## **3.2 Length of Term**

There is no length of term with respect to organization members as well as staff members.

### **Cooling-off Period (Former City Staff and Council)**

There will be a cooling-off period of two years for Council and Staff once they are no longer associated with the City. Setting term lengths with a cooling-off period will promote gradual turnover, ensuring a constant balance between new members and former staff or council.

## **4. ROLES, RESPONSIBILITIES AND REPORTING**

### **4.1 Shared Roles and Responsibilities**

#### **Committee roles include:**

- Advise and make recommendations to Council on matters relevant to the committee's defined Purpose.
- Provide organizational based expertise.
- Attend Committee and other meetings, and on-site inspections.

## Special Events Regulatory Committee TERMS OF REFERENCE

### **Conduct**

Members shall strive to serve the public interest by upholding Federal, Provincial and Municipal laws and policies. Committee members are to be transparent in their duties to promote public confidence. Members are to respect the rights and opinions of other committee members.

Members will also be conduits to/from their respective organizations. As such they will be expected to provide insight on behalf of organizational stakeholders and update their members on the work of the committee.

### **Preparation**

Application processing – members are to review event applications and documentation while providing feedback to the Special Projects Coordinator in a timely manner.

Meeting agendas and accompanying materials will be circulated electronically prior to all meetings; members are expected to review all distributed materials prior to meetings.

### **Agendas**

Agendas are comprised of event applications and supporting documentation. All members are to submit potential agenda items and related material to the Committee Chair/Lead Staff person for consideration.

### **Voting**

During Committee meetings, members will thoroughly discuss event applications and will vote on each. All recommendations are forwarded to Council for approval.

## **4.2 Defined Member Roles and Responsibilities**

### **4.2.1 City Staff**

#### **Chair/Lead Staff**

- To act as a liaison between the Committee and the City; linking across departments on issues relevant to committee work.
- Ensure the committee is informed about City policy, procedure and available resources in reference to specific agenda items and to provide assistance to the committee where appropriate.
- Request additional staff support/attendance as needed.

## Special Events Regulatory Committee TERMS OF REFERENCE

- Incorporate input from the Committee into ongoing City work where appropriate (e.g. projects, staff updates, publications).
- Uphold Committee processes and functions in accordance with all terms presented, maintaining productivity and focus. This includes ensuring Committee members conduct themselves in a professional manner.
- Fulfill Committee requirements related to reporting processes (annual presentations, written reports, FAQ's etc.).

### **Staff Liaison**

- Assists Lead Staff in above noted duties.
- Develop agendas in cooperation with the Chair and City Clerk's Office for distribution.
- Prepare and submit agenda items and accompanying materials to the City Clerk (i.e. act as a conduit for all communications between members, the City Clerk and applicants).

### **City Clerk**

Leading or supporting day-to-day committee activities such as the co-ordination of meeting schedules and the external/internal distribution/posting of committee agendas and reporting forms (i.e. meeting notes/minutes).

### **4.2.2 Council**

One council representative will sit on the Committee as the Council Champion.

The role of Council Champion is to advise Council through Committee of the Whole and Regular meetings, and to promote and enhance the Committee's function. The Council Champion will be encouraged to attend meetings and to act as a liaison between the committee and council.

### **4.3 Reporting**

The Special Event Regulatory Committee shall report through the Committee of the Whole to Council; however, depending on the event application, recommendations may be directed to a Regular Meeting of Council.

#### **Standardized Reporting Process:**

The Committee Chair and City Clerk will work to complete a report for Council's consideration.

## Special Events Regulatory Committee TERMS OF REFERENCE

### Notes:

- Council to be kept informed of committee activities through formal reporting and through the Council Champion.
- Organizational representatives will be encouraged to report back to their respective organizations regarding committee work.

## 5. COMMITTEE RECRUITMENT AND SELECTION

### 5.1 Recruitment, Vacancies and Applications

Replacement representatives are provided from organizations as well as Divisions when necessary.

## 6. PUBLIC ENGAGEMENT

N/A

## 7. OTHER GOVERNANCE

### 7.1 Review of Terms

Taking into account recommendations from the Chair, Council, the City Clerk and Lead Staff, the Special Event Regulatory Committee will, at the first meeting of every year, review the terms of reference documents. The purpose of this review is to ensure the operation and function of the committee is still aligned with its defined purpose. Through this review process, amendments to the Terms of Reference will be recommended to Council through the Committee of the Whole.

### 7.2 Meeting and Schedules

The frequency of Committee meetings will be determined by the Chair/Lead Staff, and City Clerk, as deemed necessary.

Unless otherwise specified, Committee meetings shall be held at City Hall and shall be closed to the public.

### 7.3 Conflicts of Interest and Confidentiality

#### Conflicts of Interest

A conflict of interest refers to situations in which personal, occupational or financial considerations may affect or appear to affect the objectivity or fairness of decisions related to the committee activities. A conflict of interest may be real, potential or perceived in nature. Conflict of Interest may occur when a Committee member participates in discussion or decision-making about a matter which may financially

## Special Events Regulatory Committee TERMS OF REFERENCE

benefit that Member or a member of his/her family, or someone with whom the Committee member has a close personal relationship, directly or indirectly, regardless of the size of the benefit.

In cases where the Committee agenda or Committee discussions present a conflict of interest for a member, that member is required to declare such conflict; to abstain from discussion; and remove themselves from the meeting room until the agenda item has been dealt with by the Committee.

### **Confidentiality:**

All Committee members are required to refrain from the use or transmission of any confidential or privileged information while serving with the Special Event Regulatory Committee.

### **Staff Liaison Name:**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

### **Chair Name:**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

### **City Clerk Name:**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# DECISION/DIRECTION NOTE

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**Title:** Terms of Reference – Advisory Committees, Experts Panels and Working Groups

**Date Prepared:** April 20, 2021

**Report To:** Committee of the Whole

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

**Ward:** N/A

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## **Decision/Direction Required:**

Council's approval is requested to revise Section 7.2 (Meetings and Schedules) of the Terms of Reference for advisory committees, experts panels and working groups to enable more flexibility around the additional scheduling of meetings should the need arise beyond the expected scope of frequency.

## **Discussion – Background and Current Status:**

At present, Section 7.2 reads as follows:

Advisory Commttees are to formally meet no less than three times and no more than six times on an annual basis. The exact frequency of advisory committee meetings will be determined by the Chair, Lead Staff and City Clerk.

Feedback received from some advisory committees has caused the Office of the City Clerk to review and clarify the wording surrounding the frequency of meetings. Extenuating circumstances may sometimes necessitate the holding of additional meetings beyond the maximum scope of six times per year. As such, there should be flexibility to allow more frequency from time to time as the need arises while maintaining a reasonable expectancy of commitment from volunteers.

## **Key Considerations/Implications:**

1. Budget/Financial Implications: N/A
2. Partners or Other Stakeholders: Committee Members and Representative Organizations
3. Alignment with Strategic Directions/Adopted Plans: An Effective City: A City that performs effectively and delivers results.
4. Legal or Policy Implications: N/A

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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 revise Section 7.2 of the Terms of Reference of all advisory committees, working groups and experts panels as follows: Advisory Committees are to formally meet at least three times per year. The exact frequency of advisory committee meetings will be determined by the Chair, Lead Staff and City Clerk.

### Report Approval Details

Document Title:	Revised Terms of Reference.docx
Attachments:	
Final Approval Date:	Apr 7, 2021

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

**Elaine Henley - Apr 7, 2021 - 4:08 PM**

# INFORMATION NOTE

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<b>Title:</b>	<b>Strategic Plan 2021 Quarter 1 Report</b>
<b>Date Prepared:</b>	April 28, 2021
<b>Report To:</b>	Committee of the Whole
<b>Councillor and Role:</b>	Mayor Danny Breen, Governance & Strategic Priorities
<b>Ward:</b>	N/A

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**Issue:** Provide Council with an update on progress against the strategic plan and continuous improvement projects.

## **Discussion – Background and Current Status:**

The City's 10-year strategic plan, [Our City, Our Future](#), which was launched in 2019, is now into its' third year. Council received the 2020 annual report of progress and 2021 action plan on Feb. 24 at Committee of the Whole. A [public dashboard](#) shows the status of each of the initiatives outlined in the plan. Quarterly reporting to Council includes written commentary on each of the initiatives which provides more detailed updates and outlines whether there have been challenges or changes to advancing the initiatives.

As the City continues to operate during unprecedented times, the progress on some initiatives has been impacted. Overall, progress on the strategic directions has been good to date, specifically:

- A Sustainable City – 67% of outcomes complete
- A City that moves – 72% of outcomes complete
- A Connected City – 74% of outcomes complete
- An Effective City – 73% of outcomes complete

This Quarter 1 progress report notes that eight (8) strategic plan initiatives have been completed since the last update and four (4) CI projects have been completed. Of all the remaining initiatives in the strategic plan for 2021, the breakdown is as follows:

- 39 on track
- 6 behind
- 23 overdue
- 5 not started<sup>1</sup>

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<sup>1</sup> 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.

The written commentary in the attached report provides additional perspective on each project's status.

All initiatives that were completed in 2019 and 2020 have been removed from this report but are still visible on the public dashboard.

**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:

**Conclusion/Next Steps:** Table this report at an upcoming Regular meeting of Council and publish results as outlined in the engagement and communications considerations.



### Report Approval Details

Document Title:	Strategic Plan Quarter 1 Update 2021- Our City, Our Future.docx
Attachments:	- Q1 2021 Our City Our Future Council Update.pdf
Final Approval Date:	Apr 29, 2021

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

**Derek Coffey - Apr 29, 2021 - 9:27 AM**



# ACTION PLAN

- Q1 2021 Progress Update
- Continuous Improvement (CI) Project Updates

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







**ST. JOHN'S**




● Draft ● Not started ● 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	2022	2023	Current Completion
<b>Be financially responsible and accountable: 100%</b>		2021/12/31						On Track
→ <b>Develop corporate framework for compliance with Payment Card Industry Data Security Standard (PCI DSS): 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> A draft amendment to the City's cash handling policy to incorporate PCI DSS is near completion with target to finalize by end of Q2 2021. Procedural document will be developed, with input from stakeholder departments, targeted for completion by end Q4 2021. PCI DSS compliance requirements for all areas that use third party vendors for payment processing are currently being met. For areas processing payments "in-house", PCI DSS compliance is not required, however is best practice. The policy and procedures currently being developed will address most areas of concern. Official certification and attestation of PCI DSS compliance will require additional resources to complete; either by developing/training staff to obtain PCI DSS certification, or contracting externally for a PCI assessment. 2021/04/21	2020/12/31						Overdue
→ <b>Develop a Commercial Vacancy Allowance Policy and Align with the Commercial Vacancy Allowance by-law: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Development of the policy is contingent on Legal updating the commercial allowance bylaw which is anticipated to be completed by Dec 31, 2021. 2021/04/23	2021/03/31						Overdue
→ <b>Advance a corporate wide asset management plan: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Establishing an effective asset management system is a complex and multi-year process. In the last quarter, work continued on completing asset inventories and condition assessments. Due to COVID-19, there have been some delays in beginning condition assessments in the field; focus remains on the AM roadmap and framework for 2021. 2021/04/22	2021/12/31						On Track

→ Review and improve the year-end process for more timely consolidated financial statements: 100%	<b>NEW</b> <b>Council Quarterly Achievements:</b> A target schedule for finalizing reconciliations and recording transactions related to prior year has been developed as a first step to preparing year end financial statements. The 2020 audit is currently ongoing and once complete staff will revisit the targets and consider where further improvements can be made. The consolidation process and preparation of the statements will also be reviewed to see if any improvements can be made or the process more streamlined. <i>2021/04/21</i>	2021/12/31		On Track
→ Identify and apply for funding to create a nonprofit housing strategic asset management framework	<b>NEW</b> <b>Council Quarterly Achievements:</b> Staff have identified funding options and are in the process of collecting the information for the application. <i>2021/04/21</i>	2021/12/31		Behind
→ Asset Management Data Collection and Building Condition Assessments: 10 unit	<b>NEW</b> <b>Council Quarterly Achievements:</b> In field progress on this item has been delayed due to COVID-19 restrictions. However, desktop inventories have continued with the completion of Robin Hood Bay, Windsor Lake Water Treatment Plant, and Petty Harbour Long Pond Water Treatment Plant. It is anticipated that field activities will resume in April 2021. <i>2021/04/15</i>	2021/12/31		On Track
→ Complete 20 city building asset inventory templates with as-built and shop drawing information for field verification: 20 unit	<b>NEW</b> <b>Council Quarterly Achievements:</b> On track to meet this goal. Inventories have been completed on three buildings so far this year: Robin Hood Bay, Windsor Lake Water Treatment Plant, and Petty Harbour Long Pond Water Treatment Plant. <i>2021/04/15</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
→ Review Stormwater Detention Policy to enable more efficient design of detention facilities: 100%	<b>NEW</b> <b>Council Quarterly Achievements:</b> Policy on hold until completion of Development Design Manual. In the engagement process with developers some indicated that they would not provide comment on the Policy until they could review the Development Design Manual which is frequently referenced throughout the Policy. <i>2021/04/13</i>	2020/06/15		Overdue

→ <b>Develop a Development Design Manual</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Landscaping section of the Manual is being reworked and Wetland section of the Manual is being revised to reflect new scoring and ranking approach that was recently discussed with Council for the Barrows Road wetland study. Planning to have a draft to send to consultants and developers for engagement review in June or July. <i>2021/04/13</i>	2020/12/31					Overdue
→ <b>Plan for and implement Phase 4 of Water Street Infrastructure Improvements: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Construction started on March 29th. On schedule to be completed by the end of June. <i>2021/04/14</i>	2021/06/30					On Track
→ <b>Complete Envision St. John's Municipal Plan and Development Regulations - finalize and bring into legal effect: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Staff have received the provincial release plus a list of conditions and are working through the conditions so that Envision St. John's can be brought back to Council to consider adoption. <i>2021/04/22</i>	2021/09/30					Behind
→ <b>Develop a Heritage Plan: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> This work awaits the completion of Envision St. John's and the new Heritage By-Law. <i>2021/04/22</i>	2021/10/29					Behind
→ <b>Plan for and implement Phase 3 of Kenmount Road Trunk Storm Sewer Replacement: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Tender awarded and construction to start April 26th. <i>2021/04/14</i>	2021/12/17					On Track

<p>→ <b>Develop a sustainability plan "Resilient St. John's Community Climate Plan": 100%</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b></p> <ul style="list-style-type: none"> <li>• What we Heard document was submitted to council in early 2021.</li> <li>• Contract was awarded to Sustainable Solutions Group for Community Energy and Economic Modeling to assess the path from 2018 to 2050 (including baseline, business as planned, and net zero scenarios)</li> <li>• Our community's economic, energy use, property, land use, transportation, and corporate energy use has been incorporated into our Community Energy Model</li> <li>• Baseline model calibration is complete and workshop to validate assumptions of business-as-planned with key staff has been scheduled</li> <li>• Funding proposal to FCM for 50% of the total project cost is undergoing final funding decision review by FCM.</li> </ul> <p>2021/04/22</p>	<p>2021/12/31</p>		<p>On Track</p>
<p>→ <b>Divert waste from landfill: 100%</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Sanitation regulations were finalized and approved by Council in January 2021 and went into effect on March 1, 2021. To support the new regulations, two separate communication campaigns have been developed:</p> <ul style="list-style-type: none"> <li>• No More Than 4 (March 2021) to support four bag limit included in regulations</li> <li>• Recycle More (will be active in April 2021) to support education and awareness of items recyclable in curbside collection program.</li> </ul> <p>Each of these campaigns are components of overall communication strategy to divert more waste from landfill.</p> <p>2021/04/19</p>	<p>2021/12/31</p>		<p>On Track</p>
<p>→ <b>Develop a Downtown Plan - a secondary or area plan under the Envision St. John's Municipal Plan: 100%</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> This work still awaits the completion of Envision St. John's.</p> <p>2021/04/22</p>	<p>2021/12/31</p>		<p>Behind</p>

<p>→ <b>Identify, Initiate, and Implement Sustainability Momentum Actions: 100%</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> - Funding application for the expansion of the Urban Forest (in city property) for greenhouse gas capture contract was issued and implementation is scheduled to begin this planting season 2021.</p> <ul style="list-style-type: none"> <li>- NL Power for chargers in two parks remains under review by the funder.</li> <li>- Proposal submitted to FCM with NEIA and NetZeroNL to structure a residential energy retrofit financing and incentive program funding. Some adjustments were needed but FCM's funding decision remains expected in mid-2021.</li> <li>- Ducks Unlimited received approval for funding to conduct wetland functional assessments, in line with past wetland work by the City in 2020. Work is being coordinated with City staff and other wetland assessments.</li> <li>- 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 of Littatrap by NAACAP is expected to take place downtown this year and continue until December 2021.</li> </ul> <p>2021/04/22</p>	2021/12/31					On Track
<p>→ <b>Completion and Implementation of a Corporate Energy and Greenhouse Gas Reduction Framework</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> - Draft of Corporate Energy and GHG Management Framework was completed with staff input. It includes: Proposed Corporate Greenhouse Gas Mitigation Targets 2) Governance and Implementation Approach 3) Strategies to achieve GHG reductions in line with the 2030 target and be well prepared to reach the 2050 target.</p> <ul style="list-style-type: none"> <li>- Draft was brought to the Environmental and Sustainability Expert Panel for comment, and will subsequently be brought to council late Spring 2021</li> </ul> <p>2021/04/22</p>	2021/12/31					On Track
<p>→ <b>Replace subdivision development policy with new development policy</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> On hold until completion of Development Design Manual and Stormwater Management Policy.</p> <p>2021/04/13</p>	2021/12/31					Not started

→ <b>Wetland Study (Phase 2) - Functional Assessment</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Working on the new Wetland scoring and ranking procedure of the Development Design Manual which will form part of the RFP for the Study. Planning to tender the RFP in June. <i>2021/04/13</i>	2022/04/30		Not started
→ <b>Plan for and implement Phase 2 of Goulds Servicing - Sanitary Trunk Sewer Extension.: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Design ongoing. Expected to go to tender in late May or early June. <i>2021/04/14</i>	2023/07/28		On Track
→ <b>Plan for and implement Phase 3 of Goulds Servicing - Sewage Forcemain: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Design ongoing. Expected to go to tender in June. <i>2021/04/14</i>	2023/12/15		On Track
<b>Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors: 100%</b>		2021/12/31		Behind
→ <b>Complete a new Economic Development Plan, review and prioritize recommendations: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> 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. <i>2021/04/21</i>	2019/12/31		Overdue
→ <b>Deliver on a regional Themed Signage Strategy as outlined in Roadmap 2021: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> 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, anticipated early summer 2021, would be issued for construction/installation. Note: this is a regional project with Portugal Cove St. Phillips and federal and provincial funding partners. <i>2021/04/21</i>	2020/12/31		Overdue

→ <b>Develop a City marketing initiative to support branding: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> The marketing strategy is complete and an implementation plan is underway; new brand and website to be launched in the second quarter <i>2021/04/19</i>	2020/12/31		Complete
→ <b>Create partnerships to support and enable the start-up sector: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Partnership in development with timeline into early 2021. <i>2021/04/19</i>	2020/12/31		Overdue
→ <b>Begin implementation of the Economic Development Plan: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> A series of economic development initiatives which are connected to the Economic Plan are moving forward.  <ul style="list-style-type: none"> <li>Innovate Canada - Due to Covid this event was postponed to July 2022.</li> <li>Welcome event to support immigration &amp; newcomers - This was shifted to a 3-part process due to Covid. The virtual component is complete with in-person portion set to be delivered October 2021.</li> <li>Identify partnership opportunities to create, enhance, and increase productive uses and animation of spaces - Partnership initiative with four arts organizations resulted in a mural project to celebrate front line workers.</li> </ul> <i>2021/04/21</i>	2020/12/31		Overdue
→ <b>Deliver, with partners, series of business information "pop-up" events: 4 unit</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Two pop-up/virtual sessions completed in 2020 and one completed in March 2021. One more scheduled for 2021. <i>2021/04/21</i>	2021/12/31		On Track
→ <b>Assess the Arts &amp; Cultural plan to refresh directions and themes</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Discussion with Arts and Culture Advisory Committee has started about review process. <i>2021/04/21</i>	2021/12/31		On Track

## A CITY THAT MOVES

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





<p>→ <b>Implement select recommendations from the Public Transit Review: 100%</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Two recommendations from the public transit review are delayed until 2022 pending budget:</p> <ul style="list-style-type: none"> <li>Implement Frequent Transit Network (FTN) Phase 1 and from Phase 2: a) 30 min evening service to 8:00 pm b) Route 10, 15 min frequency at peak (am/pm)</li> <li>Modify Route 2/5</li> </ul> <p>Three other recommendations have been implemented:</p> <ul style="list-style-type: none"> <li>Increase age for free transit from Under 5 to Under 12.</li> <li>Remove duplication on Route 6. Use time to provide service to Galway and pilot increased hours.</li> <li>Merge routes 18/25</li> </ul> <p>2021/04/27</p>	2020/12/31		Overdue
<p><b>Improve safety for all users on a well-maintained street network: 100%</b></p>		2021/12/31		Behind
<p>→ <b>Complete a city-wide collision report: 100%</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Report complete and presented to Committee of the Whole on <b>March 10, 2021</b>.</p> <p>2021/04/27</p>	2019/12/31		Complete
<p>→ <b>Implement the Transportation Master Plan: 100%</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Household travel survey deferred due to COVID-19.</p> <p>2021/04/15</p>	2020/04/30		Overdue
<p>→ <b>Implement select recommendations and actions from the Paid Parking Management Strategy: 100%</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Work continues on implementation of this plan. The second shipment of pay stations has been delayed due to ongoing issue with battery maintenance issues. Vendor working to correct problem. Roll out of parking stations in the Churchill Sq area delayed due to this issue, parking permits for this area to follow after pay stations installed.</p> <p>2021/04/15</p>	2020/12/31		Overdue
<p>→ <b>Ladysmith Drive @ Kiwanis Street Bump-outs: 100%</b></p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Design completed. Work to be tendered with the annual streets rehabilitation program. Work required to be completed before the end of September 2021.</p> <p>2021/04/14</p>	2021/11/26		On Track

→ <b>Goldstone St. @ Team Gushue Highway Ramps Intersection Improvements - Roundabouts: 100%</b>	<b>NEW</b> Council Quarterly Achievements: Working on Request for Proposal document. Engineering consultant is required to complete design. 2021/04/14	2021/12/31			<div><div></div></div>			On Track
→ <b>Initiate Annual Intersection Safety Program</b>	<b>NEW</b> Council Quarterly Achievements: Work started to put together the RFP. 2021/04/15	2021/12/31			<div><div></div></div>			On Track
→ <b>Digitize City Pavement Markings</b>	<b>NEW</b> Council Quarterly Achievements: Work started to put together the RFP. 2021/04/15	2021/12/31			<div><div></div></div>			On Track
<b>Expand and maintain a safe and accessible active transportation network: 100%</b>		2021/12/31	<div><div></div></div>					On Track
→ <b>Conduct Kelly's Brook Trail design process (shared use path recommended by Bike St. John's Master Plan): 100%</b>	<b>NEW</b> Council Quarterly Achievements: Design work progressing and will be completed by 30 June 2021. 2021/04/15	2021/06/30		<div><div></div></div>				On Track
→ <b>Build an infill sidewalk program for areas lacking sufficient sidewalks 2021: 100%</b>	<b>NEW</b> Council Quarterly Achievements: Working on finalizing list for 2021. 2021/04/14	2021/12/17			<div><div></div></div>			On Track
→ <b>Construct Kelly's Brook Shared Use Path: 100%</b>	<b>NEW</b> Council Quarterly Achievements: As design is ongoing, construction has not started yet. 2021/04/14	2022/12/01				<div><div></div></div>		Not started

## A CONNECTED CITY

Goal	Council Update	Due Date	2019	2020	2021	2022	2...	Current Completion
<b>Increase and improve opportunities for residents to connect with each other and the City: 100%</b>		2021/12/31	<div><div></div></div>					On Track

→ <b>Create Community Connections communications strategy to promote belonging and pride of place: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> The final piece of this strategy is the implementation and promotion of a neighbourhood arts project. With the pandemic impacting our ability to bring together individuals for a neighbourhood-led initiative, Communications in consultation with Community Services, has delayed the start of this project. We will consider again in the fall of 2021, depending on social distancing guidelines at that time. <i>2021/04/23</i>	2020/08/31		Overdue
→ <b>Advance a new City website: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> The plan to develop a new City website, postponed in 2020 due to the withdrawal of funding due to the pandemic, is back in action. Funding has been secured and the RFP is in the final stages and will be issued in the second quarter, 2021. <i>2021/04/23</i>	2020/12/31		Overdue
→ <b>Upgrade Technology for the Foran Greene Room at City Hall: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Expect to start this project in the second half of 2021. <i>2021/04/21</i>	2020/12/31		Overdue
→ <b>Implement recommendations from the Youth Engagement Strategy</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Since the final report was tabled, staff have met internally several times and with the implementation team several times on the key recommendations to prioritize and plan.  <ul style="list-style-type: none"> <li>• implementation team is designing the Ambassador Program, the full details of which will be brought to Council for approval soon</li> <li>• social media handles aligned with areas of interest have been launched</li> <li>• one city app - city staff have created a working group to explore this option</li> <li>• Online youth panel, currently exploring options to use existing Engagement HQ platform and SMS messaging</li> </ul> <i>2021/04/22</i>	2021/12/31		On Track
<b>Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities: 100%</b>		2021/12/31		Behind




→ <b>Work with Habitat For Humanity to advance an affordable housing project: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> On March 22, a Decision note went to Council asking to start the rezoning process for the Eric Street property, however it was decided that this be deferred. There is a water issue on the land and the deferral will happen until City staff can assess the property and determine who the flow of water will impact in the community should a development happen on the property. 2021/04/21	2020/12/31					Overdue
→ <b>Complete Detailed Design of the H.G.R. Mews Centre Replacement: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Progress on the Mews Replacement project has been steady over the last quarter. We have completed the detailed design of the 66% and the 99% submissions. We are now completing an internal review to ensure that all comments and feedback were incorporated as provided to the Consultant. The Consultant has completed the IFT Specification and Plans and has submitted them for review. We have elected to proceed to a two stage procurement for the selection of a General Contractor for the Mews. Stage 1 of the pre-qualification will be going to market the week of May 3, 2021. We originally planned to be mobilizing to site in June 2021, but anticipate it will be July 2021 due to extended procurement process which will reduce risk to the Owner during construction execution. 2021/05/03	2020/12/31					Complete
→ <b>Re-Imagine Churchill Square - Concept Plan</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Concept plan presented to COTW meeting on April 7, 2021. 2021/04/15	2021/05/31					Complete
→ <b>Seek funding opportunities to develop a collaborative energy efficiency pilot</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> We are meeting with internal and external stakeholders to explore all possible funding opportunities in a strategic manner for an energy efficient pilot project. 2021/04/23	2021/06/30					On Track

→ Identify challenges, build on successes, and make improvements to the Downtown Pedestrian Mall	<b>NEW</b> <b>Council Quarterly Achievements:</b> Planning for the Downtown Pedestrian Mall is proceeding on schedule. A Planning Committee has been formed, with initial discussion prior to formal DPM approval by Council. Further meetings/updates with Committee to occur as event planning proceeds.  Staff will be coordinating with the Engagement team, to determine a plan for pre and post event evaluation.  2021/04/21	2021/11/30							On Track
→ Advance the Healthy City St. John's Strategy: 100%	<b>NEW</b> <b>Council Quarterly Achievements:</b> 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 coming weeks. The draft Implementation Strategies have been completed and were presented to Council and approved in January 2021. 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 during Spring/Summer to inform the final development of the strategy.  2021/04/21	2021/12/31							On Track
→ Roll out social marketing strategy to address Not in My Backyard (NIMBY)	<b>NEW</b> <b>Council Quarterly Achievements:</b> With the help of the Affordable Housing Working group and internal city staff, this project will continue to unfold over the next couple of months.  2021/04/23	2021/12/31							On Track
→ Galway Village Green (Phase 1)	<b>NEW</b> <b>Council Quarterly Achievements:</b> Galway Village Green Phase 1 is ahead of schedule. RFP will be issued for detailed design the week of April 19, 2021. Initial meetings with Dewcor and Clayton Developments have been very positive and open lines of communication have been established. Discussions pertaining to conveyance of the land have occurred and paperwork is being completed for review and acceptance by Legal and development so there are no delays with respect to construction of the playground this fall.  2021/04/15	2021/12/31							On Track
→ Construction of the H.G.R. Mews Centre Replacement		2023/04/28							Not started

## AN EFFECTIVE CITY

Goal	Council Update	Due Date	20...	2019	2020	2021	2022	Current Completion
<b>Work with our employees to improve organizational performance through effective processes and policies: 100%</b>		2021/12/31						Behind
→ <b>Review and update by-laws: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Heritage By-law now in the public consultation phase. Commercial Maintenance and Residential Property Standards by-laws are linked to the adoption of the new development regulations. <i>2021/04/19</i>	2019/12/31						Overdue
→ <b>Design a management development program to advance core management competencies: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> The management development program is drafted and aligned with the management competencies and core values. An RFP is in final stages of development and will be issued in Q 2 to source an online learning provider to support the ongoing delivery of the program. The full scope of the program cannot be launched until the competencies are shared with all managers which is now scheduled for early fall, 2021. <i>2021/04/23</i>	2019/12/31						Overdue
→ <b>Advance a Service Excellence Framework: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> This project has been refocused for 2021 and an internal working group is being established to develop the framework. Expect to complete the framework in Q 2. <i>2021/04/23</i>	2019/12/31						Overdue
→ <b>Advance an Information Management Strategy: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Imerge Consulting provided City with final report "Records and Information Management Strategy" which has since been presented to Senior Executive Committee (SEC). Staff are now considering next steps towards implementation of the Strategy. <i>2021/04/22</i>	2020/12/31						Overdue
→ <b>Implement automated accounts payable solution: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> This system is now operational. <i>2021/04/21</i>	2020/12/31						Complete

→ <b>Develop action plan and build capacity to support the Employee Success Program: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> 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>2021/04/26</i>	2020/12/31		Overdue
→ <b>Develop organizational change management tools: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Piloting was completed in Q.1 2021. Tool kits available to managers online. Promotion of the learning modules is underway and six sessions are planned for April/May/June and will continue to be offered on annual basis and linked to management development. <i>2021/04/20</i>	2020/12/31		Complete
→ <b>Review and update current Information Technology Policies: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Draft policy has been circulated to the Corporate Policy Committee for review and feedback which is due soon. <i>2021/04/21</i>	2020/12/31		Overdue
→ <b>Fire Officer Professional Development Training Program: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> This is an ongoing professional development program with no start and end date. Components of the program will continue to be delivered in years to come. <i>2021/04/27</i>	2020/12/31		Complete
→ <b>Evaluate the Special Events application process and associated fees and make recommendations for modifications: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Staff are currently working on updating the Special Events Policy and Procedures documents. Progress is being made, however slower than anticipated due to a variety of factors. <i>2021/04/21</i>	2021/01/31		Overdue
→ <b>Implement FDM Mobile App for Fire Inspectors: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Mobile Inspection App went live on March 18, no further issues identified at this time. App appears to be helping increase production. <i>2021/04/19</i>	2021/03/31		Complete
→ <b>Implement solutions software, Yardi Voyager, to improve management of applications, tenants, units, rent payments</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> An internal team continues to work together and with the vendor, Yardi, to implement this improved software system. This is going to help the Housing division in its everyday management of applicants and tenants in a more effective manner. <i>2021/04/23</i>	2021/09/30		On Track

→ Review and update accident review process: 100%	<b>NEW</b> <b>Council Quarterly Achievements:</b> New protocol in place. Update forthcoming after winter season. 2021/04/19	2021/11/30		On Track
→ Undertake Continuous Improvement Projects: 100%	<b>NEW</b> <b>Council Quarterly Achievements:</b> The City continues to advance continuous improvement (CI) projects with goals of improving turnaround times, achieving cost savings and/or creating time savings, all the while improving value for the customer. Most projects have been impacted in some way by the current public health situation and project leads have had to transition their work with their teams virtually where possible or modify their implementation plans. Detailed updates for each project are included in the CI project report. Two more green belt projects have concluded since the last report, housing more in and out, and residential assessment, and in both cases, the goals were exceeded. Two yellow belt projects have concluded since the last report, with five still underway. 2021/04/27	2021/12/31		On Track
→ Develop policies, procedures & service standards to enhance Regulatory Services processes: 100%	<b>NEW</b> <b>Council Quarterly Achievements:</b> 6 standard operating procedures (SOPs) are scheduled for this year. Two are being worked on and are almost complete. These should be completed and implemented by May 10th. 2021/04/23	2021/12/31		On Track

→ Create a continuous improvement (CI) culture through ongoing training & development: 100%	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Staff have reviewed the CI strategy roadmap developed in late 2019 and identified key deliverables for 2021 knowing that much of the work will still be done virtually. The focus for this year is on continuing to grow capacity and awareness of CI tools and strategy, and to better quantify and communicate results both internally and outside the organization. Specifically, staff:</p> <ul style="list-style-type: none"> <li>Continue to support current green and yellow belts in the implementation and sustainability of their projects</li> <li>Take the learnings from the 2020 visual management pilot projects and translate them into a "how to guide", deliver training, and support the development of two more visual management projects</li> <li>Offer additional yellow belt training to give staff the tools they need to implement improvements in their own divisions.</li> <li>Continue to transition and offer awareness level training to all staff virtually</li> <li>Advance the communications plan by using case studies in the City guide, videos/interviews for internal sharing, and a poster series.</li> <li>Continue to develop tools and resources for staff to use.</li> <li>Explore better ways to quantify the outcomes of CI initiatives to show both immediate project and longer-term outcomes.</li> </ul> <p>2021/04/27</p>	2021/12/31		On Track
→ Implement bid evaluation software: 100%	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Project not started but expected to complete in 2021.</p> <p>2021/04/21</p>	2021/12/31		Not started
→ Roll out Respectful Workplace Policy, including conflict management training: 100%	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> In support of Respectful Workplace initiatives, the City organized a brainstorming workshop and is now in the process of finalizing the Anti Racism Working group. A group of employees throughout City departments completed an Indigenous Cultural Diversity Training with First Light. The Conflict Resolution 101 training session has been developed by HR and the pilot will take place in June 2021. Sessions on Inclusion ( facilitated by Inclusion services) and Mental Health ( facilitated by HR)are also being delivered in 2021.</p> <p>2021/04/26</p>	2021/12/31		On Track

→ <b>Benchmark employee engagement: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> RFP closed on April 16, 2021. Staff are evaluating the proposals and are on schedule to award a contract within the next few weeks. 2021/04/20	2021/12/31			<div><div></div></div>	On Track
→ <b>Apply Asset Management Handover Checklist for all City Building projects completed in 2021</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Checklist is ready to be used when total completion of a building project has been reached. 2021/04/15	2021/12/31			<div><div></div></div>	On Track
→ <b>Develop staff training modules to enhance understanding and ensure legislative compliance</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> In development. Staff who will receive the training have been identified. 2021/04/19	2021/12/31			<div><div></div></div>	On Track
→ <b>Enhance awareness and understanding within the organization of the role of Legal Services</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Program is in early stages of development. Currently staff of Legal have met on several occasions. 2021/04/19	2021/12/31			<div><div></div></div>	On Track
→ <b>Revamp the Commercial Assessment Process</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Assessors have completed the market analysis phase of the assessment process and have selected market rates for all property types that are assessed based on Income. Staff are now moving into the next phase of the reassessment. Review of all commercial property type preliminary assessment based on selected market rates as part of this phase we will begin to assign final assessed value for the re-assessment cycle. 2021/04/15	2021/12/31			<div><div></div></div>	On Track
→ <b>Implement a new FDM Training Module</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Project started on schedule 2021/04/19	2022/01/31			<div><div></div></div>	Behind
→ <b>Improve processes, policy, and procedures related to emergency and safety services: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Progress continues: <ul style="list-style-type: none"> <li>Emergency and continuity management policy has been reviewed by the Corporate Policy Committee and final draft is being reviewed by legal</li> <li>OHS Policy note has been drafted and being reviewed by Manager HR Advisory Services prior to being tabled at the CPC</li> </ul> 2021/04/16	2022/12/31			<div><div></div></div>	On Track

**Ensure accountability and good governance through transparent and open decision making: 100%**

		2021/12/31		Behind
→ <b>Initiate communications strategy to share decisions from Council &amp; Committee of the Whole meetings: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> In the first quarter, Communications converted the "City Council" facebook feed to a new @Engage feed, adding Facebook and Instagram, and are using this channel to further explain the decision-making process. Plans are developing for this and other strategies - such as the further use of YouTube - in 2021. <i>2021/04/23</i>	2019/12/31		Overdue
→ <b>Implement vendor performance module for bids and tenders software: 100%</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Work continues on project. Issues with software have caused some delays. New expected completion is July, 2021. <i>2021/04/21</i>	2021/05/28		Behind
→ <b>Develop key performance indicators to be included in reporting</b>	<b>NEW</b> <b>Council Quarterly Achievements:</b> Reviewing current City strategies and plans as well as other key information sources such as the Citizen Satisfaction Survey and the World Council on Cities data project, to identify relevant and meaningful key performance indicators. Scanning other jurisdictions to review approaches to municipal organizational performance management. <i>2021/04/11</i>	2021/12/31		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%	On Track	<p><b>Progress:</b> The City continues to advance continuous improvement (CI) projects with goals of improving turnaround times, achieving cost savings and/or creating time savings, all the while improving value for the customer. Most projects have been impacted in some way by the current public health situation and project leads have had to transition their work with their teams virtually where possible or modify their implementation plans. Detailed updates for each project are included in the CI project report. Two more green belt projects have concluded since the last report, housing move-in and out, and residential assessment, and in both cases, the goals were exceeded. Two yellow belt projects have concluded since the last report, with five still underway.</p> <p><b>Next Steps:</b> <i>No value</i> 2021/04/28</p>
→ Collection of Accommodation Tax: 100%	Overdue	<p><b>Progress:</b> The next step in this project is to review the Govern system with the Information Services team (IT) to determine how it could be used to track accounts receivable and apply interest. Due to other priority work commitments in both Financial Services and IT, this review is now scheduled for September 2021.</p> <p><b>Next Steps:</b> <i>No value</i> 2021/04/28</p>
→ Implement workflow tracking	Overdue	<p><b>Progress:</b> Staff have implemented a tracking system where work tasks and estimated “due dates” can be entered and tracked. Tracking ongoing projects and requests to the HR Service Center has helped reduce turnaround times as it provides a “quick reference” for staff. It also allows staff to reprioritize tasks based on due dates more easily. The tracking system serves as a “one stop shop” allowing staff to see all the details related to a request or project such as when it was logged, who was involved, what notes were made and when the task was completed. Overall it has streamlined work, increased organization, and enabled more effective task prioritization.</p> <p><b>Next Steps:</b> Continue to monitor and adjust as necessary. 2021/04/28</p>
→ Improve components of the estimating process in the Crack and Seal Program	On Track	<p><b>Progress:</b> Completed current state analysis and identified improvements.</p> <p><b>Next Steps:</b> Implement improvements for this season. 2021/04/05</p>

→ <b>Improve Operational processes at St. John's Regional Fire Department: 100%</b>	Overdue	<p><b>Progress:</b> Some of the initiatives (equipment purchases) have been implemented while others are currently being worked on.</p> <p><b>Next Steps:</b> Complete equipment purchases, and outline processes.</p> <p>2021/04/27</p>
→ <b>Improve process for tax sales to increase efficiency: 100%</b>	On Track	<p><b>Progress:</b> Current state and future state have been mapped. Recommendations for improvement will be reviewed by senior staff and project team in early May.</p> <p><b>Next Steps:</b> Finalize and implement the improvements.</p> <p>2021/04/21</p>
→ <b>Improve the application and approval process for the Downtown Pedestrian Mall</b>	Complete	<p><b>Progress:</b> Item complete</p> <p><b>Next Steps:</b> No value</p> <p>2021/04/21</p>
→ <b>Improve the assessment/re-assessment process: 100%</b>	Complete	<p><b>Progress:</b> 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><b>Next Steps:</b> Close out the project and share results with CI project team and CI Champions.</p> <p>2021/01/14</p>

→ <b>Improve the commercial development application process: 100%</b>	Overdue	<p><b>Progress:</b> The updated checklist for Development Applications is intended to be included on the website within the next couple of months. There had been some delays with this from the update in the fall as the intake process was restructured to move from Access Centre to Inspection Services. However, implementation of the new checklist is progressing and should be live before the end of June.</p> <p>The implementation of the pre-development meeting was temporarily put on hold at the start of the Covid-19 situation, however we are now working towards reevaluating that and determining the best way to optimize that process to implement it soon.</p> <p>It is also worth noting that there have been several modifications to the Commercial Development Review process since the start of the project due to changes associated with the Covid-19 situation, as well as some internal restructuring. Because of this, there was some reprioritizing of improvements. As an example, some of the information management processes were optimized over the past number of months and are creating more efficient information flow.</p> <p><b>Next Steps:</b> <i>No value</i> 2021/04/19</p>
→ <b>Improve the IT inventory management process for computer hardware, peripherals, etc.</b>	On Track	<p><b>Progress:</b> Several discussions with various staff have taken place and the current process has been documented. Staff are currently working on developing 'Future State' diagrams for these processes.</p> <p><b>Next Steps:</b> Staff are currently working on developing 'Future State' diagrams for these processes. 2021/04/22</p>
→ <b>Improve the process used to obtain fleet shop supplies in Public Works: 100%</b>	Complete	<p><b>Progress:</b> Information gathered related to best practices used in the supply, delivery, installation, and operation of electronic vending machines across Canada, industry wide. From the research, Staff was able to gather and collect insight that helped add additional requirements for the Mandatory Submission portion of the tendering document. The tender document is complete and is expected to be issued on April 30 with the pilot project to be put in place for July 1, 2021.</p> <p><b>Next Steps:</b> Issue RFP 2021/04/20</p>
→ <b>Improve the REconnect Registration process for users</b>	Complete	<p><b>Progress:</b> COVID-19 guidelines recommend all recreation programs be registered in advance and as a result drop-in registration which was popular with some clients is no longer available. Many new users have difficulty navigating the on-line registration program and are at a disadvantage when registration opens for programs. A step-by-step video tutorial was developed to walk users through the process of setting up an online account. Previous to this, front desk staff would verbally walk people through the process, but this could be extremely time consuming and frustrating for the customer. The <a href="#">video</a> tutorial is available on the City's YouTube channel and to date has over 80 views. Staff will direct users to the video as required and it will be referenced in future program registration announcements.</p> <p><b>Next Steps:</b> Continue to monitor usage of the video. 2021/04/27</p>

→ Improve the scheduling process for Aquatics staff: 100%	Overdue	<p><b>Progress:</b> Staff have moved the shift listing over to RecStaff software and completed the April shift bid. In April, due to the length of the schedule there were 300 shifts for pickup which on RecStaff is in list format which was a challenge. Staff will change this format to monthly for short shift listings for the future. The first regular shift listing procedure is scheduled for late April for Spring shifts. While in trial mode, the Head Lifeguard will still supervise the process, however by the summer it's expected that staff can select shifts on their own. Staff training on the new system will take place at the next in-service, so far due to COVID this hasn't been possible.</p> <p>For shift replacements the 98% reduction in time taken to complete still stands.</p> <p><b>Next Steps:</b> Final step is to post available shifts on RecStaff and send guidelines to staff. Supervisor will then get an alert and will have to either approve or decline (click a button is only step to complete). The final piece is to move to Recstaff is daily call-in (coverage for sick or other calls, leave requests, etc.). These will be ready to post online very soon and then an evaluation of the time it takes to complete will be finished.</p> <p>2021/04/21</p>
→ Improve the tenant move in-move out process in non-profit housing: 100%	Complete	<p><b>Progress:</b> This project has now been fully implemented. Outcomes from the project include:</p> <ul style="list-style-type: none"> <li>• Consistent use of a move-in checklist for every new tenant.</li> <li>• Use of Survey123 software has increased consistency of data and storage, eliminated paper, reduced time needed to collect and move/store data, and helped reduce turnaround times.</li> <li>• Prior to the process improvements implemented as part of this CI project, the average turn-around time for refunds/invoicing on move-in/move-out was 30+ days. After the process improvements, 91% of the 47 move-outs occurring between April and December 2020 had turn-around times under 30 days, with almost half of those being 10 days or less.</li> </ul> <p><b>Next Steps:</b> Staff will continue to track move-in and out timelines for each vacate and identify any issues that should be addressed.</p> <p>2021/04/28</p>
→ Increase efficiencies with the cat adoption process	Overdue	<p><b>Progress:</b> The original goal and metric was to decrease turnaround time for adoptions by looking at average processing time. Improvements were put in place but since then the situation has changed and staff are now in a situation where there are more applications than pets to adopt so they are waiting to match applications with a cat. That said, staff feel that the simple visual management changes made have improved efficiency.</p> <p><b>Next Steps:</b> Staff now may to look instead at length of stay for each cat (eliminating the obligatory hold of 5 days) to address the volume of applications.</p> <p>2021/04/27</p>
→ Map and improve the asset management process for linear infrastructure: 100%	Overdue	<p><b>Progress:</b> Measurement of outcomes of implemented sewer system improvements is ongoing. Report to be finalized in Q2.</p> <p><b>Next Steps:</b> <i>No value</i></p> <p>2021/04/21</p>

→ Purchasing process: 100%	Overdue	<p><b>Progress:</b> This project was comprehensive and required a number of improvements which have been implemented and checked over the past year. The final improvements are ready to roll out and draft material for communications purposes is in the final stages of development. Expect this project to be finalized in Q 2.</p> <p><b>Next Steps:</b> Finalize all content for the intranet and offer information sessions to staff on how to use the new tools.</p> <p>2021/04/20</p>
→ Restructure the Intranet by piloting an improvement to the purchasing pages	On Track	<p><b>Progress:</b> Progress on the pilot purchasing page continues and the page build is underway, to be completed in the second quarter. The CI team has met, and MS Team page is being created and the team are looking at the site structure. The voice of the customer survey is complete and the team is considering the need to focus group with new and existing employees.</p> <p><b>Next Steps:</b> Completing the Purchasing page and establishing SOPs for other pages; further analysis of employee needs from the intranet; and site mapping development.</p> <p>2021/04/23</p>
→ Standardize the records management process to increase quality at source: 100%	Overdue	<p><b>Progress:</b> Training program and visual management tools in development and will be implemented upon return to the office.</p> <p><b>Next Steps:</b> Continue to finalize the materials to have everything ready upon return to work.</p> <p>2021/04/20</p>
→ Work order process for City Buildings: 100%	Overdue	<p><b>Progress:</b> A new content section has been added to the City's Intranet with help information and guides for staff on how to make a service request to City Buildings. Additional content for this section is also being developed. Information/training sessions will be held with staff at a later date, likely in the fall, when more employees may be returned to the office.</p> <p><b>Next Steps:</b> Complete additional help information and plan for staff training in the fall.</p> <p>2021/04/06</p>

# DECISION/DIRECTION NOTE

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**Title:** 260 Paddy's Pond Road – REZ2000008

**Date Prepared:** April 27, 2021

**Report To:** Committee of the Whole

**Councillor and Role:** Councillor Maggie Burton, Planning & Development

**Ward:** Ward 5

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## **Decision/Direction Required:**

To consider rezoning 260 Paddy's Pond Road from the Rural (R) Zone to the Commercial Industrial (CI) Zone to allow a Commercial Garage and other commercial/industrial retail uses.

## **Discussion – Background and Current Status:**

The City has received an application to rezone property at 260 Paddy's Pond Road from the Rural (R) Zone to the Commercial Industrial (CI) Zone. The existing building (originally a gas station) has offices, a warehouse and service bays for a transport company. The owner wishes to renovate the building and rent a portion of it for a Commercial Garage (355 square metres of floor area) and related retail (235 square metres). The current operation will remain but will include the operation and servicing of equipment in their fleet.

The Rural Zone does not permit a Commercial Garage or retail, therefore rezoning is required. Permitted uses in the CI Zone include a Commercial Garage, a Retail Use associated with a light industrial use or wholesale business, and a Service Shop associated with other permitted uses. This would serve the applicant's intent.

The property is designated Rural by the St. John's Municipal Plan. Under Section 1.3.2 of the Plan, subject to a land use assessment report (LUAR) the City may permit commercial zones on properties near a major arterial identified by the Regional Plan to serve regional highway traffic. The subject property is along the Trans-Canada Highway, and so the CI Zone can be considered without having to amend the Municipal Plan. Section 3 of the Plan enables Council to accept a staff report as an LUAR where the scale or circumstances of a development proposal do not merit extensive analysis. Given the small scale of the proposal here, staff recommend that Council accept this staff report as the LUAR.

The application was referred to the City's Development Committee to determine the extent of the site upgrades necessary, given that it is a developed lot needing only internal changes to the building. The Committee advised of the usual requirements for parking and public access and to ensure landscaping for the minimum required 20% of the lot.

The applicant's site plan attached shows 20% landscaping. Once further development occurs, they will have to adhere to the City's Commercial Development Policy, meet the 20%

# ST. JOHN'S

landscaping requirement, and use the parking spaces on the site plan for customer parking, not for the storage or display of vehicles for servicing or sale. The City's Development and Engineering staff have no other concerns. Further review will occur at the development stage.

Should Council consider the rezoning, the application will be advertised for public review and comment, including in *The Telegram* newspaper, on the City's website, and in a mail-out to neighbouring properties. Due to the location of the site and the nature of the application, staff are not recommending a public meeting, though Council is free to require one.

**Key Considerations/Implications:**

1. Budget/Financial Implications: Not applicable.
2. Partners or Other Stakeholders: Neighbouring property owners and businesses.
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: A map amendment (rezoning) to the St. John's Development Regulations is required.
5. Privacy Implications: Not applicable.
6. Engagement and Communications Considerations: Should the amendment proceed, the application will be advertised in *The Telegram* newspaper and on the City's website, and notices mailed to property owners within 150 metres of the application site.
7. Human Resource Implications: Not applicable.
8. Procurement Implications: Not applicable.
9. Information Technology Implications: Not applicable.
10. Other Implications: Not applicable.

**Recommendation:**

That Council consider rezoning the property at 260 Paddy's Pond Road from the Rural (R) Zone to the Commercial Industrial (CI) Zone to allow a Commercial Garage and other commercial/industrial retail uses; and advertise the application for public review and comment.

**Prepared by: Ann-Marie Cashin, MCIP, Planner III – Urban Design & Heritage**  
**Approved by: Ken O'Brien, MCIP, Chief Municipal Planner**

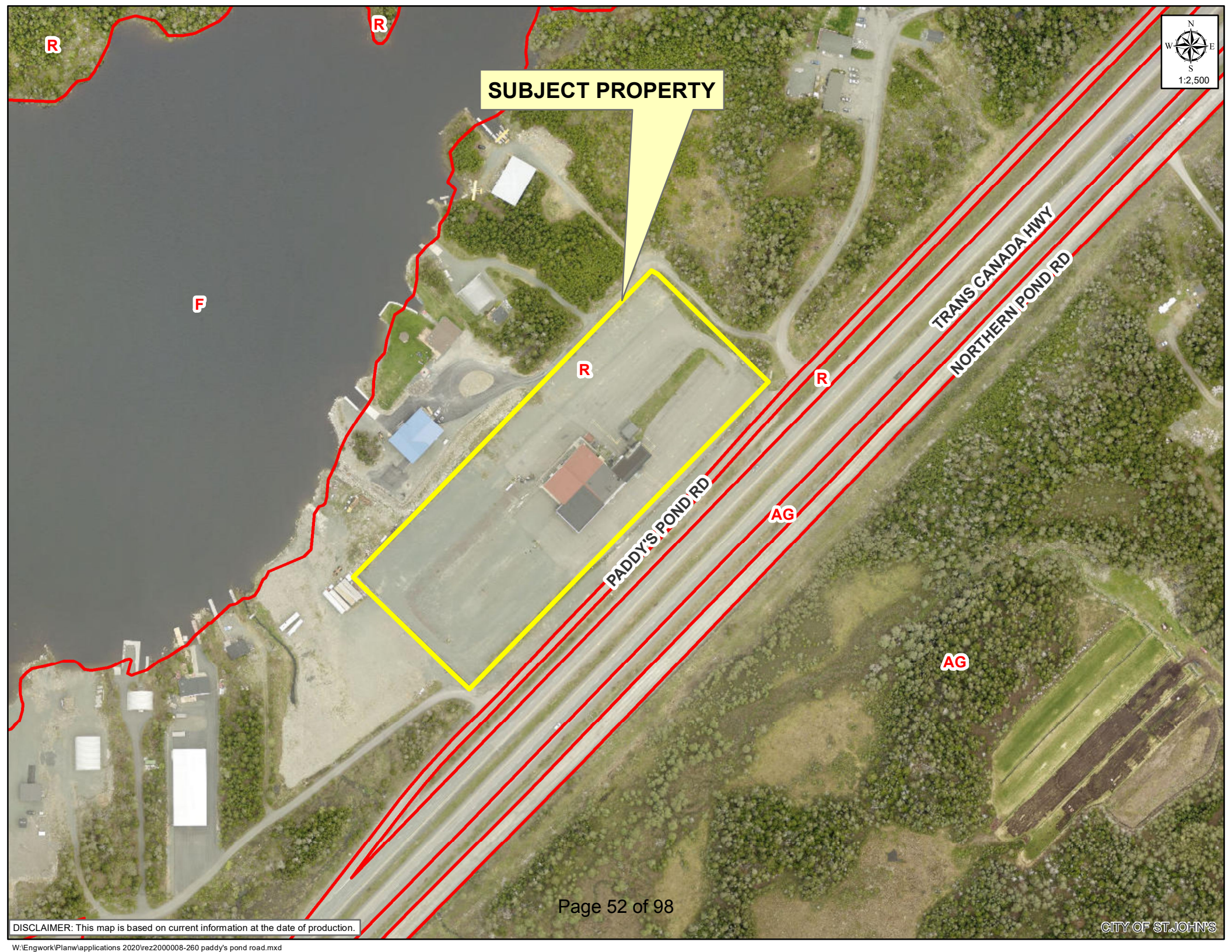
**Report Approval Details**

Document Title:	260 Paddy's Pond Road - REZ2000008.docx
Attachments:	- 260 Paddy's Pond Road - Attachments.pdf
Final Approval Date:	Apr 29, 2021

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

**Ken O'Brien - Apr 28, 2021 - 3:41 PM**

**Jason Sinyard - Apr 29, 2021 - 11:13 AM**

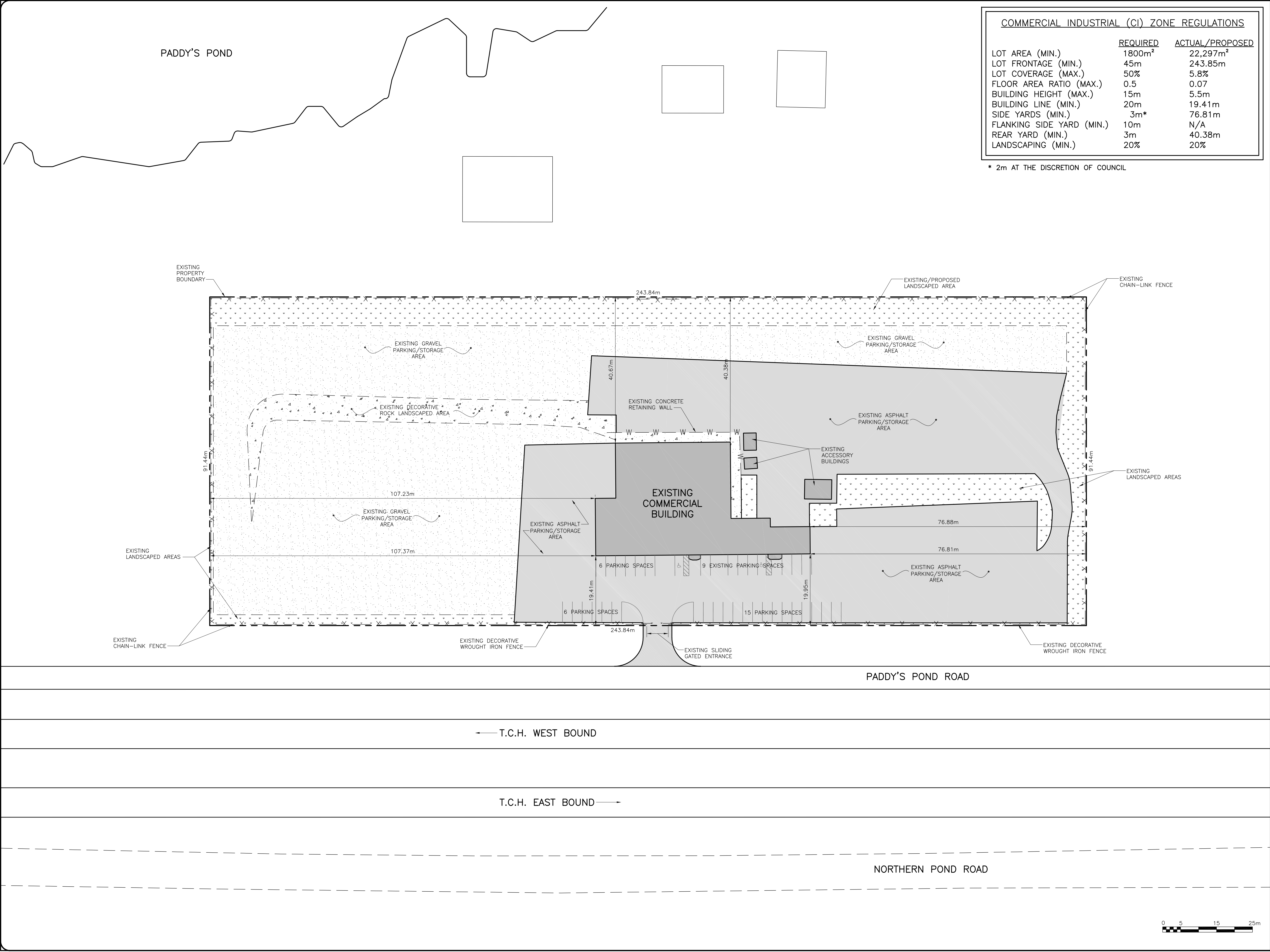


**SUBJECT PROPERTY**



TRANS CANADA HWY  
NORTHERN POND RD

PADDY'S POND RD



COMMERCIAL INDUSTRIAL (CI) ZONE REGULATIONS		
	REQUIRED	ACTUAL/PROPOSED
LOT AREA (MIN.)	1800m <sup>2</sup>	22,297m <sup>2</sup>
LOT FRONTAGE (MIN.)	45m	243.85m
LOT COVERAGE (MAX.)	50%	5.8%
FLOOR AREA RATIO (MAX.)	0.5	0.07
BUILDING HEIGHT (MAX.)	15m	5.5m
BUILDING LINE (MIN.)	20m	19.41m
SIDE YARDS (MIN.)	3m*	76.81m
FLANKING SIDE YARD (MIN.)	10m	N/A
REAR YARD (MIN.)	3m	40.38m
LANDSCAPING (MIN.)	20%	20%
* 2m AT THE DISCRETION OF COUNCIL		

NOTES:

B	REVISED FOR RE-ZONING APPLICATION	D.J.M.	03/30/21
A	ISSUED FOR RE-ZONING APPLICATION	D.J.M.	09/23/20
No.	REVISIONS	BY	DATE

A

B

A - PLAN, SECTION, ELEVATION, OR DETAIL No.

B - No. OF DRAWING WHERE ABOVE IS DRAWN

REFERENCE:

STAMP:

PERMIT STAMP:

**DYNAMIC**

ENGINEERING LTD.

Civil • Management • Consulting

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ST. JOHN'S, NL  
A1E 2Z6

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FAX: (709) 368-0318  
info@DynamicEngineering.ca

PRELIMINARY ONLY  
NOT FOR CONSTRUCTION

CLIENT:  
83091 NEWFOUNDLAND &  
LABRADOR INC.

PROJECT TITLE:  
EXISTING  
COMMERCIAL BUILDING  
260 PADDY'S POND ROAD

DRAWING TITLE:  
EXISTING SITE PLAN

DRAWN/DESIGNED BY:	D.J.M.	DATE:	SEPT 2020
APPROVED BY:	D.J.M.	SCALE:	AS SHOWN
PROJECT No.:	19201	DRAWING No.:	PR1
		REV.:	B

10.38

## RURAL (R) ZONE

(See Section 5.1.4 - Development Above the 190 Metre Contour Elevation)

10.38.1

### Permitted Uses

#### Residential:

#### (a) Accessory Dwelling Unit

- (i) it must be demonstrated to the satisfaction of the City that at least one (1) resident of the Accessory Dwelling Unit will spend 50% or more of his/her working time operating the Forestry operation, the Agriculture-Livestock operation and/or the Horticulture operation on the site and shall derive 50% or more of his/her income from the operation; and
- (ii) the Forestry operation, the Agriculture-Livestock operation and/or the Horticulture operation must be in continuous operation for at least three (3) years, prior to approval being given for an Accessory Dwelling Unit; and
- (iii) suitable structures to accommodate the Forestry operation, the Agriculture-Livestock operation and/or the Horticulture operation shall already be completed and the land shall be in production; and
- (iv) the Accessory Dwelling Unit shall be located on the same lot on which the Forestry operation, the Agriculture-Livestock operation and/or the Horticulture operation is located; and
- (v) only one (1) Accessory Dwelling Unit shall be permitted on the property; and
- (vi) the minimum requirements for a Forestry operation, an Agriculture/Livestock operation or a Horticulture operation shall be as follows:
  - Greenhouse Production – permanent greenhouse structure of 465 square metres and an adequate land base for subsidiary cropping.
  - Root Crops – 8 hectares of land, with 4 hectares of land in production plus required ancillary buildings, adequate storage and cropping, washing/packaging equipment.
  - Strawberries/Raspberries – 8 hectares of land, with 3 hectares of land in production plus required ancillary building and cropping and handling equipment.
  - Christmas Trees – 5 hectares of land in production with an average harvest of 40 trees per hectare annually, plus required cropping and handling equipment.

#### Livestock

Mink	450 female breeders
Fox	100 female breeders
Dairy	500 litres/day quota
Pigs	50 sow operation

Layers	10,000 bird quota
Broilers	15,000 bird quota
Turkeys	1,500 birds/annum
Horses	25 breeding stock
Pullets	30,000 birds/annum
Sheep	300 animals

Or, an equivalent combination including the above or other types of Forestry operations, Livestock operations or Horticulture operations. **(2009/04/24)**

- (b) Bed and Breakfast in an Accessory Dwelling Unit (Subject to Section 7.27) **(2008-01-25)**
- (c) Boarding or Lodging House (accommodating between five (5) and sixteen (16) persons in an Accessory Dwelling Unit **(1995-09-15)(1999-04-16)**
- (d) Home Office (subject to Section 7.9) **(1997-08-08)**
- (e) Subsidiary Apartment in an Accessory Dwelling Unit **(2008-10-24)**

#### Agriculture:

- (f) Agriculture - Livestock (See Section 7.14) **(2002-11-29)**
- (g) Forestry
- (h) Horticultural Operation (See Section 7.15) **(2002-11-29)**
- (i) Retail/Wholesale Sales of Agricultural Products Raised on Property

#### Recreational:

- (j) Park

#### Other:

- (k) Cemetery
- (l) Public Utility

#### 10.38.2 Discretionary Uses (subject to Section 5.8)

- (a) Auction House **(1999-06-18)**
- (b) Floatplane operations and related activities on a private Access subject to Section 7.24 of these Regulations and subject to Transport Canada approval. **(1995-10-06) (2006-08-04) (2011-07-15)**
- (c) Home Occupation (subject to Section 7.8) **(1997-08-08)**
- (d) Kennel **(2005-12-23)**
- (e) Heavy Equipment Storage - subject to Section 7.25 **(2007-02-09)**
- (f) Private Park **(2007-10-05)**
- (g) Recreational Use **(2005-09-09)**
- (h) Recreational Equipment Sales, Rentals and Servicing **(2006-12-29)**
- (i) Indoor Riding Arena (subject to Section 7.26) **(2008-01-25)**

## R

- (j) Small Scale Wind Turbine (2012-06-01)
- (k) Vehicle Storage Yard (Subject to Section 7.33) (2013-03-01)
- (l) Personal Care Home (2016-08-12)
- (m) Pipe Storage Yard (2018-06-29)

### 10.38.3 Zone Requirements

#### (a) All Uses

- (i) Lot Area (minimum) 8000 square metres (2003-08-22)
- (ii) Lot Frontage (min) 90 metres except for properties in the Rural (R) Zone located at Maddox Cove Road where the minimum Lot Frontage requirement is 60 metres and the minimum Lot Area requirement is 8000 square metres. (2005 03 04)

#### (b) Accessory Dwelling Units

- (i) Side Yards
- (ii) (See Section 8.6) (min) 6 metres (2002-08-30) (2003-08-22)

## R

## INDUSTRIAL ZONES

### 10.27 **COMMERCIAL INDUSTRIAL (CI) ZONE**

(See Section 5.1.4 - Development Above the 190 Metre Contour Elevation)

#### 10.27.1 Permitted Uses

##### Residential:

- (a) Accessory Dwelling Unit

##### Commercial:

- (b) Auction House
- (c) Bakery
- (d) Car Sales Lot
- (e) Car Washing Establishment (Subject to Section 7.30) **(2012-06-29)**
- (f) Church
- (g) Commercial Garage (Subject to Section 7.30) **(2012-06-29)**
- (h) Communications Use
- (i) Convenience Store
- (j) Custom Workshop
- (k) Hotel **(1994-08-26)**
- (l) Office
- (m) Parking Area
- (n) Printing Establishment
- (o) Recycling Depot **(1997-11-21)**
- (p) Retail of Building Supplies and Furniture
- (q) Retail Use - associated with a light industrial use or wholesale business
- (r) School
- (s) Service Shop associated with any other permitted use
- (t) Service Station and Gas Bar (subject to Section 7.20) (Subject to Section 7.30) **(1995-06-09) (2012-06-29)**
- (u) Taxi Business
- (v) Tourism Use **(1994-08-26)**
- (w) Transportation Depot
- (x) Veterinary Clinic
- (y) Veterinary Hospital
- (z) Warehousing
- (aa) Wholesale Business
- (bb) Craft Brewery/Distillery **(2019-07-19)**

##### Industrial:

- (cc) Light Industrial Use

##### Recreational:

- (dd) Park
- (ee) Recreational Use

**CI**

Other:

- (ff) Day Care Centre (subject to Section 7.6) (1995-09-15)
- (gg) Public Use
- (hh) Public Utility

10.27.2 Discretionary Uses (subject to Section 5.8)

- (a) Clinic
- (b) Commercial School
- (c) Helicopter Operation and Maintenance Facility (1995-06-09)
- (d) Eating Establishment (subject to Section 7.21)(1995-09-15) (Subject to Section 7.30) (2012-06-29)
- (e) Private Park (2007-10-05)
- (f) Place of Amusement
- (g) Small Scale Wind Turbine (2012-06-01)
- (h) Undertaker's Establishment
- (i) Retail Store (2016-07-08)
- (j) Heavy Equipment Storage (subject to Section 7.25 and Section 8.5.1) (2016-07-08)
- (k) Dwelling Units located in the second and/or higher storeys of a building (2016-11-04)
- (l) Vehicle Storage Yard (2019-02-01)
- (m) Lounge (2019-02-22)
- (n) Pharmacy (2020-11-13)

10.27.3 Excluded Uses:

Any Hazardous or Noxious Use

10.27.4 Property at Civic Number 456 Empire Avenue

Notwithstanding Section 10.27.1 and 10.27.2, the following are the list of Permitted Uses and Discretionary Uses allowed at Civic Number 456 Empire Avenue:

Permitted Uses:

- (a) Accessory Dwelling Unit
- (b) Auction House
- (c) Bakery
- (d) Church
- (e) Communications Use
- (f) Custom Workshop
- (g) Office
- (h) Parking Area
- (i) Printing Establishment
- (j) Retail Use - associated with a light industrial use or wholesale business
- (k) Service Shop - associated with any other Permitted Use
- (l) Taxi Business
- (m) Veterinary Clinic
- (n) Warehousing
- (o) Wholesale Business
- (p) Park
- (q) Public Use
- (r) Public Utility
- (s) Recreational Use

Discretionary Uses:

- (i) Car Sales Lot
- (ii) Car Washing Establishment (Subject to Section 7.30) **(2012-06-29)**
- (iii) Clinic
- (iv) Commercial Garage(Subject to Section 7.30) **(2012-06-29)**
- (v) Commercial School
- (vi) Convenience Store
- (vii) Day Care Centre (subject to Section 7.6)
- (viii) Eating Establishment (subject to Section 7.21) (Subject to Section 7.31) **(2012-06-29)**
- (ix) Helicopter Operation and Maintenance Facility
- (x) Hotel
- (xi) Light Industrial Use
- (xii) Place of Amusement
- (xiii) Private Park **(2007-10-05)**
- (xiv) Recycling Depot
- (xv) Retail of Building Supplies and Furniture
- (xvi) School
- (xvii) Service Station and Gas Bar (Subject to Section 7.20)(Subject to Section 7.31) **(2012-06-29)**
- (xviii) Tourism Use
- (xix) Transportation Depot
- (xx) Undertakers Establishment
- (u) Veterinary Hospital **(2006-09-08)**

10.27.5 Zone Requirements

- (1) The following requirements shall apply to all Commercial and Industrial uses, except Service Stations:

- (a) Lot Area (minimum) 1800 square metres
- (b) Lot Frontage (minimum) 45 m
- (c) Lot Coverage (maximum) 50%
- (d) Floor Area Ratio (maximum) 0.5
- (e) Building Height (maximum) 15 m
- (f) Building Line (minimum) 20 m
- (g) Side Yards (minimum) 3 m

Notwithstanding the foregoing, Council may, in its discretion, allow a reduced Side Yard of 2 metres. (2006-05-19)

- (h) Side Yard on Flanking Road (minimum) 10 m
- (i) Rear Yard (minimum) 3 m
- (j) Landscaping (minimum) 20%

- (i) except for driveways not exceeding a width of 10 m and used exclusively for the circulation of motor vehicles, the following areas shall be landscaped with plant materials and maintained thereafter,

- all land within 3 m of a Fronting Street Line; **(1999-11-26)**
- all land within 3 m of a Flanking Street Line;
- all land within 1 m of another Lot Line;

- (ii) open storage of goods and machinery, with the exception of vehicle sales lots and Commercial Garages, shall not be located in the Front Yard;
- (iii) where such Use adjoins a Residential Zone, an Arterial Road, a Collector Road, or is situated in a Side Yard, it shall be enclosed by a Screen not less than 2 m in height.

(k) Retail Use (maximum Floor Area)	Not more than 40% of the Gross Floor Area occupied by a Light Industrial Use or a wholesale Use
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(2) All Other Uses:

As determined by Council

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# DECISION/DIRECTION NOTE

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**Title:** Pedestrian Recall (Transportation Changes in Response to COVID-19) Spring 2021 Update

**Date Prepared:** November 18, 2020

**Report To:** Committee of the Whole

**Councillor and Role:** Councillor Ian Froude, Transportation and Regulatory Services & Sustainability

**Ward:** N/A

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## **Decision/Direction Required:**

Direction is required on whether the pedestrian recall signal timing established at the at outset of the COVID-19 response should be altered or discontinued.

## **Discussion – Background and Current Status:**

Placing a traffic signal on pedestrian recall causes the walk signal to activate on every cycle of the traffic signal. This results in less time available for vehicle traffic and more time allocated to pedestrian traffic regardless of whether a pedestrian is present or not. In the current circumstances it also precludes the need to press the button, which cuts down one potential source of SARS-CoV-2 transmission.

The City currently has 108 full traffic signals operating and another 31 pedestrian signals (overhead flashers, RRFBs or pedestrian signal). The pedestrian recall approach only works at full traffic signals. Pedestrian recall at all 108 intersections was approved by Council in May of 2020. Following implementation a few signals were reverted to normal operations to accommodate a person in the area with a visually impairment.

Small signs advising people that they should no longer use the pushbutton were posted at each push button location as part of this implementation.

Since implementation there have been occasional complaints from drivers that this change has a negative impact on them. Especially in areas, or at times of day, with few pedestrians.

There are four basic methods of operation that could be employed to balance the need to press the pushbutton at a crossing versus the delay experienced by users. These are discussed in the following sections.

### **1. Business as usual**

This strategy attempts to provide the least delay to all users of the intersection regardless of mode. This is the standard practice that has been employed by the City historically. Pedestrian recall is used only where required based on pedestrian volumes

# ST. JOHN'S

or infrastructure needs. Note that individual signals are often placed on pedestrian recall temporarily during the winter if the pushbuttons are inaccessible due to snow accumulation.

## 2. Select locations

One approach would be to identify geographic areas of the City, or select locations, where pedestrian recall is used. (Or, conversely, identify areas to return to business as usual.) For example, one suggestion that was received was that areas “inside” Elizabeth Avenue toward downtown would be placed on pedestrian recall and areas outside this limit would be returned to business as usual operation.

A determination at each intersection based on pedestrian volumes or other quality is the most subjective strategy and therefore most difficult to implement without clear direction from Council. The business as usual case has a technical evaluation for when pedestrian recall is justified. If a different threshold or set of characteristics is to be used to determine what intersection remain on ped recall, then it is necessary to define those criteria. This has the potential to be inconsistent and/or inequitable in how it is rolled out. Given that the City does not have the data needed to make a pedestrian-volume based determination at every intersection it would be a potentially large undertaking to collect this information.

If this strategy were implemented, either based on geography or defined characteristics, it would eliminate the additional delay users experience at the locations selected to return to business as usual at the cost of requiring the pushbutton be pressed.

## 3. Time of day

Another option would be to apply pedestrian recall during the periods of the day most likely to see pedestrian traffic. For example, from 6AM to 8PM have pedestrian recall on, and overnight turn it off.

To accomplish this, signs would need to be changed to communicate need for button to be pressed during the overnight period. Technical work required to implement is about 2 hours per intersection if no programming issues are identified. For 108 signals, this type of changeover could easily take 1 to 2 months to implement. (Plus, a similar amount of work to roll back change at end of program.)

This would eliminate the additional delay users experience overnight when volumes are lowest and conflicting vehicles/pedestrians are less frequent at the cost of requiring the button be pressed.

## 4. Full time pedestrian recall

The City is currently operating with pedestrian recall operated full time at all intersections. This has the largest impact to vehicle traffic and user delay but requires no ped buttons to be pushed. (This approach does not apply to pedestrian only signals and exceptions were made for accessibility as noted above)

From a policy perspective any of the options above will work. Each has its own set of benefits and costs and the goals Council would like to achieve can be expressed by the option selected. From a technical perspective, the goal we typically target is to try and minimize user delay which leads to business as usual being the preferred approach. It is noted that switching off pedestrian recall and back to typical signal timing also provides better service for transit priority signal operations.

Based on observations of the amount of traffic that is on our roads these days the increase in delay is not yet causing breakdowns in the traffic signals but as we get closer and closer to pre COVID levels of traffic we will run into this situation. If Council chooses an option other than business as usual, then when the traffic on the roads is closer to “normal” staff will put forward a recommendation to return to this approach.

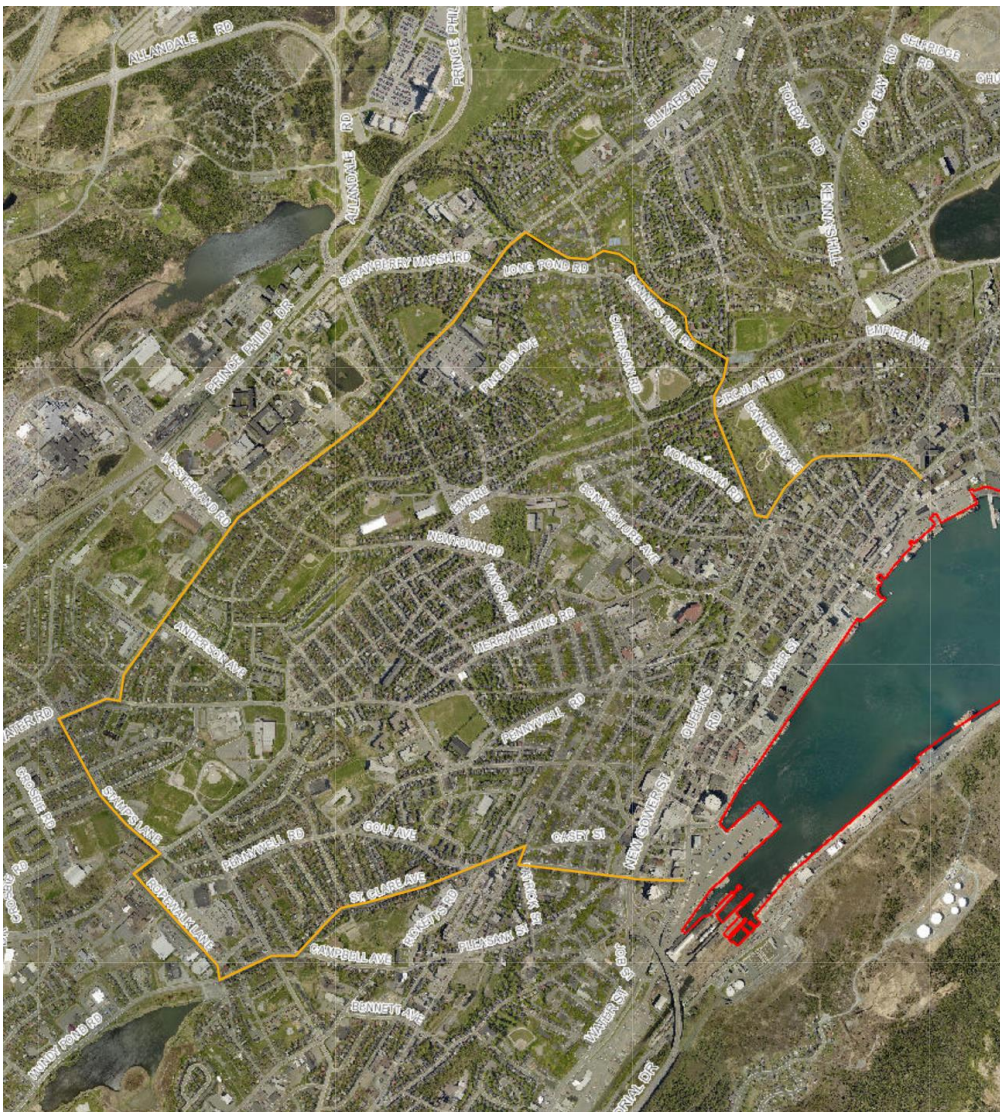
**Key Considerations/Implications:**

1. Budget/Financial Implications:  
Option 3 would require additional signs be purchased which is an expense of a few hundred dollars.
2. Partners or Other Stakeholders:  
n/a
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:  
Changes made to the transportation network will need to be communicated clearly and consistently to the public. Signs are, and would continue to be, used at affected locations to alert pedestrians of any departure from typical operation.
7. Human Resource Implications:  
n/a
8. Procurement Implications:  
Option 3 requires that signs be purchased.
9. Information Technology Implications:  
n/a

10. Other Implications:  
n/a

**Recommendation:**

That Council direct staff to implement Option 2 by returning operation of signals outside the City “core” to business as usual operation. Signals on the boundary or inside the “core” would remain on pedestrian recall. The “core” would be defined by a line starting at Springdale Street and Water Street then following Springdale Street, Lemarchant Road, St. Clare Avenue, Campbell Avenue, Ropewalk Lane, Empire Avenue, Stamps Lane, Freshwater Road, Elizabeth Avenue, Rennie’s River, Portugal Cove Road, Rennie’s Mill Road, Military Road, Cavendish Square, and ending at Cavendish Square and Duckworth Street. An exception to this core area would be at the intersection of Harvey Road/Long’s Hill/LeMarchant Road which would be switched back to the normal timing plan to facilitate transit priority operations.



**Prepared by:** Anna Snook P.Eng. PTOE, Transportation System Engineer

**Approved by:** Scott Winsor P.Eng., Director - Engineering

**Report Approval Details**

Document Title:	Pedestrian Recall (Transportation Changes in Response to COVID-19) Spring 2021 Update.docx
Attachments:	
Final Approval Date:	Apr 23, 2021

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

**Scott Winsor - Apr 23, 2021 - 1:56 PM**

**Jason Sinyard - Apr 23, 2021 - 4:40 PM**

# DECISION/DIRECTION NOTE

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**Title:** Corporate Climate Plan

**Date Prepared:** April 27, 2020

**Report To:** Committee of the Whole

**Councillor and Role:** Councillor Ian Froude, Transportation and Regulatory Services & Sustainability

**Ward:** Ward 4

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## Decision/Direction Required:

For council to adopt the St. John's Corporate Climate Plan and approve the medium and long-term targets to reduce corporate greenhouse gas (GHG) emissions.

## Discussion – Background and Current Status:

The climate science from the Intergovernmental Panel on Climate Change's (IPCC) The Special Report on Global Warming of 1.5°C is clear: allowing global temperature rise to exceed 1.5°C will disrupt global social, economic and ecological systems, with severe consequences for the most vulnerable populations<sup>1</sup>. The report states that temperatures are likely to reach 1.5°C between 2030 and 2052 if greenhouse gas emissions (GHG) continue to increase at current global rates.

Analysis compiled as part of St. John's Climate Profile and engagements with the Stakeholder Sustainability Team indicates that our community would experience various impacts. We have already observed temperature increases of about 0.8°C since 1942, warming of sea surface temperatures, an increase of intensity and duration of some storms, and a long-term sea level rise of about 1.9 mm/year since the 1940's. It is projected that without action temperatures will have increased by 2.7°C by 2050s, leading to other significant changes in precipitation, winter conditions, and sea level rise. This would exacerbate existing risks for vulnerable residents, disrupt infrastructure systems, and lead to economic impacts.

The City of St. John's strives to be sustainable today and for future generations. This is a vision expressed in the City of St. John's Strategic Plan. Through various commitments, the City of St. John's Council has re-enforced its ongoing commitment to act and reduce the GHGs emissions, while preparing the City to deal with the challenges and capitalize on opportunities

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<sup>1</sup> <https://www.ipcc.ch/sr15/>

that climate change is presenting. These commitments include the two components responding to the Climate Emergency Declaration on November 4, 2019:

- 1) **Corporate Climate Plan** (presented today), which presents a framework for the Corporate City of St. John's to improve energy efficiency and reduce its GHG emissions from its operations and services.
- 2) **Resilient St. John's Community Climate Plan** (in-development). This plan will present the environmental and economic plan and analysis for our community to adopt a low carbon pathway that realizes the economic opportunities of a low carbon future. Additionally, it will set climate change risk management priorities and proposed strategies to adapt to the expected changes in climate.

### The Corporate Climate Plan

The purpose of the Corporate Climate Plan ("Plan") is to provide a comprehensive framework ("Framework") to reducing greenhouse gas (GHG) emissions from the corporate operations of the City of St. John's. In 2018 (the baseline year), the Corporate City of St. John's consumed 365 thousand GJ of energy, emitted 12,458 tonnes of carbon dioxide equivalents, and spent over \$12 million in energy expenses.

*Table 1 Energy Consumption and GHG emissions by Energy Source (2018)*

Energy	tCO <sub>2</sub> e	GJ	Cost (\$M)
Fuel Oil	3,180	42,281.5	\$0.9
Electricity	2,454	219,322.6	\$8.6
Diesel	5,184	73,403.4	\$1.7
Gasoline	1,255	18,769.4	\$0.5
Waste	336.3	-	-
Propane	45.5	755.6	\$0.02
Biogas	2.7	11,092.1	-
<b>Total</b>	<b>12,458</b>	<b>365,624.6</b>	<b>\$12</b>

The framework presented by the Climate Plan does not prescribe how the City will achieve its GHG targets at the site level; rather, it describes the strategies that will support staff and St. John's City Council to identify, quantify, prioritize, and balance climate actions among other City priorities. The goal is for the implementation of this framework to result in a fundamental change in City of St. John's capital program, and operating costs across the organization. This would ensure that the City is capitalizing on the opportunities that the energy transition brings to its operations.

The next five to ten years are critical to setting St. John's on the path to meet Newfoundland and Labrador's GHG emissions reduction targets and to support national and global efforts. The Plan identifies priority strategies and tasks for the short (1-2 yrs), medium (3-5 yrs) and long (>5 yrs) term that can be embedded into the City operations to set St. John's on the path to meet the proposed corporate targets.

### The framework is composed of three components:

- 1) Proposed Corporate Targets
- 2) Governance and Implementation Approach
- 3) Strategies to achieve GHG reductions in line with the 2030 target and be well prepared to reach the 2050 target

### Proposed Corporate Targets

Climate scientists agree that fast rising global temperatures have created a worldwide climate crisis. The IPCC released The Special Report on Global Warming of 1.5°C providing scientific evidence for the need to limit global warming to 1.5°C. The IPCC states that this is possible but “would require rapid, far-reaching and unprecedented changes in all aspects of society”. The remaining GHG emissions that can be emitted to prevent the globe from exceeding 1.5 C have been estimated by the international scientific community. Internationally, the goal is to achieve net-zero emissions by mid-century or sooner to avoid many of the worst climate impacts.

The Government of Canada committed to reaching net-zero GHG emissions nation-wide by 2050 and established legally binding legislation to meet a rolling 5-year emission reduction targets, starting with Canada’s target of reaching 40 per cent below 2005 level by 2030<sup>2</sup>. Newfoundland and Labrador also committed to reaching net-zero. Net zero means striking a balance between GHG emissions produced and GHGs eliminated or taken out of the atmosphere.

Calculating our municipality’s fair share of the remaining global carbon budget was completed through guidance from the Science-Based Targets initiative. It proposes that an absolute reduction in emissions of 4.2% per year results in alignment to the ambition to prevent warming from exceeding 1.5 °C. This means that the City of St. John’s has an approximate Carbon budget of approximately 142.1 kilotonnes between 2022 and 2045. Following this reduction pathway year over year, the Corporate City of St. John’s could achieve net-zero emissions by 2045.

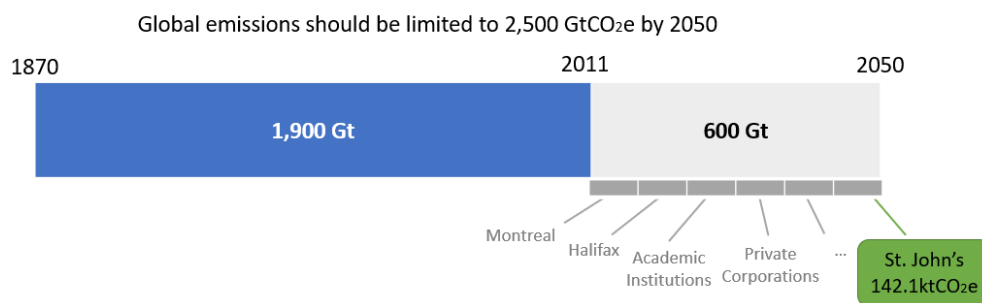


Figure 1 St. John's corporate fair share of GHGs by 2050

<sup>2</sup> Bill C-12: An Act respecting transparency and accountability in Canada's efforts to achieve net-zero greenhouse gas emissions by the year 2050. First Reading, November 18, 2020. <https://parl.ca/DocumentViewer/en/43-2/bill/C-12/first-reading>

Therefore, it is proposed that St. John's Commits to the following targets:

- 40% reduction by 2030 and stretch target of 50% by 2030 from 2018 emissions.
- Net-zero by 2050 at the latest.

### **Plan Development**

The Framework was developed over the course of 2020 and 2021. Staff that were consulted and provided information, review and insight include:

- |                         |   |                     |
|-------------------------|---|---------------------|
| - City Buildings Staff  | - Waste Management Staff                      | - Housing Staff     |
| - Water Treatment Staff | - Roads Staff                                 | - Regional Fire     |
| - Wastewater Staff      | - Parks and Open Spaces Staff                 | - Metrobus and SJSE |
| - Fleet Staff           | - Organization Performance and Strategy Staff |                     |
| - Capital Works Staff   |   |                     |

The process began by creating a shared understanding of the baseline energy use and emission through the 2018 Energy and GHG Corporate Inventory and the modeling of potential future energy use for the year near 2030. Following this, information gathering meetings and additional data gathering were used to inform the proposed corporate targets, actions, and implementation considerations captured in this report. Additional information on potential benefits were obtained from experience in the City and ASHRAE Level 1 audits of the most energy intensive facilities in the City's portfolio. The draft framework was reviewed by staff and brought forward to the Environmental and Sustainability Expert Panel for comment.

The version presented to Council addresses all comments from the Environmental and Sustainability Expert Panel.

### **Governance and Implementation**

The City of St. John's Corporate Climate Plan and the framework proposed will be implemented through a whole-city approach, including clearly defined roles and responsibilities.

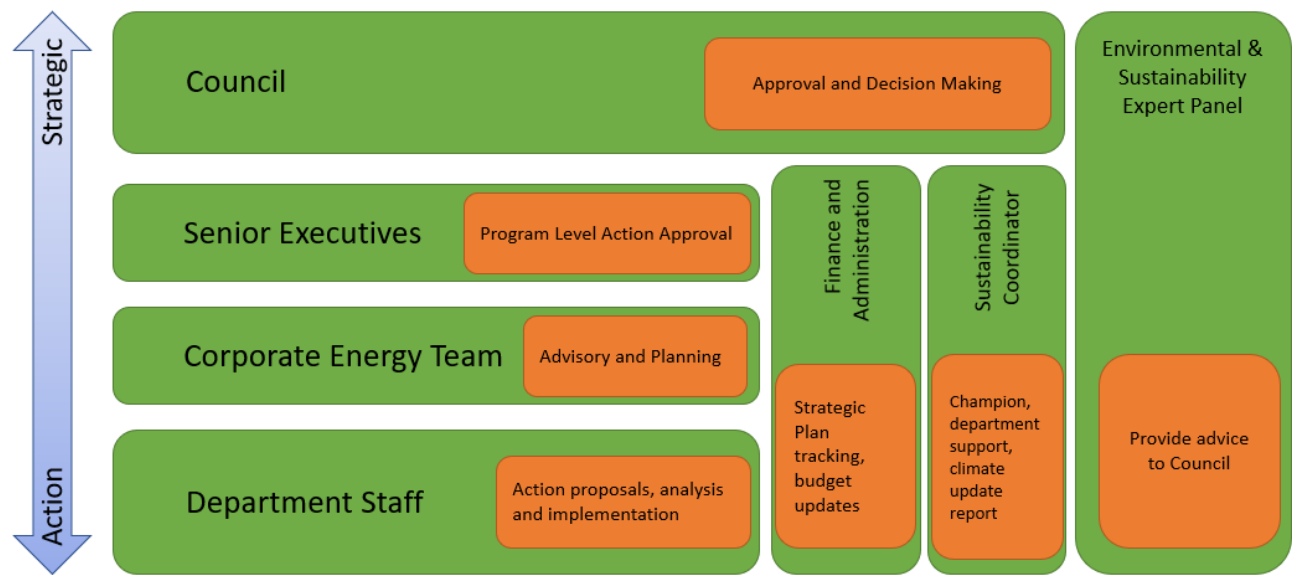


Figure 2 Key Roles

Table 2 Key Roles and Responsibilities

Group	Role	Responsibility
St. John’s City Council	Review and approve proposed actions and the City Budget	
Environmental & Sustainability Expert Panel	Sustainability Community Lead	Provide advice to Mayor and Council with respect to the City’s response to the climate emergency and other environmental issues
Sustainability Coordinator	Internal Sustainability Champion	Central hub for climate action, leadership, convening and coordinating, reporting, and analyzing.
Senior Executives	Department Lead	Integrate climate considerations into business plans and budget.
Corporate Energy Team	Sustainability Lead	Cross-departmental venue to support action planning and senior decision-makers.
Department Staff	Action Planning & Implementation	GHG reduction options development, analysis, incorporation in projects/programs and budgets.
Finance and Administration	Strategic Plan tracking and City Budget	Evaluate the financial implications at the corporate level, alignment with financial framework.

Monitoring and Reporting

To ensure the City remains flexible in its approach this framework is a living document which provides a roadmap for the Corporation and builds on the internal capacity and knowledge base to increase energy efficiency and eliminate energy waste.

The Corporate Energy and GHG Management Framework Annual Update will be presented to Council along with proposed future energy budgets each year prior to commencing budget deliberations.

## **Funding**

There are no immediate financial implications to the City for this plan, budget requests will be presented to City Council each year as part of the budgeting process and as funding opportunities arise. Staff will ongoingly investigate sources of funding to pay for these projects, specially for the incremental up-front capital costs needed to reach the proposed targets. This may be in the form of grant funding, financing, or other dedicated energy efficiency funds (e.g., FCM Green Municipal Fund, Canada's Low-Carbon Economy Fund, Infrastructure Canada's Investing in Canada Infrastructure Program, NRCAN's Zero-Emission Vehicle Infrastructure Program).

Staff will explore the feasibility of establishing a revolving fund where seed funding would be allocated to fund incremental upfront costs of implementing GHG reduction measures in asset replacement projects as an internal loan. The internal loan would be repaid from operational saving (e.g., utility costs) and could become an ongoing source of funding that would grow further and drive momentum.

## **Estimates of Costs to Implement The Plan**

At this stage there is no detailed net costs estimated for each strategy, as there are many ways through which this plan can be implemented (e.g., grants to cover incremental up front costs, energy performance contracts, and some strategies are known to have short paybacks or be cost-neutral when taking a life-cycle cost approach). Some high level cost metrics indicate that:

- Incremental up-front capital costs for new construction to achieve net-zero can range from 4% to 15% depending on the building design.
- Retrofitting all buildings in the municipality burning fossil fuels to net-zero can be estimated to cost between \$25 and \$40 million, based on high level estimated cost per square metre metrics and the total floor area needed energy retrofits.
- Electrification of the City's fleet is expected to be minimal if planned accordingly, as light-duty electric vehicles are projected to be at cost parity by 2030. Similarly, the price of heavy-duty vehicles is also declining.

The true cost to the municipality is not represented by the estimates above. Additional work is required to estimate net cost to the City (gross capital costs vs avoided costs), which is ultimately the real cost to the City.

**Key Considerations/Implications:**

1. Budget/Financial Implications: There are no immediate financial implications to the City for this plan, budget requests will be presented to City Council each year as part of the budgeting process
2. Partners or Other Stakeholders: Internal departments, utilities, and other levels of government
3. Alignment with Strategic Directions/Adopted Plans: Strategic Plan: A Sustainable City, An Effective City; Climate Emergency Declaration in November 2019, Commitment to the Partners for Climate Protection and the Global Covenant of Mayors for Climate and Energy.
4. Legal or Policy Implications: N/A
5. Privacy Implications: N/A
6. Engagement and Communications Considerations: The version presented to Council addresses all comments from the Environmental and Sustainability Expert Panel.
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 adopt the St. John's Corporate Climate Plan and the medium and long-term targets to reduce corporate greenhouse gas (GHG) emissions, namely: 40 percent by 2030 and a stretch target of 50 percent by 2030 from 2018 emissions; Net-zero by 2050 at the latest.

That Council direct staff to establish the Corporate Energy Team and report back on the implementation of the Plan as part of the annual budget process starting in the year 2022 process.

**Prepared by: Edmundo Fausto, Sustainability Coordinator**

**Approved by:**



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## St. John's Corporate Climate Plan

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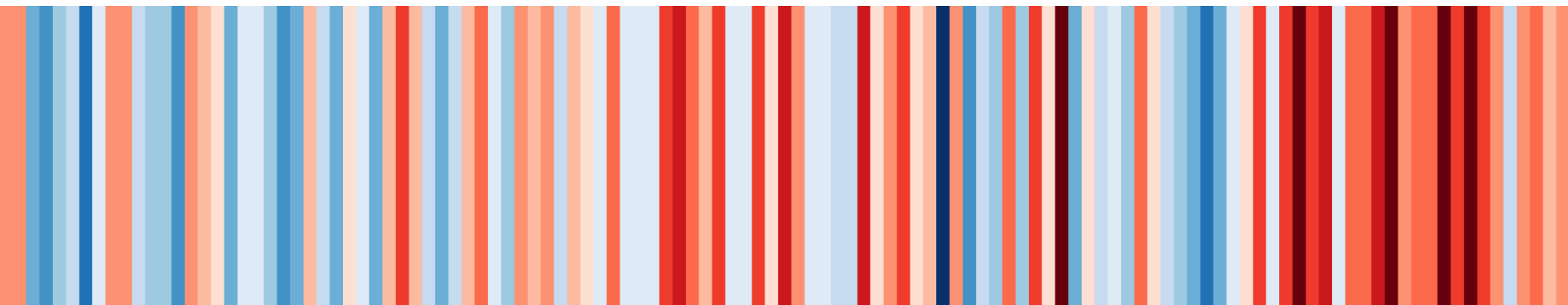
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## Executive Summary

The purpose of the Corporate Climate Plan ("Plan") is to provide a comprehensive framework ("Framework") to reducing greenhouse gas (GHG) emissions from the corporate operations of the City of St. John's. This Plan responds to Council's declaration of a climate emergency in November 2019.

Climate scientists agree that fast rising global temperatures have created a worldwide climate crisis. The Intergovernmental Panel on Climate Change (IPCC) released The Special Report on Global Warming of 1.5°C providing scientific evidence for the need to limit global warming to 1.5°C. The IPCC states that this is possible but "would require rapid, far-reaching and unprecedented changes in all aspects of society". To align with the scientific evidence, governments, corporations, and institutions around the world are implementing energy use and GHG emissions reduction measures over the coming decade. Internationally, the goal is to achieve net-zero emissions by mid-century or sooner to avoid many of the worst climate impacts. The Government of Canada committed to reaching net-zero GHG emissions nation-wide by 2050 and established legally binding legislation to meet rolling 5-year emission reduction targets, starting with Canada's target of reaching 40% below 2005 level by 2030<sup>1</sup>. Newfoundland and Labrador also committed to reaching net-zero by 2050, which is striking a balance between GHG emissions produced and GHGs eliminated or taken out of the atmosphere.

This Plan establishes corporate GHG emissions reduction targets for the City of St. John's that align with municipal best practices. These targets satisfy commitments made to the Federation of Canadian Municipalities Partners for Climate Protection, as well as the Global Covenant of Mayors for Climate and Energy. The next five to ten years are critical to setting St. John's on the path to meet the Region's GHG emissions reduction targets and to support national and global efforts. The Plan identifies a management framework, as well as priority strategies and tasks for the short (1-2 yrs), medium (3-5 yrs) and long (>5 yrs) term that can be embedded into the City operations to set St. John's on the path to meet the proposed corporate targets.



*Temperature Change in Newfoundland and Labrador Since 1901*

<sup>1</sup> Bill C-12: An Act respecting transparency and accountability in Canada's efforts to achieve net-zero greenhouse gas emissions by the year 2050. First Reading, November 18, 2020. <https://parl.ca/DocumentViewer/en/43-2/bill/C-12/first-reading>

## Introduction and Background

The climate science from the Intergovernmental Panel on Climate Change's (IPCC) The Special Report on Global Warming of 1.5°C is clear: allowing global temperature rise to exceed 1.5°C will disrupt global social, economic and ecological systems, with severe consequences for the most vulnerable populations<sup>2</sup>. The report states that temperatures are likely to reach 1.5°C between 2030 and 2052 if greenhouse gas emissions (GHG) continue to increase at current global rates. Analysis compiled as part of [St. John's Climate Profile](#) indicates that our community would experience various impacts. We have already observed temperature increases of about 0.8°C since 1942, warming of sea surface temperatures, an increase of intensity and duration of some storms, and a long-term sea level rise of about 1.9 mm/year since the 1940's. It is projected that without action temperatures will have increased by 2.7°C by 2050s, leading to other significant changes in precipitation, winter conditions, and sea level rise. This would exacerbate existing risks for vulnerable residents, disrupt infrastructure systems, and lead to economic impacts.

Although projections are alarming, significant opportunities exist for climate action, including various economic opportunities including cost savings, environmental improvements, and job creation. Canada, along with 195 countries around the world endorsed the Paris Agreement in 2015. The Government of Canada has committed to reaching net-zero GHG emissions nation-wide by 2050 and established legally binding legislation to meet rolling 5-year emission reduction targets, starting with Canada's target of reaching 30 per cent below 2005 level by 2030<sup>3</sup>. Provincial governments across Canada, including Newfoundland and Labrador, joined the Pan-Canadian Framework on Clean Growth and Climate Change. In this framework Newfoundland and Labrador committed to approximately 15% reduction by 2020 from 2005, 39-48% by 2030, and recently committed to net-zero GHGs by 2050. Net-zero means striking a balance between GHG emissions produced and GHGs eliminated or taken out of the atmosphere.

The City of St. John's strives to be sustainable today and for future generations. This is a vision expressed in the City of St. John's Strategic Plan. Through various commitments, the City of St. John's Council has re-enforced its ongoing commitment to act and reduce the GHGs emissions, while preparing the City to deal with the challenges and capitalize on opportunities that climate change is presenting. This includes the two components responding to the Climate Emergency Declaration on November 4, 2019 (when St. John's City Council joined a growing global movement calling for urgent action to avert the climate crisis unanimously):

- 1) **Corporate Climate Plan** This presents a framework for the Corporate City of St. John's to improve energy efficiency and reduce its GHG emissions from its operations and services.
- 2) **Resilient St. John's Community Climate Plan** This plan presents the environmental and economic plan and analysis to support our community to adopt a low carbon pathway that realizes the economic opportunities of a low carbon future.

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<sup>2</sup> <https://www.ipcc.ch/sr15/>

<sup>3</sup> Bill C-12: An Act respecting transparency and accountability in Canada's efforts to achieve net-zero greenhouse gas emissions by the year 2050. First Reading, November 18, 2020. <https://parl.ca/DocumentViewer/en/43-2/bill/C-12/first-reading>

## Goal and Objectives

The goal of this Plan is to formalize a framework for the City to embed energy and climate considerations as part of operational and investment decision-making, enabling coordinated efforts to achieve substantial corporate GHG emissions reductions over the coming decades. The Corporation of the City of St. John's will achieve this by pursuing the following objectives:

- **Reduce Energy Intensity and Improve Energy Efficiency** – first reducing the energy demand of facilities and other infrastructure through improvements such as scheduling, maintenance, heat recovery. Energy efficiency is well known to be the most cost effective and widely applicable strategy to reduce greenhouse gas emissions in the near term.
- **Create a Culture of Energy Conservation** – foster the culture of energy conservation within the corporation to reduce energy intensity, GHG emissions, and realize the potential of asset management (e.g., life cycle costing) to achieve long-term savings.
- **Increase Staff Energy Management Capacity & Knowledge** – increase the capacity of staff to manage and monitor energy efficiency through a collaborative implementation approach.
- **Switch and/or Generate Energy to Reduce GHG Intensity** – the City recognizes that electrification and production of on-site renewable energy are key strategies that can aid in the efforts to stabilize operating costs while reducing the City's GHG emissions.
- **Demonstrate Municipal Leadership** – lead by example and proactively improve the energy awareness of visitors at City facilities. While the corporate emissions of the City of St. John's represent a small portion of our community-wide emissions, higher levels of energy awareness and education have been demonstrated to result in accelerated climate action in the community.

The corporate framework is a management tool that is used to:

- **Set a reference point**, which helps establish and track an ambitious but realistic corporate GHG reduction target.
- **Take action** by collaboratively identifying significant sources of GHG emissions and energy use. This is necessary to align efforts across operations, priorities, and inform evidence-based decision making.
- **Save money** by reducing the budgetary risk to the increase cost of GHG emissions. The framework also reveals short-term savings opportunities to align the various priorities of the City. It improves capacity and sharing of information which makes funding opportunities for energy and resilience projects easier to obtain (e.g., FCM's Green Municipal Fund, NL Climate Change Challenge Fund).

### Price of Carbon emissions (CO<sub>2</sub>e)



**2030** - \$170 per tonne of CO<sub>2</sub>e

**Current** - \$40 per tonne of CO<sub>2</sub>e

The Corporate Plan deals with energy and greenhouse gas emissions under operational control of the City of St. John's City Council, as per the GHG Protocol Corporate Standard. The Community components of energy and GHG emissions (e.g., personal and public transportation, waste, residential, institutional, commercial, industrial energy use and GHG emissions) will be addressed as part of the "Resilient St. John's Climate Plan".

For more information please visit: <http://stjohns.ca/living-st-johns/your-city/sustainability>.

## St. John's Corporate Climate Plan

### Energy Use and GHG Baseline Data

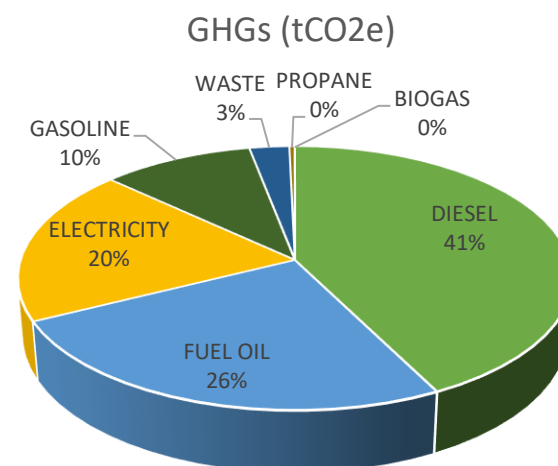
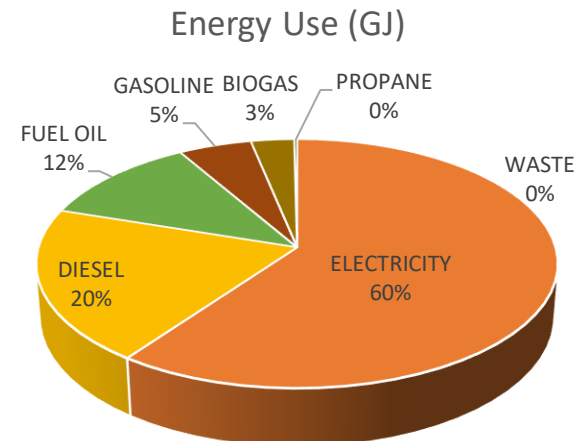
The City of St. John's Energy and Greenhouse Gas Inventory for 2018<sup>4</sup> report was prepared in conformance with the CSA/ISO 14064-1 standard. The inventory follows requirements of the Partners for Climate Protection (PCP) Protocol and incorporates refinements from the 2019 IPCC Guidelines for National Greenhouse Gas Inventories and the Greenhouse Gas Protocol.

In the baseline year of 2018, the City consumed approximately 365,624 GJ of energy (approximately 1.6% of total community energy use). Electricity, diesel, and fuel oil contributed the most to the energy consumption (60%, 20%, and 12% respectively) and to the energy cost, which was estimated to be approximately \$12 million. The City of St. John's emitted approximately 12,458 tCO<sub>2</sub>e (approximately 1% of total community GHG emissions), which is equivalent to driving a car to Vancouver and back 3,500 times (assuming a vehicle fuel efficiency of 7.8 km/l). Diesel, fuel oil and the GHGs produced in the generation and transmission of the electricity contributed the most to the energy consumption (41%, 26%, and 20% respectively).

*Table 1 Comparison of Energy Consumption by Energy Source*

Energy	tCO <sub>2</sub> e	GJ	Cost (\$M)
Fuel Oil	3,180	42,281.5	\$0.9
Electricity	2,454	219,322.6	\$8.6
Diesel	5,184	73,403.4	\$1.7
Gasoline	1,255	18,769.4	\$0.5
Waste	336.3	-	-
Propane	45.5	755.6	\$0.02
Biogas	2.7	11,092.1	-
<b>Total</b>	<b>12,458</b>	<b>365,624.6</b>	<b>\$12</b>

In 2018, St. John's consumed approximately 14.4 million gigajoules (GJ) of energy. Which emitted 667,113 tonnes of carbon dioxide equivalents (tCO<sub>2</sub>e). Corporately, in the same year, the City operations and services consumed 365,625 GJ of energy, which emitted 12,457 tCO<sub>2</sub>e



*Figure 1 Comparison of Energy Consumption and GHG emissions by Energy Source*

<sup>4</sup> [http://stjohns.ca/sites/default/files/publication/StjohnsCorpCommGHGInventory-Final\\_0.pdf](http://stjohns.ca/sites/default/files/publication/StjohnsCorpCommGHGInventory-Final_0.pdf)

## St. John's Corporate Climate Plan

From a sector perspective, water, facilities, and transportation were the highest energy consumers in 2018, followed by wastewater and streetlights. However, streetlights contributed the most to the cost of energy used (32%). Billing for streetlighting from the local utility is based on a monthly rate and not a per-kWh rate. This means that there are other factors embedded in the cost for streetlighting, and the price is based on a variety of factors including the type of pole, and the type of light (e.g., High Pressure Sodium vs Light Emitting Diode), operation and maintenance.

Table 2 Comparison of Energy Consumption and GHG Emissions by Sector

Sector	tCO <sub>2</sub> e	GJ	Cost (\$M)
Facilities	3,126	95,436	\$2.3
Transportation	5,923	85,037	\$2.4
Water	1,622	109,839	\$2.5
Wastewater	1,118	48,116	\$0.9
Waste	413	4,427	\$0.1
Streetlights	253	22,768	\$3.9
<b>Total</b>	<b>12,458</b>	<b>365,625</b>	<b>\$12</b>

The Transportation sector (this sector includes the corporate fleet as well as some miscellaneous use of fossil fuels) accounted for 48% of the total GHG emissions of the corporate operations and services of the City of St. John's. Emissions from the operations of Facilities accounted for 25%, and the emissions associated with Water (production and distribution) accounted for 13%. More detail is provided in each sector's analysis section in this report.

### Limitations of Corporate Inventory include:

- Waste Management buildings energy use are included; however, due to its regional scope only the landfill gas (LFG) associated with corporate waste volume is included in this plan. All LFG from our community is incorporated in the community inventory and actions will be included in community plan.
- Emissions from the City's subsidiaries St. John's Transportation Commission (Metrobus) and St. John's Sports and Entertainment (SJSE), while calculated and mentioned in this plan, will be addressed in the community plan in partnership with their respective boards.
- Corporate scope 3 emissions<sup>5</sup> are not included in the current corporate inventory. It is recognized that the City has influence on Scope 3 emissions, including contracted services and employee commuting to work. Future updates to the corporate GHG inventory and this framework will explore opportunities to include relevant Scope 3 emissions for key value chain activities and influence reductions. In addition several Scope 3 emissions to the corporation will be addressed through community targets and reductions.

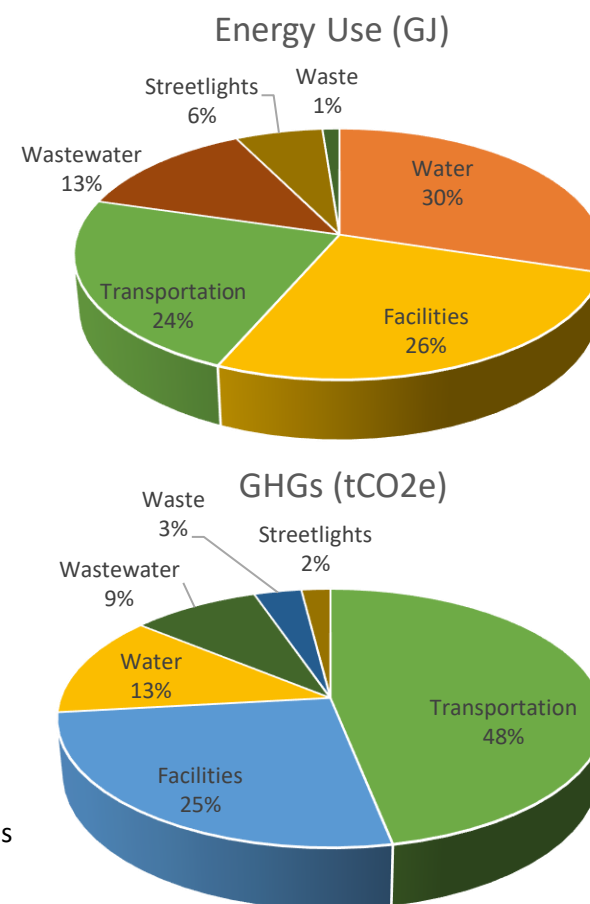


Figure 2 Comparison of Energy Consumption and GHG Emissions by Sector.

<sup>5</sup> Scope 3 emissions occur from sources owned or controlled by other entities in the value chain.

## St. John's Corporate Climate Plan

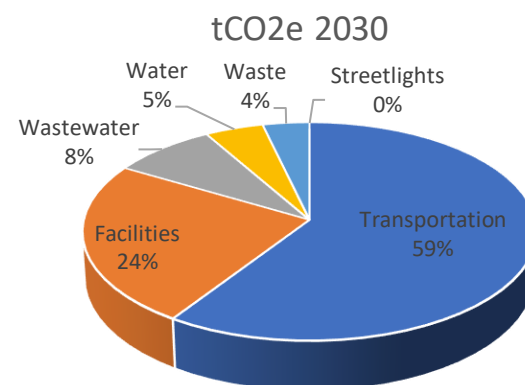
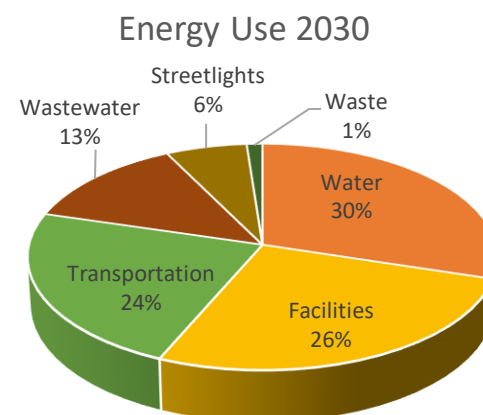
### Projections

In a business-as-usual scenario, it can be conservatively assumed that the energy consumption of the corporation may follow the population growth trends. The analysis in the following sections presents estimated based on a medium population growth scenario (+5.6% from 2018's population by 2030). The changes in emissions due to hydropower capacity in the province may result in reduced emission, even when increases in population and service could be required. Biogas shows an increase; however, this is partially due to how small the value is and its sensitivity to change. Also, it is likely that the increase in biogas consumption would result in some displacement of fuel oil use.

The predicted overall increase in energy use across all sectors is likely conservative, as several sectors do not require a linear increase in energy use to provide adequate service to the projected increase in population. The sectors that have the greatest share of their energy consumption coming from electricity would see the most benefit with regards to GHG emissions reductions from hydropower generation. Streetlights, for example, only use electricity as energy and therefore see a decrease in emissions of nearly 100%. Water would be a close second due to 94% of its energy usage being from electricity.

*Table 3 Comparison of 2018 and Projected (2030) Energy Consumption and Emissions by Sector.*

Sectors	GJ (2018)	tCO2e (2018)	GJ (2030)	tCO2e (2030)	Change in GJ	Change in tCO2e
Streetlights	22,768	255	24,011.4	0.0	5.5%	-100%
Water	109,839	1,622	115,835.2	491	5.5%	-56%
Wastewater	48,116	1,117	50,743.1	871	5.5%	-46%
Facilities	95,436	3,126	100,646.1	2,551	5.5%	-18%
Waste	4,427	413	4,669.1	389	5.5%	-6%
Transportation	85,037	5,939	89,678.6	6,246	5.5%	6%
<b>Total</b>	<b>365,624.6</b>	<b>12,457</b>	<b>385,584.5</b>	<b>10,549</b>	<b>5.5%</b>	<b>-15%</b>



*Figure 3 Comparison of Projected Energy Consumption and GHG Emissions by Sector.*

## Framework Development Process

The framework does not prescribe how the City will achieve its GHG targets at the site level; rather, it describes the strategies that will support staff and St. John's City Council to identify, quantify, prioritize, and balance climate actions among other City priorities. The Framework was developed over the course of 2020 and 2021. Members of staff that were consulted and provided information, review and insight include:

- |                         |                                |                             |
|-------------------------|--------------------------------|-----------------------------|
| - City Buildings Staff  | - Waste Management Staff       | - Housing Staff             |
| - Water Treatment Staff | - Roads Staff                  | - Regional Fire             |
| - Wastewater Staff      | - Parks and Open Spaces Staff  | - Metrobus and SJSE         |
| - Fleet Staff           | - Organization Performance and | - Environment and           |
| - Capital Works Staff   | Strategy Staff                 | Sustainability Expert Panel |

The process began by creating a shared understanding of the baseline energy use and emission through the 2018 Energy and GHG Corporate Inventory and the modeling of potential future energy use for the year near 2030. Following this, ad-hoc information gathering meetings and additional information gathering were used to inform the proposed corporate targets, actions, and implementation considerations captured in this report. Additional information on potential benefits were obtained from experience in the City and ASHRAE Level 1 audits of the most energy intensive facilities in the City's portfolio. The draft framework was reviewed by staff and then brought forward to the Environmental and Sustainability Expert Panel for commentary.

**The framework is composed of three components:**

- 1) Proposed Corporate Targets,
- 2) Governance and Implementation Approach,
- 3) Strategies to achieve GHG reductions in line with the 2030 target and be well prepared to reach the 2050 target.

## City of St. John's Corporate Greenhouse Gas Emissions Targets

As per the Milestone 2 of the PCP Program requirements for the City to adopt a target(s) for GHG reductions, we foresee a long-term Energy and GHG management program where the CSJ starts to implement behavior change and cost-effective energy initiatives while exploring opportunities for investing in renewable energy generation and low carbon technologies.

There is significant uncertainty due to the potential of changing electricity costs in the Newfoundland and Labrador, as well as due to the impact of COVID-19 on the oil and gas industry. Therefore, it is proposed that the City adopts a target, as well as a stretch target, which reflects the ambition and aspiration to do better if external conditions enable the City to do so.



## Proposed Corporate Targets for the City of St. John's:

The reduction of greenhouse gas emissions is clearly an urgent matter, and the implementation is challenging. However, GHG reduction targets should reflect the evidence and urgency of the action required to achieve the desired outcome. Municipalities are moving towards annual GHG emission targets, this aligns with annual decision-making cycles. This approach ensures that the City stays on track, provides some flexibility year over year, but maintains accountability for long-term impacts of decisions. It incorporates the reality that the trajectory that we take matters as much as the result we are committed to deliver.

The remaining GHG emissions that can be emitted to prevent the globe from exceeding 1.5 C have been estimated by the international scientific community. Calculating our municipality's fair share of the remaining global carbon budget was completed through guidance from the Science-Based Targets initiative. It proposes that an absolute reduction in emissions of 4.2% per year results in alignment to the ambition to prevent warming from exceeding 1.5 °C. This means that the City of St. John's has an approximate Carbon budget of 142.1 kilotonnes between 2022 and 2045. Following this reduction pathway year over year, the Corporate City of St. John's could achieve net-zero emissions by 2045.

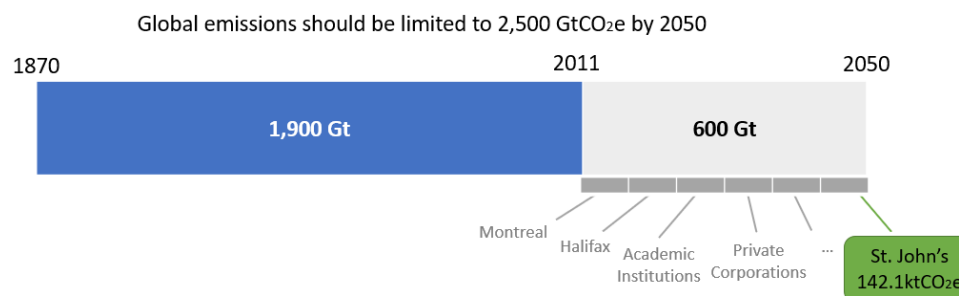


Figure 4 St. John's approximate corporate fair share of GHGs by 2050

## Proposed Targets for City of St. John's

- Committed to a 40% reduction by 2030 and a stretch target of 50% by 2030 from 2018 emissions<sup>6</sup>.
- Committed to Net-zero by 2050<sup>7</sup> at the latest.

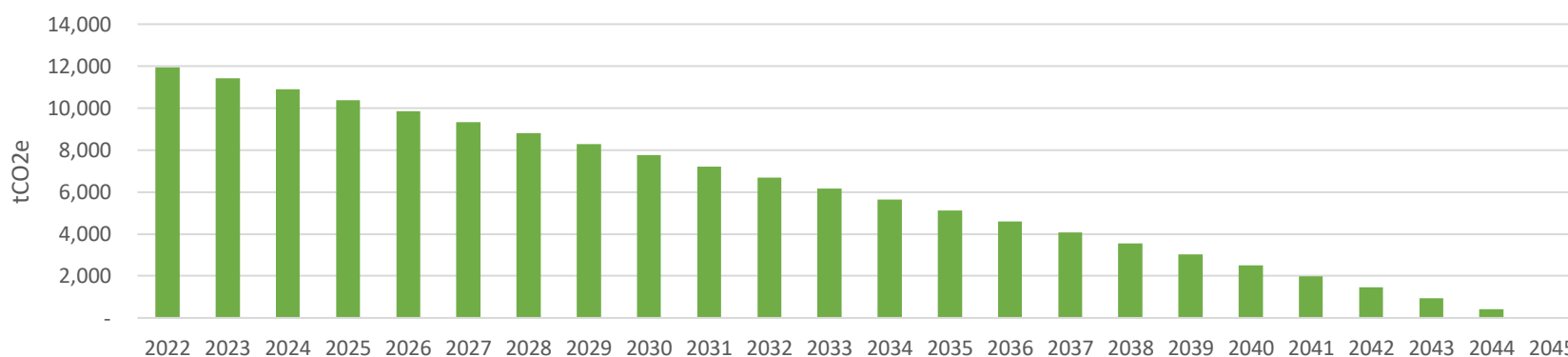


Figure 5 GHG Reduction Pathway 2022-2045

<sup>6</sup> Target set using an absolute emissions contraction method outlined in Science Based Targets initiative based on operational control.

<sup>7</sup> The IPCC defines net-zero as: net-zero emissions are reached when anthropogenic (i.e., human-caused) emissions of greenhouse gases to the atmosphere are balanced by anthropogenic removals over a specified period.

St. John's Corporate Climate Plan  
Governance and Implementation

The City of St. John's Corporate Climate Plan and the framework proposed will be implemented through a whole-city approach, including clearly defined roles and responsibilities.

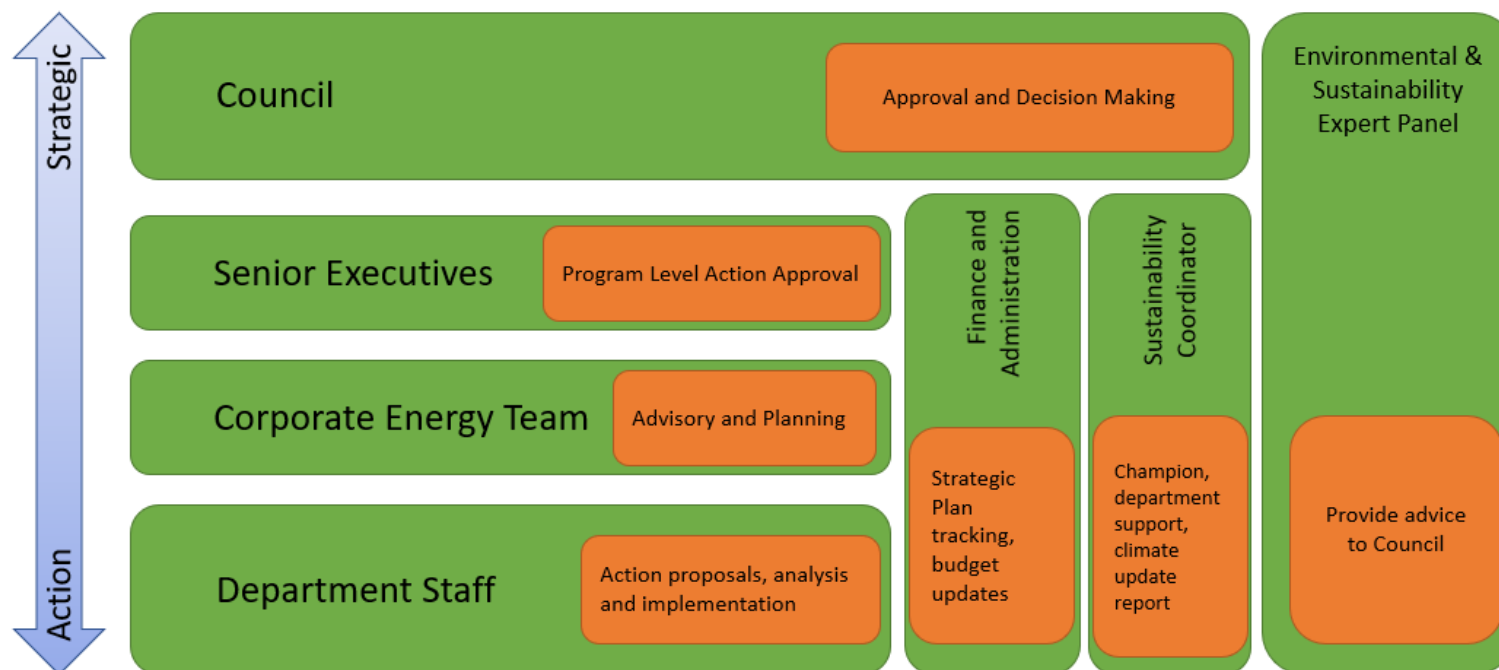


Figure 6 Key Roles  
Table 4 Key Roles and Responsibilities

Group	Role	Responsibility
<b>St. John's City Council</b>	Review and approve proposed actions and the City Budget	
<b>Environmental &amp; Sustainability Expert Panel</b>	Sustainability Community Lead	Provide advice to Mayor and Council with respect to the City's response to the climate emergency and other environmental issues
<b>Sustainability Coordinator</b>	Internal Sustainability Champion	Central hub for climate action, leadership, convening and coordinating, reporting, and analyzing.
<b>Senior Executives</b>	Department Lead	Integrate climate considerations into business plans and budget.
<b>Corporate Energy Team</b>	Sustainability Lead	Cross-departmental venue to support action planning and senior decision-makers.
<b>Department Staff</b>	Action Planning & Implementation	GHG reduction options development, analysis, incorporation in projects/programs and budgets.
<b>Finance and Administration</b>	Strategic Plan tracking and City Budget	Evaluate the financial implications at the corporate level, alignment with financial framework.

## St. John's Corporate Climate Plan

### The Corporate Energy Team

The Corporate Energy Team (CET), comprised of a cross-functional team of corporate stakeholders who have direct responsibility for energy use in City operations, will ensure the City stays informed and on track with the implementation of this framework.

#### The CET purpose is to:

- Actively collaborate to implement energy efficiency projects and inclusion of best practices in daily operations.
- Identify energy management strategies, incentives, and support proposals that meet various department objectives.
- Increase corporate awareness of the consumption of energy within each department and promote employee engagement and awareness of energy and GHG initiatives and opportunities.
- Provide information for the Annual Report of the framework's implementation.

Corporate Energy Team (CET)	
Membership	Role in the CET
<b>Sustainability Coordinator</b>	- Meeting coordination, framework reporting, energy monitoring, chair
<b>Manager, Buildings</b>	- Overview of energy projects involving City non-process facilities
<b>Operations &amp; Systems Engineer, Buildings</b>	- Support of energy projects involving City non-process facilities
<b>Supv. Electrical &amp; Mech. Systems, Buildings</b>	- Support of energy projects and operations for City non-process facilities
<b>Manager, Capital Works</b>	- Overview of major projects in City Facilities
<b>Managers, Water and Regional Treatment</b>	- Overview of energy projects involving water and wastewater infrastructure
<b>Supervisor, Waste Diversion</b>	- Overview of corporate solid waste diversion projects
<b>Manager, Fleet</b>	- Overview of projects involving city vehicles
<b>Program Manager, Asset Management</b>	- Overview of projects with alignment to the asset management program

Internal Stakeholder	Role in the Framework
<b>Parks and Open Space</b>	<ul style="list-style-type: none"> <li>- Meet annual with the CET to align operations, parks development, and retrofit projects with the strategies in this framework.</li> <li>- Work closely with the Sustainability Coordinator to pursue incentives/grants for tree planting projects with the purpose of implementing the Urban Forest Masterplan's Planting Program in City owned land, with the goal of capturing greenhouse gases and reducing fuel use for turf maintenance.</li> </ul>
<b>Recreation and Humane Services</b>	- Meet annually with CET to align operations and projects with the strategies in this framework.
<b>Finance and Administration</b>	- Work closely with the CET to implement the framework's strategies and when updating purchasing policies or bylaws aligned with the scope of this framework.
<b>Housing</b>	- Meet annually with CET to align operations and projects with strategies in this framework.
<b>Transportation</b>	- Meet annually with the CET to align efforts on mode share, lighting, and EV charging.
<b>Purchasing &amp; Risk Management</b>	- Work with CET when updating purchasing policies or bylaws to align with objectives of this framework.
<b>Office of the Fire Chief, St John's Regional Fire</b>	- Meet annual with the CET to align operations, plans, and retrofit projects with the strategies in this framework.
<b>Metrobus and St. John's Sports and Entertainment (SJSE)</b>	- Meet annual with the CET to align operations, plans, and retrofit projects with the strategies in this framework.

## St. John's Corporate Climate Plan

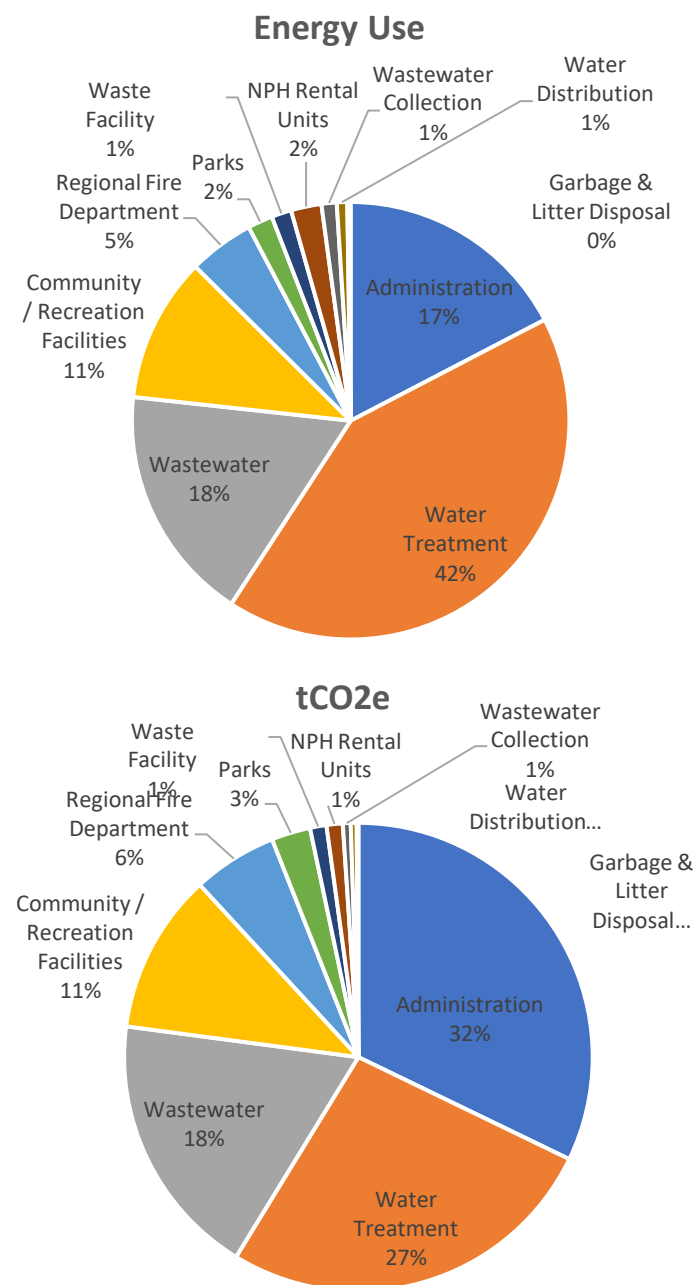
### *Buildings and Facilities*

In Newfoundland and Labrador 9% of the province's emissions comes from Buildings. The City of St. John's currently operates over 50 buildings including recreation facilities, depots, administration buildings, and pays for some utility costs in housing rental units. These buildings collectively consume over 17 million kWh, and 847,000 Liters of heating oil, as well as some propane and fuel for back-up generators.

Process Facilities emit about 25% of the City's corporate emissions. The Administration Buildings emit about 15%, the Community/Recreation Facilities account for 6%, Parks/Housing Rentals (paid by the City)/Regional Fire facilities make up about 4-5%.

Category	GJ	tCO2e	% Total Corp. GHGs
Administration Buildings and Depots	44,766.6	1,902	15%
Community / Recreation Facilities	27,608.5	654	5%
Housing Rental Units (paid by the City)	5,816.8	66	>1%
Parks	4,753.2	159	1%
Regional Fire Department	12,490.9	345	3%
Water Treatment	107,845.90	1,571	13%
Water Distribution	1,993.1	24	>1%
Wastewater	45,228.5	1,085	8.70%
Wastewater Collection	2,887.9	32	>1%
Waste Facility	3,803.1	67	>1%
Garbage & Litter Disposal	624.4	7	>0.01%

Emissions from facilities represent 47% of the corporate emissions. Its energy use and emissions can be broken down by type as shown in the graphics. The City has made strides to both incorporate renewable energy and energy efficiency in its operations including geothermal system in Paul Reynolds, variable frequency drives in water treatment plants, improving the reuse of biogas (providing roughly 40% of the facility's heating) produced by the anaerobic digester (part of the wastewater treatment process). In addition to other ongoing energy efficiency measures such as: LED retrofits, replacement of air handling units, updating building automation systems and programming, among other facility retrofits (e.g., fire stations, city hall annex, 245 Freshwater Rd). The following strategies would enable staff to accelerate the implementation of these types of projects.



Strategy	Tasks	Responsibility	Tools	Key Performance Indicators	Timeline
Track Facility Energy Performance, and Progress Towards Targets using RETScreen Expert	<ul style="list-style-type: none"> <li>- Monitor and track energy bills.</li> <li>- Create and update energy performance models using RETScreen Expert for high-use facilities.</li> <li>- Benchmark against best-in-class facilities.</li> <li>- Monitor progress towards targets annually</li> <li>- Collaborate to identify opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Buildings Staff</li> <li>- Environmental Services Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- RETScreen</li> <li>- City Budget</li> <li>- Utility information</li> </ul>	<p>Consistent performance evaluation (Y/N)</p> <p>% of Corp. energy use monitored and tracked</p>	Short – Ongoing
Whole System Approach to Scoping Projects for City Facilities	<ul style="list-style-type: none"> <li>- Document a check-list type guidance to support retrofit project scoping: considering building envelope, building automation, and lighting upgrades as part of mechanical and other major system renewal/retrofit projects.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Buildings Staff</li> <li>- Capital Works Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Third Party Funding and Incentive Programs</li> </ul>	<p>Number of projects implemented considering whole system approach</p>	Medium
Energy Audits to Identify Opportunities	<ul style="list-style-type: none"> <li>- Conduct building audits (ASHRAE Level 2) focusing on high savings potential buildings based on benchmarking to prioritize actions.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Buildings Staff</li> <li>- Asset Management Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Sustainability Operating Fund</li> <li>- Third Party Funding and Incentive Programs</li> </ul>	<p># of Audits Completed</p> <p>Energy savings and associated GHG reduction</p>	Short (Update every 5 years)
Thermal Energy Conservation and Reuse	<ul style="list-style-type: none"> <li>- Explore thermal imaging audits in facilities known for heat loss and thermal retention issues to identify retrofit opportunities with quick payback.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Buildings Staff</li> <li>- Environmental Services Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Sustainability Operating Fund</li> </ul>	<p># of thermal audits completed</p>	Medium
Sub-Metering for Energy Use Monitoring and Reporting	<ul style="list-style-type: none"> <li>- Consider real-time monitoring of electricity and heating fuel for medium and high savings potential buildings.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Buildings Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Opportunity Assessment</li> <li>- Energy &amp; GHG Inventory</li> </ul>	<p># of facilities with sub-metering</p>	Medium
Equipment Asset Management	<ul style="list-style-type: none"> <li>- Maintain and share a central inventory of building systems and facility equipment that utilizes energy.</li> <li>- Explore potential to enable lifecycle costing through asset management.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Buildings Staff</li> <li>- Asset Management Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Asset Management Program</li> <li>- Building Condition Assessments</li> <li>- Energy Audits</li> </ul>	<p>% of facilities with equipment kept up to date</p>	Medium – Long Term

## St. John's Corporate Climate Plan

<b>Budget-Neutral Approaches to Energy Efficiency and GHG Reduction</b>	<ul style="list-style-type: none"> <li>- Explore budget-neutral frameworks to support immediate investment in energy efficiency and GHG reductions (e.g., Energy Performance Contract [EPC]) for measures that can be repaid directly from savings.</li> <li>- Document opportunities that don't fit the scope of these frameworks to be implemented by staff on an opportunity basis.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Buildings Staff</li> <li>- Capital Works Staff</li> <li>- Finance Department Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Energy Opportunity Assessment</li> <li>- Energy Performance Contract Guidance for Federal Buildings</li> <li>- Third Party Funding and Incentive Programs</li> </ul>	Energy savings and associated GHG and cost avoidance	Short
<b>Accelerated Lighting Conservation</b>	<ul style="list-style-type: none"> <li>- Continue to retrofit fluorescent lighting in facilities and parks with LED fixtures.</li> <li>- Consider upgrades to lighting controls to further reduce energy use.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Buildings Staff</li> <li>- Parks Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Incentive Programs</li> </ul>	# of complete facilities retrofitted to LED	Medium – Ongoing
<b>Corporate Green Building Standard</b>	<p>Develop and adopt a design standard based on best practices for new non-process buildings that considers:</p> <ul style="list-style-type: none"> <li>- Standards for equipment and building systems (including right-sizing and power density)</li> <li>- High facility energy performance approaches</li> <li>- Renewable energy options instead of greenhouse gas intensive systems</li> <li>- Supportive infrastructure for sustainable transportation</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Capital Works Staff</li> <li>- Buildings Staff</li> <li>- Finance Department Staff</li> <li>- Purchasing and Risk Management Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Existing Green Building Best Practices (e.g., LEED)</li> </ul>	<p>Corporate Green Building Standard Adopted (Y/N)</p> <p># of new facilities built to new standard</p> <p># of existing facilities retrofitted to fit new standard</p>	Short
<b>Performance Verification in Commissioning</b>	<ul style="list-style-type: none"> <li>- Document and implement commissioning process to ensure design standard performance is verified for new facilities and major renovations</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Buildings Staff</li> <li>- Capital Works Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Past Scope of Work Documents</li> </ul>	Documented process being consistently followed (Y/N)	Medium
<b>Electric Vehicle Charging Infrastructure in City Facilities</b>	<ul style="list-style-type: none"> <li>- Pursue cost-share funding opportunities to install electric charging infrastructure in City owned buildings and facilities. <ul style="list-style-type: none"> <li>o Explore the inclusion of a nominal fee for public use to offset the upfront cost, support future projects, and ensure an equitable support to residents</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Buildings Staff</li> <li>- Transportation Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Third Party Funding Opportunities</li> </ul>	<p>Number of charging stations</p> <p>Number of facilities with charging stations</p>	Short - Ongoing

## St. John's Corporate Climate Plan

<b>Renewable Energy Corporate Facilities</b>	<ul style="list-style-type: none"> <li>- Continue to implement renewable energy in new buildings (e.g., air or geothermal heat pump)</li> <li>- Explore opportunities and detail feasibility for renewable systems in existing administration and recreation facilities to stabilize utility costs and build resilience (e.g., solar, geothermal).</li> <li>- Continue to improve landfill gas collection and explore community partnerships to enable its re-use.</li> <li>- Maximize re-use of biogas in wastewater treatment facility to displace heating oil.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Capital Works Staff</li> <li>- Buildings Staff</li> <li>- Environmental Services Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Asset Management Program</li> <li>- Building Condition Assessments</li> <li>- Feasibility Studies</li> <li>- Landfill and Biogas Data Monitoring and Past Studies</li> </ul>	<ul style="list-style-type: none"> <li># renewable energy systems</li> <li>kWh of electricity generated</li> <li>\$ of savings generated</li> </ul>	Medium - Long Term
<b>Reduce Water Intensity of City Facilities</b>	<ul style="list-style-type: none"> <li>- Inventory water-using equipment and fixtures</li> <li>- Identify opportunities for replacement with water efficient/ low consumption equipment</li> <li>- Explore opportunities for rainwater for vehicle washing.</li> <li>- Develop a water efficiency replacement policy</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Buildings Staff</li> <li>- Capital Works Staff</li> <li>- Parks Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Asset Management program</li> </ul>	<ul style="list-style-type: none"> <li>Number of equipment replaced under policy</li> </ul>	Short

## St. John's Corporate Climate Plan

### Fleet

In Newfoundland and Labrador 49% of the total energy use is from the Transportation sector, this sector emits 32% of the total GHG emissions. The City of St. John's Fleet inventory includes heavy-duty diesel vehicles, light duty diesel vehicles, and light duty gasoline vehicles. In 2018, the City maintained and operated approximately 125 gasoline light-duty units, and 156 diesel units (including sanders, blowers, trackless vehicles, and garbage trucks). St. John's Fleet accounts for 24% of the energy used, and 48% of the corporate GHG emissions. The energy cost of the City's fleet is approximately \$1.9M per year. This section does not include the Metrobus fleet specifically, however, this has been inventoried and some strategies could be applicable. The City of St. John's aims to reduce the overall use of fossil fuels in the corporate fleet through improvements in vehicle/route efficiency, maintenance, timely vehicle replacement, user behavior/awareness, and ultimately greener energy choices.

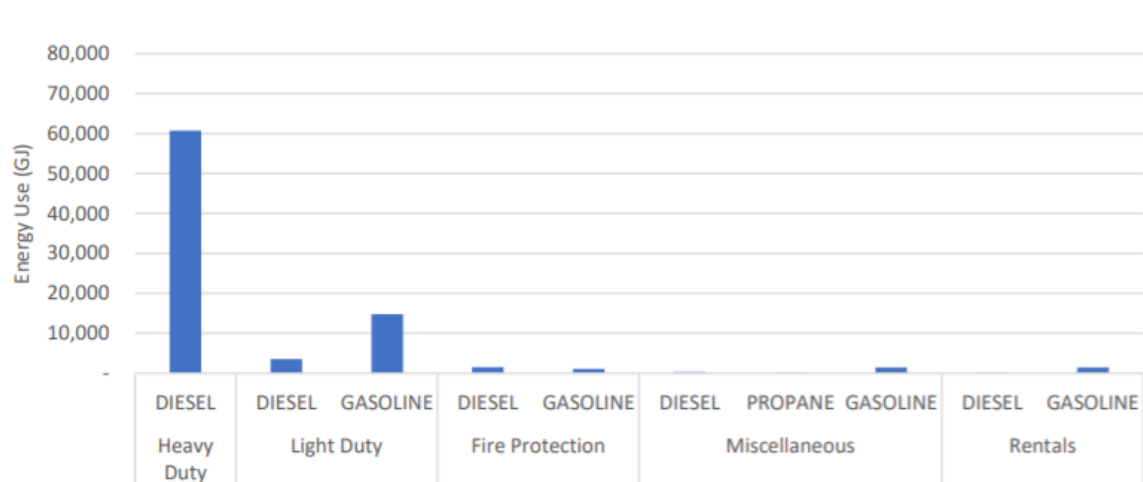
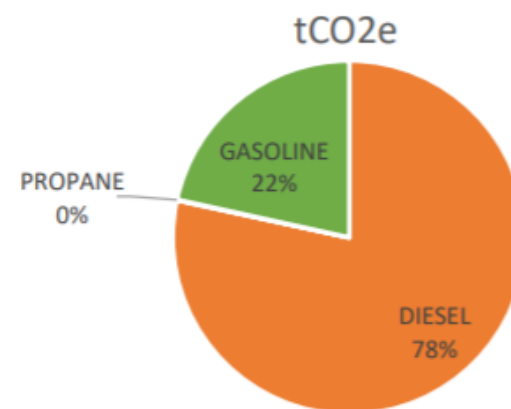
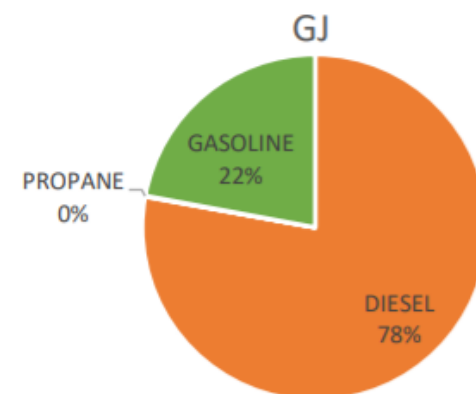


Table 16 Energy Consumption, Cost, and GHG Emissions by Category

Description	GJ	tCO <sub>2</sub> e	% Corp. Total GHGs
Heavy-Duty	60,709	4,275	34%
Light-Duty	18,331	1,239	10%
Fire Protection	2,618	181	1.4%
Miscellaneous	1,872	126	1%
Rentals	1,508	101	>1%
<b>Total</b>	<b>85,037</b>	<b>5,923</b>	<b>48%</b>



## St. John's Corporate Climate Plan

Strategy	Tasks	Responsibility	Tools	Key Performance Indicators	Timeline
<b>Monitor and Report Fuel Consumption</b>	<ul style="list-style-type: none"> <li>- Explore a weather-corrected annual report of fuel consumption of City's Fleet for review by the CET.</li> <li>- Collaborate to explore opportunities to reduce fuel use (e.g., reducing unnecessary idling, utilization of fuel consumption data in route optimization).</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Fleet Staff</li> <li>- Purchasing Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Asset Management Tools</li> </ul>	Fuel is being tracked and reported to operating staff (Y/N)  Number of opportunities identified  Number of routes optimized	Short – Ongoing
<b>Central List of Vehicles and Equipment</b>	<ul style="list-style-type: none"> <li>- Explore building upon existing vehicle inventory list to include all fuel-based and future non-fuel-based equipment and vehicles and include their fuel efficiency and estimated lifecycle cost.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Fleet Staff</li> <li>- Asset Management Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Asset Management Process</li> <li>- Asset Management Tools</li> <li>- Facility Energy Audits</li> </ul>	% of all City's fuel consumed by vehicles and equipment in inventory	Long Term
<b>Pathway to Corporate Fleet Electrification</b>	Based on current procurement policy identify pathways to electrify the Corporate fleet including considerations for: <ul style="list-style-type: none"> <li>- Existing Corporate Fleet Inventory and Use</li> <li>- Corporate Policy</li> <li>- Differential Capital Cost Forecast</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Fleet Staff</li> <li>- Fire &amp; Emergency</li> <li>- Recreation Staff</li> <li>- Parks Staff</li> <li>- Purchasing Staff</li> <li>- Finance</li> <li>- Metrobus</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- FCM Green Municipal Fund</li> </ul>	Path completed (Y/N)  % of Fleet vehicles included in the pathway	Short
<b>Anti-Idling Technologies</b>	<ul style="list-style-type: none"> <li>- Explore a pilot of technologies that can enable vehicles to maintain function reliability while not wasting fuel (e.g., anti-idling technology).</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Fleet Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- FCM Green Municipal Fund</li> </ul>	Number of Idling Hours Avoided	Short
<b>Low-Carbon Vehicle Pilot</b>	<ul style="list-style-type: none"> <li>- Explore opportunities to pilot light-duty low-carbon vehicles (e.g., PHEV, EV).</li> <li>- Explore opportunities to pilot heavy-duty fuel use reducing technologies.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Fleet Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- FCM Green Municipal Fund</li> <li>- NRCan Programs</li> </ul>	Number of Opportunities Identified  Potential Fuel Reduction from Full Implementation	Short
<b>Advanced Vehicle Replacement</b>	<ul style="list-style-type: none"> <li>- Explore the development of a tool to support review of costs of maintenance against expected lifecycle cost and cost of replacement, to operate the newest fleet possible.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Fleet Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Best Practices (e.g., E3 Fleet Program)</li> </ul>	Advanced Vehicle Replacement Tool developed and implemented (Y/N)	Long Term
<b>Efficient Driver Training Program</b>	<ul style="list-style-type: none"> <li>- Update training to include best-practices and pilot lessons, as well as continue to raise awareness of fuel efficiency and practices.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Fleet Staff</li> <li>- Parks Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Anti-idling corporate policy</li> </ul>	% Staff Operating Vehicles Trained	Medium

## St. John's Corporate Climate Plan

### *Solid Waste*

Waste accounts for 5% of our Province's emission. The province of Newfoundland has a strategic goal of diverting 50% of solid waste. The City of St. John's operations and services currently produces approximately 14,000 cubic yards per year of solid waste from 29 operating sites. This ranges from depots, affordable housing, administration buildings, to community services facilities. Waste-to-landfill from corporate operations generate approximately 336 tCO<sub>2</sub>e per year, which represents about 2.6% of the corporate emissions. The City of St. John's aims to explore opportunities to improve the amount of corporate diverted from landfill, waste data collection and analysis, while working to reduce the amount of waste generated.

Strategy	Tasks	Responsibility	Tools	Key Performance Indicators	Timeline
<b>Corporate Solid Waste Audits</b>	<ul style="list-style-type: none"> <li>- Implement a corporate solid waste audit to establish a corporate reduction and diversion target.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Environmental Services Staff</li> </ul>	<ul style="list-style-type: none"> <li>- FCM Green Municipal Fund (potential)</li> </ul>	Number of facilities (or total waste) characterized by waste audit	Short
<b>Reduce Single Use Plastics in City Operations</b>	<ul style="list-style-type: none"> <li>- Identify opportunities to align product purchasing with acceptable materials in the City's diversion program.</li> <li>- Develop a strategy to reduce the quantity of single-use plastics purchased by the City.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Environmental Services Staff</li> <li>- Finance and Procurement Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Environmentally Responsible Procurement Policy</li> <li>- Prohibiting the Purchase of Bottled Drinking Water Policy</li> </ul>	Number of waste streams addressed in the strategy	Medium to Long-Term
<b>Reduce Paper Waste</b>	<p>Explore potential to reduce paper use through measures like:</p> <ul style="list-style-type: none"> <li>- Replacement of paper towel dispensers with hand-driers</li> <li>- Reduce paper usage in administrative processes</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Facility Staff</li> <li>- Recreation Staff</li> <li>- Strategic Performance Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Continuous Improvement</li> </ul>	<p>Number of facilities with hand dryers installed</p> <p>Number of departments/programs moved from paper to electronic</p>	Medium
<b>Battery Collection</b>	<ul style="list-style-type: none"> <li>- Expand battery collection in City facilities.</li> <li>- Explore providing access to the public.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Facility Staff</li> <li>- Environmental Services Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Call2Recycle</li> </ul>	Kg of batteries collected	Short
<b>Corporate Organics Diversion Program</b>	<ul style="list-style-type: none"> <li>- Explore an expansion for re-use of corporate organics material diverted from operations.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Environmental Services Staff</li> <li>- Parks Staff</li> <li>- Recreation Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> </ul>	Diversion rate (%) or weight (Kg)	Medium
<b>Engagement and Education on Waste Diversion</b>	<ul style="list-style-type: none"> <li>- Continue to provide education materials for staff on how to properly dispose of waste.</li> <li>- Explore expanding the level of engagement of staff in collection events.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Environmental Services Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Corporate Online Hub</li> </ul>	Number of annual communication campaigns	Ongoing

## St. John's Corporate Climate Plan

### *Mainstream Energy and Climate*

This section provides strategies for enhance governance, capacity, procurement, and encouragement to incorporate energy efficiency and GHG reduction at all levels in the City as an organization. Implementing these strategies would enhance the City's alignment with external entities, while improving staff capacity to deliver on the target set by this framework.

Strategy	Tasks	Responsibility	Tools	Key Performance Indicators	Timeline
<b>Municipal Carbon Budget Management</b>	<ul style="list-style-type: none"> <li>- Integrate climate into municipal decision-making through a municipal carbon budget. Carbon budgeting identifies the cost in terms of carbon in capital, business planning, and asset management (e.g., City of Oslo's Climate Budget).</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Finance Staff</li> <li>- City Clerk's Office Staff</li> <li>- Asset Management Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Corporate GHG Target</li> <li>- Asset Management Policy</li> <li>- Business Planning Cycle</li> </ul>	Municipal Carbon Budget Process is adopted (Y/N)	Short
<b>Green Funding and Incentive Applications</b>	<ul style="list-style-type: none"> <li>- Develop an internal hub of up-to-date funding possibilities and requirements to support staff in capitalizing on opportunities, including information on shovel ready projects.</li> <li>- Explore and establish new mechanisms for financing climate action (e.g., revolving fund)</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Finance Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- TakeChargeNL</li> <li>- Newfoundland and Labrador Department of Environment, Climate Change and Municipalities</li> </ul>	Internal grants hub setup (Y/N)	Medium
<b>Staff Awareness and Capacity to manage Energy and GHGs</b>	<ul style="list-style-type: none"> <li>- Establish and support a Corporate Energy Team (CET) as proposed to support the implementation of this framework</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- City Manager</li> </ul>	<ul style="list-style-type: none"> <li>- Executive Team</li> </ul>	Corporate Energy Team is formed and terms of reference established (Y/N)	Immediate
<b>Energy Procurement</b>	<ul style="list-style-type: none"> <li>- Develop guidance for key aspects of energy use and GHG emissions to support staff in enacting the Environmentally Responsible Procurement Policy</li> <li>- Develop supportive documentation for staff purchasing equipment under \$50,000 with energy efficiency recommendations.</li> <li>- Explore an energy-efficient procurement policy</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Finance and Procurement Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Existing Environmentally Responsible Procurement Policy</li> </ul>	Procurement guidance is developed (Y/N)  Energy Procurement Policy is adopted (Y/N)	Short
<b>Incentivize Excellence</b>	<ul style="list-style-type: none"> <li>- Explore the potential to implement an internal corporate energy award through the CET and Council to recognize outstanding efforts within the City to conserve energy use.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Coordinator</li> <li>- Communications</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Energy Team</li> <li>- Council</li> <li>- City's Communications Channels</li> </ul>	Number of Energy Awards	Ongoing

## St. John's Corporate Climate Plan

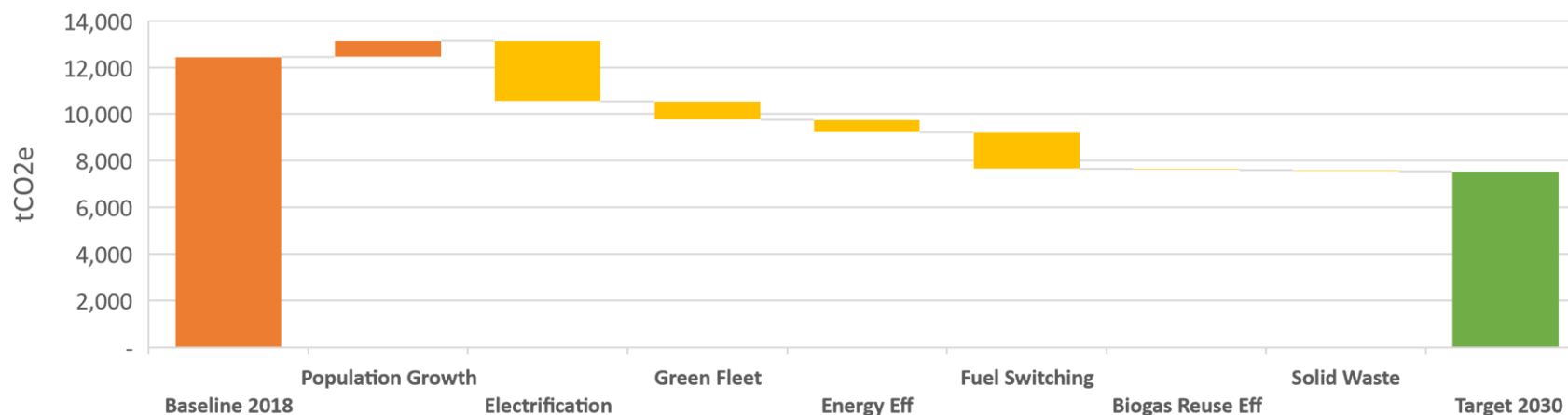
### Pathway to 2030 GHG Target

Given the GHG reduction strategies listed in the previous sections, and the scenario described in Figure 7, it is viable to achieve a 40% reduction by 2030 from the 2018 baseline. Assuming that:

- Emissions from our facilities and services grow in line with population growth in our community.
- Electricity rate uncertainty is managed through energy efficiency and not switch back to fossil fuels.
- The proposed strategies to reduce the fleet's energy intensity are implemented.
- Fuel switching is done for small and medium sized facilities, while implementing efficiency measures at all facilities.
- Efficiency is improved for the re-use of biogas to further displace oil use at wastewater treatment facility.
- Greenhouse gas intensity and volume of corporate waste is reduced.

*Corporate GHG Emission Scenario to 2030*

Description	tCO <sub>2</sub> e/Year	% of Baseline
Baseline 2018	12,457	100%
Population Growth (2030)	+ 685	+ 5.5%
Support Electrification	- 2,588	- 21%
Green Fleet Strategies	- 812	- 7%
Facility Energy Efficiency	- 530	- 4%
Fuel Switching Facilities	- 1,576	- 12.7%
Biogas Reuse Efficiency	- 42	- 0.3%
Solid Waste Reduction	- 49	- 0.40%
Scenario 2030	7,546	40%



*Figure 7 Corporate GHG Emission Scenario to 2030*

Although some deeper GHG reduction initiatives may not be cost effective today, a changing regulatory landscape, potential cost of carbon, energy costs, incentives, and technology change are expected to favor the economics of GHG reduction initiatives along the way. Therefore, aspiring to reduce GHG emissions to net-zero by 2050 is not an unrealistic scenario and in line with Newfoundland and Labrador's and Canada's commitment.

## Considerations for Implementation

**Monitoring and Reporting** To ensure the City remains flexible in its approach this framework is a living document which provides a roadmap for the Corporation and builds on the internal capacity and knowledge base to increase energy efficiency and eliminate energy waste. The Corporate Energy and GHG Management Framework Annual Update will be presented to Council along with proposed future energy budgets each year prior to commencing budget deliberations.

**Environmental and Sustainability Expert Panel** The Environmental and Sustainability Expert Panel is intended to support City staff in the implementation by providing awareness of innovation, collaboration opportunities, comment on expected impact of proposed projects, and by serving as a forum where staff can find resolution to scoping questions in order to improve capacity.

**Incentive Funding** Staff will work collaboratively with the City's utilities, provincial and federal agencies to ensure the Corporation of the City of St. John's takes advantage of all funding and grant opportunities relevant to energy efficiency programs and projects.

**Financing** There are no immediate financial implications to the City for this plan, budget requests will be presented to City Council each year as part of the budgeting process and as funding opportunities arise (e.g., FCM Green Municipal Fund, Canada's Low-Carbon Economy Fund, Infrastructure Canada's Investing in Canada Infrastructure Program, NRCAN's Zero-Emission Vehicle Infrastructure Program).

**Base Year Adjustments** The City will establish 2018 as its base year for tracking corporate GHG reductions. However, when significant changes occur that may confuse the tracking and reporting of emissions and progress towards reductions, the City may retroactively calculate base year emissions. Significant changes that would trigger a base year recalculation include significant addition of service infrastructure with irreducible corporate GHGs; structural changes to ownership or control; significant changes in status of leased assets; significant changes in methodology or improvements in accuracy of emission factors or energy use data; or discovery of significant errors.

**Potential Risk and Uncertainty** The implementation of this framework is susceptible to three main risks and challenges. These risks should be ongoingly managed as the implementation of the framework proceeds.

- Uncertainty of future energy costs
- Changes in upper-level government policies and incentives
- Staff capacity and resources

## Alignment with Other Policy

The Corporation of the City of St. John's has undertaken many initiatives to improve energy and environmental sustainability of our City. Though these efforts it has adopted numerous strategic initiatives such as programs, policies and plans that align with the implementation of this framework.

Program/Policy	Purpose	Year
<b>Recycling Policy</b>	To ensure that materials will be recycled in city facilities wherever possible.	1991
<b>Federation of Canadian Municipalities - Partners for Climate Protection</b>	The PCP program guides municipalities through a five-step Milestone Framework to act on climate change by reducing emissions in your municipality.	2000
<b>Environmentally Responsible Procurement Policy</b>	To promote the purchase or acquisition of goods, equipment, services, technologies, construction projects and otherwise that are Environmentally Responsible, where deemed to be practical and appropriate.	2006
<b>Global Covenant of Mayors for Climate and Energy</b>	Committed mayors and local governments, in alliance with partners, accelerate ambitious, measurable climate and energy initiatives that lead to an inclusive, just, low emission and climate resilient future, helping to meet and exceed the Paris agreement objectives.	2019
<b>Climate Emergency Declaration</b>	Establishes climate mitigation and adaptation as strategic priorities of the City of St. John's	2019
<b>Asset Management Policy</b>	To create an organization-wide Asset Management System.	2020
<b>Economic Development Strategic Plan</b>	The Strategic Economic Roadmap sets the stage for a new era of prosperity and growth in St. John's. It is a long-term vision and action plan that provides a framework to guide the province's largest city through to 2021.	2011 and update
<b>Affordable Housing Strategy (2019-2028)</b>	A ten-year plan that continues and expands from the original Affordable Housing Business Plan. To fully address our municipality's housing needs	2019

## Subsidiaries

The Corporate GHG emissions were inventoried, and the plan developed based on the target setting approach known as “operational control” as per the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. Operational control refers to when “a company has the full authority to introduce and implement its operating policies at the operation”. However, the GHG emissions and energy use were accounted for both of the City of St. John's subsidiaries.

### St. John's Transportation Commission (Metrobus)

Emissions from the City's subsidiary St. John's Transportation Commission (Metrobus) will be addressed in the community plan because they must be considered alongside the community sectors (e.g., increases in transit emissions may imply decreases in other parts of the transportation sector, reductions in transit emissions and increases in ridership result in deeper transportation sector reductions).

## Metrobus

In 2018, Metrobus consumed 79,786 GJ of energy and emitted 5,012.8 tonnes of Carbon Dioxide Equivalents (tCO<sub>2</sub>e). This is approximately 1.28% of the Transportation sector, and 0.75% of the entire Community's emissions.

Metrobus' emissions come mostly from Diesel (97%) consumed entirely by the fleet, the geothermal and fully electric LEED-certified Depot contributes under 2% of the emissions (118.9 tCO<sub>2</sub>e).

### Energy Use

- 86% Diesel
- 1% Gasoline
- 13% Electricity

### Emissions

- 97% Diesel
- 1% Gasoline
- 2% Electricity

Emissions from the City's subsidiary St. John's Sports and Entertainment (SJSE) were quantified and are expected to align and be reduced as part of the initiatives reflected in the community plan.

## SJSE

In 2018, SJSE consumed 36,528 GJ of energy and emitted 1,252.9 tonnes of Carbon Dioxide Equivalents (tCO<sub>2</sub>e). This is approximately 0.2% of the Community emissions, and about 0.8% of the Industrial/Commercial/Institutional sector in our Community.

### Energy Use

- 64% Electricity
- 36% Heating Oil

### Emissions

- 21% Electricity
- 79% Heating Oil