

# **AGENDA**

## **Committee of the Whole**

**Wednesday, August 21, 2019**

**9 am**

**Council Chambers**

**4<sup>th</sup> Floor, City Hall**

**ST. JOHN'S**

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# ST. JOHN'S

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## Committee of the Whole Agenda

August 21, 2019

9:00 a.m.

4th Floor City Hall

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1. **Call to Order**
2. **Approval of the Agenda**
  - 2.1 Agenda dated August 21, 2019
3. **Adoption of the Minutes**
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4. **Presentations/Delegations**
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6. **Public Works & Sustainability - Councillor Ian Froude**
7. **Community Services & Events - Councillor Jamie Korab**
8. **Housing - Councillor Hope Jamieson**
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11. **Planning & Development - Councillor Maggie Burton**
  - 11.1 Decision Note dated July 29, 2019 re: Application to Rezone Land from the Agriculture (AG) Zone for 6 one-acre residential building lots with agricultural uses 24  
  
REZ1900010, Jillings Road/Foxtrap Access Road

11.2	Decision Note dated August 14, 2019 re: Text Amendment to the St. John's Development Regulations to Reduce Sight Line Requirements  REZ 1900011, 93-95 Merrymeeting Road (corner of Mayor Avenue)	29
11.3	Decision Note dated August 15, 2019 re: Text Amendment to the Commercial Central Retail (CCR) Zone for a maximum building height of 18 metres  REZ 1900013 - 331 Water St.	35

**12. Transportation - Councillor Debbie Hanlon**

**13. Other Business**

**14. Adjournment**

# **ST. JOHN'S**

## **Minutes of Committee of the Whole - City Council**

**Council Chambers, 4th Floor, City Hall**

**July 24, 2019, 9:00 a.m.**

Present:	Deputy Mayor Sheilagh O'Leary Councillor Maggie Burton Councillor Dave Lane Councillor Sandy Hickman Councillor Debbie Hanlon Councillor Hope Jamieson Councillor Jamie Korab Councillor Ian Froude Councillor Wally Collins
Regrets:	Mayor Danny Breen Councillor Deanne Stapleton
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 Cheryl Mullett, City Solicitor Elaine Henley, City Clerk Ken O'Brien, Chief Municipal Planner Karen Chafe, Supervisor - Office of the City Clerk
Others	David Crowe, Acting Deputy City Manager of Public Works

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**1. Call to Order**

**2. Approval of the Agenda**

**Recommendation**

**Moved By** Councillor Lane

**Seconded By** Councillor Hickman

The agenda was adopted as presented.

**MOTION CARRIED**

**3. Adoption of the Minutes**

**3.1 Committee of the Whole Minutes July 10, 2019**

**Recommendation**

**Moved By** Councillor Hanlon

**Seconded By** Councillor Collins

That the Committee of the Whole minutes dated July 10, 2019 be adopted as presented.

**MOTION CARRIED**

**4. Presentations/Delegations**

**5. Finance & Administration - Councillor Dave Lane**

**6. Public Works & Sustainability - Councillor Ian Froude**

**6.1 Decision Note dated July 5, 2019 re: Sidewalk Snowclearing Routes**

Council considered the Decision Note dated July 5, 2019 regarding 2019-2020 Sidewalk Snow Clearing Route Adjustments. Councillor Froude took time to review each of the proposed route changes and additions giving members of Council the opportunity to ask questions and get clarifications on each. Councillors Burton and Jamieson referenced the need to identify the gaps in movement throughout the City to ascertain where improved connectivity can be achieved. These are long-term conversations that need to take place.

**Recommendation**

**Moved By** Councillor Froude

**Seconded By** Councillor Hickman

That Council approve the following:

- Route Changes:

- Empire Avenue from Stamp's Lane to Freshwater Road, the change is proposed to switch from the north side of the road to the south side of the road to accommodate Canada Post mail deliveries.
- Route Additions:
  - Old Pennywell Road from Brier Avenue to Columbus Drive, on both sides of the road, an addition of approximately 400 meters;
  - The Boulevard from Pleasantville Avenue to the CNIB crosswalk, on the north side of the road, an addition of approximately 120 meters;
  - Forest Road from Lake View Avenue to Regiment Road, on the south side of the road, an addition of approximately 1000 meters;
  - A section will also be cleared in front of the school in Shea Heights (approximately 300 meters).

Staff will confirm the costs, associated with the above cited proposed changes, which should easily be absorbed by savings achieved last year through operational efficiencies. The Department of Public Works will confirm the costs associated with these proposed revisions.

For (8): Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Jamieson, Councillor Froude, and Councillor Collins

Against (1): Councillor Korab

**MOTION CARRIED (8 to 1)**

7. **Community Services & Events - Councillor Jamie Korab**
8. **Housing - Councillor Hope Jamieson**
9. **Economic Development, Tourism & Culture - Sheilagh O'Leary**
10. **Governance & Strategic Priorities - Mayor Danny Breen**

**10.1 Decision Note dated July 15, 2019 re: Audit Committee - Terms of Reference**

**Recommendation****Moved By** Councillor Hanlon**Seconded By** Councillor Lane

That Council approve the newly drafted Terms of Reference for the Audit Standing Committee with the following amendment:

- that under **Section 3.1.1 - Composition - Council Members**, one of the three councillors appointed to the Committee be selected as the lead councillor responsible for speaking on behalf of the Committee.

**MOTION CARRIED****11. Planning & Development - Councillor Maggie Burton****11.1 Decision Note dated July 17, 2019 re: Application to Rezone Land to the Commercial Neighbourhood (CN) Zone for a Lounge and Eating Establishment (Pub and Eatery)**

MPA1800006 - 75 Airport Heights Drive

**Recommendation****Moved By** Councillor Burton**Seconded By** Councillor Hanlon

That Council consider the amendments to the St. John's Municipal Plan and Development Regulations at 75 Airport Heights Drive to rezone land from the Commercial Local (CL) Zone to Commercial Neighbourhood (CN) Zone and that the application be advertised for public review and comment. Following the public consultation, the application would be referred to a regular meeting of Council for consideration of adoption.

**MOTION CARRIED****12. Transportation - Councillor Debbie Hanlon****12.1 Decision Note dated July 17, 2019 re: Harbour Drive PayByPhone Parking**

**Recommendation**

**Moved By** Councillor Hanlon

**Seconded By** Councillor Burton

That in addition to the PayByPhone option, the City install pay station meter hardware on Harbour Drive as part of the City's new parking meter equipment roll out.

**MOTION CARRIED**

**13. Other Business**

**14. Adjournment**

There being no further business the meeting adjourned at 10:10 a.m.

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Mayor



# INFORMATION NOTE

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**Title:** Update on City's Continuous Improvement Roadmap

**Date Prepared:** July 30, 2019

**Report To:** Committee of the Whole

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

**Ward:** N/A

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**Issue:** Keep Council updated on the City's progress in implementing its Continuous Improvement (CI) Roadmap

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

The City began the formalized process of building a culture of continuous improvement through training, governance and project implementation in Oct. 2017. To date, the following CI achievements have been accomplished:

- 45% (more than 500 employees) of the City's workforce has received at least an awareness level of CI training (goal is 100%)
- More than 150 staff at all levels are actively engaged or have served on a CI project team
- 11 CI projects are completed with improvements in place/lessons learned
- 4 projects are active in the planning phase or have moved to piloting of improvements
- 11 Green Belt Certifications were achieved through robust training, projects and exams
- 10 new employees were trained at the Green Belt level in June 2019 and will complete certification
- 10 new CI projects are starting in Fall 2019

It is the staff's intention to undertake a cohort of Yellow Belt training in Fall 2019 or Spring 2020 which will increase capacity within the organization to undertake smaller process improvements at a divisional level. Staff will also explore the option of having several people trained at a Black Belt level in 2020-21 to increase the City's ability to undertake its own training at all levels in the future. Best practice in the building of a CI culture includes having staff at varying levels of CI expertise.

Updates on projects from 2018-19 and a listing of new projects scheduled to start in 2019 are included in the table in the Appendix I.

To ensure the public is kept abreast of the City's CI efforts, a new page was added to the [City's website](#) which includes all elements of the City's Accountability Framework including Strategic Planning, CI, Citizen Satisfaction Survey and Public Reporting.

# ST. JOHN'S

**Key Considerations/Implications:**

1. Budget/Financial Implications:  
All work undertaken to advance the City's CI Roadmap has been done with existing operational budgets. In Spring 2019, the City issued a new Request for Proposals to create a standing offer for current and future CI training including Yellow Belt, Green Belt, and Black Belt as well as advisory services. This contract was awarded to Leading Edge Group.
2. Partners or Other Stakeholders:  
The City continues to reach out to St. John's Sports and Entertainment and the St. John's Transportation Commission to support their continued capacity development in CI. Working with Leading Edge Group, the City will be participating in a provincial community of practice to share information and learn from other public organizations using Lean practices.
3. Alignment with Strategic Directions/Adopted Plans:  
Strategic Direction: Effective Organization - a City that performs effectively and delivers results  
Goal 1 – Work with our employees to improve organizational performance through effective processes and policies
  - Action item: Identify and implement process improvements (See Appendix I)
  - Action item: Create a culture of continuous improvement through continued CI training and development
4. Legal or Policy Implications:  
Continuous improvement projects can identify policy needs/changes or have legal implications. Staff in both areas are consulted as part of a CI project's planning and before any implementation of improvements are undertaken.
5. Privacy Implications:  
Each new CI project must consider privacy implications as part of project planning.
6. Engagement and Communications Considerations:  
CI is built on a foundation of engagement and communications which is rooted in respect for people, involving staff who are closest to the work, and understanding what is valuable to the customer. Each project considers stakeholders and effective communications as part of project planning and within the implementation of solutions.
7. Human Resource Implications:  
Every effort has been made to build capacity for CI using internal resources. Therefore, existing staff lead projects and participate in project teams. The Division of Organizational Performance and Strategy (OPS) leads the City's CI efforts including planning, monitoring and reporting, training, and governance. OPS staff are also trained

to lead projects. A cross-section of staff at all levels and across all departments have also received training to be able to undertake CI projects.

8. Procurement Implications:

The City will use the current standing offer for any future CI training and advisory services needs until such time that it has built enough capacity to do all its own training.

9. Information Technology Implications:

Continuous improvement projects can identify technology implications early in the planning phase as a project proposal is being developed. Staff in Information Services (IS) are consulted if a project has potential IS implications. If improvements require a technology solution, project staff work with IS to prioritize, budget for, and schedule the improvements.

10. Other Implications:

While significant gains have been made in the advancement of the City's CI Roadmap, it is important to note that it is a long-term journey and requires an ongoing commitment. The City of St. John's approach to building a CI culture and undertaking CI strategy is a best practice and Leading Edge featured the City's case study in the August edition of Municipal World magazine (See Appendix II) and at the [Canadian Lean Conference](#) in Fredericton in April, 2019.

**Conclusion/Next Steps:** Continue to build a culture of continuous improvement through targeted training which provides staff with the tool kit and resources to undertake CI projects and to monitor and report on projects that save capacity, budget and/or improve turn around time.

**Prepared by Victoria Etchegary, Manager, Organizational Performance and Strategy**  
**Reviewed by Derek Coffey, Deputy City Manager, Finance and Administration**  
**Approved by Kevin Breen, City Manager**

**Attachments:**

Appendix I: CI Project Update 2019 07 30

Appendix II: Article Municipal World August 2019

**Appendix I**  
**Continuous Improvement Project Updates**

New Projects 2019-2020

<b>Project</b>	<b>Department</b>	<b>Problem/Opportunity</b>	<b>Goal</b>
Development application (stream of commercial)	Planning, Engineering and Regulatory Services	The current process for development application processing is perceived to be too long and onerous. This affects both internal and external stakeholders. This problem is a priority for the organization with a goal to reduce the time it takes for the development application to be processed as per conversations with the business community and City Business Roundtable.	The goal is to reduce the overall turn-around time for permits within the category being reviewed by 30%.
Assessment	Finance and Administration	Completing reassessments on more than 45,000 properties is a time-consuming process which often requires significant overtime to ensure it is completed by the legislative deadline. The current cycle occurs every three years (which is now changing to every two years). Staff also manage their time in the appeals process while reassessments are ongoing. There is an opportunity to create standard work processes to improve the time it takes to complete an assessment and increase accuracy and thereby also potentially reduce the number of appeals.	Improve quality of assessment, reduce rework and reduce overtime by \$50,000
Asset Management (AM)	Finance and Administration	Process map the current AM processes to better understand the practices happening across the organization and the level of cross-departmental coordination that occurs for projects. By understanding and improving these processes, we can reduce capital rework, prepare more accurate budgeting based on lifecycle forecasting, provide more accurate information to risk, and ensure compliance with Provincial and Federal cost-sharing agreements. <b>The asset management process will be mapped at the macro level with 2 areas identified for specific improvement – linear assets and city buildings --resulting in two CI projects</b>	30% savings in capacity at year-end for reporting, for those who have responsibility for the assets in the planning and budgeting process. <b>Specific savings and improvements will be further identified in the subprojects.</b>
Street Excavation Permit	Public Works	When a citizen or contractor is required to obtain a Street Excavation Permit (SEP), they are sometimes unsure of the process or which permit they require. This may result in the applicant having to make multiple calls to City staff to clarify the process or to provide the proper steps or procedures to obtain the necessary permit. The SEP is not always a “stand alone” permit, it is often	Improve quality of service given to the citizens and the contractors and will increase efficiencies by City staff.

Project	Department	Problem/Opportunity	Goal
		related to another City permit such as: Demolition Permit, Water Deferral Permit, or Application to Connect. If the SEP is related to another permit or application, then the Streets Inspector needs to verify that all other associated permits are in place before the SEP can be issued. The verification of other permits can be time consuming resulting in a delay in issuing the SEP. The SEP process is repeated daily during the construction season and due to the short season, any delays in the permit process can result in delays for construction projects which may have tight or limited time constraints in order to complete the project on schedule.	There is the opportunity to achieve 30% savings in capacity by reducing the overlap of time by staff in going back and looking for the information, repetition of tasks completed by others, as a result improving the process flow and reducing the overall time of obtaining a permits, allowing all departments to stay on task and complete projects.
Fire (work order process for fleet)	St. John's Regional Fire Department	Improve process for doing work orders when vehicles are out of service for extended periods, reduce the amount of time mechanical staff use within the process dealing with deficiencies in requests, service record keeping and tracking and then improve report process.	Improved quality and safety. Reduction in defects and time by approx. 30%. Better tracking methods and preventative maintenance program put in place.
Improve process to obtain fleet shop supplies	Public Works	City Fleet Services employees each spend approximately 30 minutes or more per day collecting shop supplies and consumables from the parts counter to do their work. Parts Clerks also spend up to half their day dispensing shop supplies and consumables. The process will review the process to reduce the time spent on securing parts and consumables and increase time on task.	Expect hard cost savings on inventory, space, printing Reduce rework by 30% More time spent on tasks which will improve production which has the potential to improve turnaround time of equipment in the garage.
Aquatics staff scheduling	Community Services	Problems with the existing system include the manual steps involved in creating documents, steps and time required to get a shift replaced or swapped, the time consuming and inefficient process to get a daily sick call (or other leave request) covered, have additional staff scheduled to work as required, and the rework involved in creating and completing the seasonal shift listing process. In 2019,	Soft cost savings are anticipated to be 30% through reducing staff time to create schedules, reduction of communication challenges, less

Project	Department	Problem/Opportunity	Goal
		<p>from January till May, there have been approximately 450 days/shift changes requested by staff. The time it takes for shift coverage (up to 6 times per year for seasonal schedules) could be greatly reduced. Results and improvements are transferrable to other divisions that manage shift schedules.</p>	<p>paperwork, less information to track and less rework due to shift coverage issues. Quality of schedules and communication increased through new methods, and quality of service from employees will be increased. Rework will be decreased by at least 30%. The turnaround time to process shift schedules, and to communicate and track shift distribution could be reduced significantly.</p>
Standardization of digital records	Office of the City Manager	<p>Improperly digitized files severely compromise the quality of the City's information and the ability to search and retrieve records. There is currently a lack of consistent processes for born digital and/or digitized records. Quality of the record comes into question when lack of readability due to cropped copies, blurriness or missing pages is discovered. The implementation of standards/best practices/procedures from the creation of a record at the department level will help prevent rework and help eliminate duplications or missing pages. This will further ensure a more complete and true digital record that is of best quality at the end of its active lifecycle. Due to the volume of digital files created/stored on their drive, this project will focus on Facility Engineering. Improvement results and standards can be transferable to all employees and departments to create an organization-wide standard ensuring the authenticity, accuracy, accessibility and protection of digital records.</p>	<p>Improved quality at the source of the record will reduce the need for re-work and save server space. It is estimated that savings up to 30% in capacity is possible. Re-work and research time will also reduce by half. Quicker and more thorough searches will provide improved service by making information more easily accessible to requesters.</p>

Project	Department	Problem/Opportunity	Goal
Tenant move in-move out process	Community Services	The move in and move out process for tenants in Non-profit housing is a manual process and is taking too much time. This impacts the city's ability to do a full review to meet the legislated timelines for return of damage deposits thereby creating risk for loss of revenue.	30% reduction in re-work and reduction of errors, hand offs Quality of work will increase, which will increase quality of service Minimum 30% improvement in turnaround time to meet legislative requirements

#### In-Progress Project Updates 2018-2019

Project	Department	Problem/Opportunity	Improvement	Results
Reduce processing time for permits of new home construction, renovations and extensions by speeding up plan reviews.	Planning, Engineering and Regulatory Services	On average, it takes nine days from the time the inspector receives the application from the Access Centre to process a new house construction file. Rework is frequent in terms of multiple customer contacts.	<ul style="list-style-type: none"> <li>• Application form modifications</li> <li>• Created internal form to reduce variation for plan reviews with mistake proofing built in</li> <li>• Created a checklist to help standardize the work process and create the one best way.</li> </ul>	Pilot improvements in progress during 2019 construction season.
Reduce lead time for setting of grades in the permit process for new home builds, to reduce the overall timeline for permit approval.	Planning, Engineering and Regulatory Services	For new home builds, setting the grade is a key piece of information in the process. In the current situation, no further work occurs until this step is complete (i.e. it can be a bottleneck). The timeline associated with this process directly impacts the time at which the customer can receive their permit. It was estimated that the turnaround time for grading reviews was averaging 7 days, which is considered too high.	<ul style="list-style-type: none"> <li>• Planned work</li> <li>• Application improvements</li> </ul>	Pilot improvements in progress during 2019 construction season.

Project	Department	Problem/Opportunity	Improvement	Results
		In addition, many files were requiring follow up, which all contribute to long lead times in the overall permit approval process.		
Work order process	Public Works	56% of all service requests to City Buildings received via Wennsoft, the system designed for work order entry and processing. Of those requests, 71% have incomplete or inaccurate information. This results in rework for staff, delays for those seeking service, and makes for an inefficient process.	<ul style="list-style-type: none"> <li>Establish a group of employees to act as departmental designates and alternates for the entry of service requests in Wennsoft.</li> <li>Develop and implement a training program for designates and alternates and provide associated training materials.</li> </ul> <p>The goal of these improvements is to increase the percentage of work orders that originate in Wennsoft from 56% to 85% (43% improvement) and to decrease the number of defective work orders from 71% to 25% (65% improvement).</p>	A pilot will be conducted in the Fall of 2019.
Public notification process (development and planning applications)	Planning, Engineering and Regulatory Services	It currently takes 3 to 3.5 weeks to prepare a notice to be advertised in the local paper and a letter mailed to the property owner. Currently a lot of manual effort goes into producing mailed letters for notifications to the public. There is waste in rework and transportation. There is also no one standard process that is documented and followed.	<ul style="list-style-type: none"> <li>Create one template to use for all notifications to improve consistency of message used across all communications channels.</li> <li>Discontinue using labels. Remove duplicate address information and use a mail merge for sending letters.</li> </ul>	This project is currently piloting improvements and team is collecting data to determine results.



Project	Department	Problem/Opportunity	Improvement	Results
		Approximately 10,000 notifications are sent each year. Besides the cost of printing, envelopes, labels and postage, numerous internal stakeholders are affected including staff in LIS, planning, development, communications and printing services.	<ul style="list-style-type: none"> <li>• Move planning notifications through the system quicker.</li> <li>• Create written standards to document the new process.</li> </ul> <p>The goal of these improvements is to increase internal capacity with an estimated improvement of 30% reduction in waste of rework, defects and transportation. The improvement could also improve quality of service. It is also anticipated there will be hard cost savings in printing, envelopes and labels.</p>	
Improve purchasing process	Finance and Administration	While the project to reduce rework in Accounts Payable undertaken in 2018 did not yield improvement results, the learning indicated that a review of the entire process would be a better approach to get to the root causes of the issues. Through this project it was determined that 30% of requisitions require rework and there is a need to improve clarity of information and standardize processes for all types of purchasing and improve the processes within specific departments.	<p>Several improvements have been identified and are being prioritized. These include:</p> <ul style="list-style-type: none"> <li>• Creating a decision tree to help with purchasing tool selection</li> <li>• Develop FAQs for all purchasing tools</li> <li>• Undertake training for everyone who uses purchasing tools, so they understand the whole process and their role including how to set up</li> </ul>	As each improvement is implemented in pilot stage, data will be collected to determine the impact of the improvement towards the goals.

Project	Department	Problem/Opportunity	Improvement	Results
			<p>proper requisitions, mistake proof where possible</p> <ul style="list-style-type: none"> <li>• Improve the Vendor form and improve process for who sets it up</li> <li>• Review one-of scenarios where there is lack of clarity in which purchasing tool to use</li> <li>• Review pick list inventory and standing offer options to ensure regularly purchased goods and service are available to avoid LVPO use in these circumstances.</li> <li>• Look to mistake proof workplace – especially for attachments re: thresholds,</li> <li>• Review Cheque Reqs. for regular errors and then update the form and train people on how to use it correctly. Mistake proof it.</li> <li>• Review divisional processes and reduce waste</li> </ul>	
Improve process for collection of accommodations tax	Finance and Administration	All accommodation businesses within the City registered under the Tourism Establishment Act are required to collect a 4% accommodation tax (ACC Tax) on all rooms sold and remit it to the City on a quarterly basis as per by-law 1410. The	This project is in the planning stages and will include a voice of customer survey. Further updates will be provided later in 2019.	

Project	Department	Problem/Opportunity	Improvement	Results
		funds are used to pay the debt obligations for the Convention Centre. The process to notify businesses of this tax or to monitor compliance is challenging. As a result, there is risk to tax collection. Additionally, when a new business with a requirement to collect and remit this tax opens, the process of notifying the business of their requirements and ensuring staff responsible for collection are aware of the new business is flawed thereby resulting in delays in collection or frustration for the business owner.		

**Completed Projects 2018 (updates)**

Project	Department	Problem/opportunity	Improvement	Results	Learning
Reducing rework in accounts payable processing	Finance and Administration	20,000 invoices received annually, 20% do not contain a PO # and cannot be processed. Invoices waiting for processing can result in late payments to vendors, missed vendor discounts, and frustration for staff and vendors.	Clarify requirements for vendors/staff. Additional information on intranet and internet. Training for staff. Improve requisition process.	Pilot did not yield intended results.	Need to make improvements at the start of the process – when requisitions are created (see project above)

Project	Department	Problem/opportunity	Improvement	Results	Learning
Improving electronic file management	City Clerk	Network drive contained over 60K files, 77 main level folders, and 86 gigabytes (GB) of data. Difficulty finding files. No standards for organizing or naming folders or files. Risk that information could be lost or that information distributed and relied upon is not the most current. Growth in GB increases requirements for IT infrastructure.	Undertook a 5S which allows for a sort, tagging and reorganization of the folders.	44% reduction in number of files. 49% improvement in file retrieval accuracy rate. 86% reduction in number of main level folders. 30% reduction in GB. File and folder standards to reduce variation/create consistency. Plan for sustaining the improvement including audits.	Need for information management strategy which has been outlined in new strategic plan. 5S process can be used for all divisional file management clean ups. A tool kit has been developed and another division will pilot the tool kit in 2019.
Improving process for employee learning and development	Finance and Administration	Various and inconsistent processes. Guidelines unclear. 72% of the time staff perform rework to process applications due to incomplete information received.	One application form with guidelines, clarity of process for managers and staff. Removed the requirement for signatures so the form could move more efficiently and timely.	During the pilot: Overall steps in process reduced by 51%. Rework eliminated. Overall time to process an application improved by 55%.	Signatures are required on many City forms and are not always necessary. Moving forms through approvals electronically could be applied to other forms to remove waste. Identified need to create a new comprehensive policy, change process for required training.

Project	Department	Problem/opportunity	Improvement	Results	Learning
Reducing rework in printing process	City Manager	30% of print jobs needed rework at intake due to missing information, being of poor quality, or not in the right format. Rework can impact the number of print jobs produced on time. Staff estimated rework at 5-9 days/year.	Intake form changed, and visual management-based guide created. Process "How to" information made available on the intranet.  Identified the need for a 5S to improve physical space and workflow.	Rework at intake reduced by 63% during pilot phase. Future state sees rework reduced and saves 3.5 to 5.9 days of capacity.  5 S completed in 2019 – better physical set up for workflow. Changes being reviewed.	There is an opportunity to review all forms with a customer focused CI lens to reduce errors on intake.
Reducing turnaround time for the building permit process for residential new construction & renovations	Community Services and Planning, Engineering and Regulatory Services	Process flow issues existed in building permit process. 40% of applications received with incomplete information requiring staff follow-up and delays in processing. Average wait time for application processing in the Service Centre was 6 days.	<ul style="list-style-type: none"> <li>• Application form redesigned (customer).</li> <li>• Workflow improvements made in Service Centre.</li> <li>• Intake fee eliminated from first step.</li> <li>• Visual Management set up.</li> </ul>	Average wait times at intake reduced to 1 day, a 93% improvement in this step and 24% improvement in lead time during pilot. Incidents of rework reduced from 80% to 20%.	As a significant process, it was important to map the entire process and focus improvement on a key area – tackle one problem area at a time. Other improvement opportunities identified, and two more projects are in pilot phase as outlined above.

Project	Department	Problem/opportunity	Improvement	Results	Learning
Reducing customer wait times at the Residential Drop Off, Robin Hood Bay	Public Works	During peak demand, specifically Saturdays, residents experience increased waiting times. Turn-around-time averaged 57 minutes and 11 seconds. Bin availability/uptime a factor in long wait times.	<ul style="list-style-type: none"> <li>• Ensure enough contracted trucks available to haul bins to meet peak demand.</li> <li>• Maintain dedicated staff on Saturdays to compact bins.</li> <li>• Educate staff on traffic flow.</li> <li>• Divert wastes to other areas of landfill.</li> </ul>	Turn-around-time reduced by 29% to 40 minutes and 24 seconds.	This project provided the Project Team with an opportunity to speak with the various stakeholders, from the residents who use the RDO to the staff who manage and operate it. There was clear evidence that stakeholders had similar needs from a value-added perspective.
Streamlining the 569 seasonal employee transfer process	City Manager	Seasonal change of shifts leads to layoffs, rehires, bumping, reverse bumping. Unionized staff in a state of uncertainty. Intense demands on HR staff causing overtime. Department delayed getting final staff complement. Frustration for all. Cycle time for the process was 17 hours.	<ul style="list-style-type: none"> <li>• Single form created for layoff, bumping, recall waiver and benefits information.</li> <li>• Employees provided with bump options at time of layoff.</li> <li>• Use of mail merge eliminated manual input and errors.</li> <li>• Individual meetings with employees not required.</li> </ul>	Cycle time reduced to 4 hours, a 77% improvement. Additional improvement in HRIS keying of data and lost productivity time when bumps actioned.	The inclusion and support of the union was huge and while there were challenges, in the end everyone came together in the best interest of the employees and the process.

Project	Department	Problem/opportunity	Improvement	Results	Learning
Reduce rework in recreation facility booking process	Community Services	<p>Process for booking space for programs resulted in schedule conflicts, double bookings, and unnecessary room set-up. Process had 7 hand-offs. Staff rework such as follow-up emails, phone calls resulted in decreased productivity. Impacted ability to deliver, advertise programs, and plan. Frustration for staff and customers.</p>	<ul style="list-style-type: none"> <li>• Allocate online administration rights to other staff.</li> <li>• Standardize charts for submissions.</li> <li>• Create a room inventory with amenities.</li> <li>• Ensure program analysis completed first.</li> <li>• Enter all internal and external programs one year in advance to improve booking.</li> </ul>	<p>Internal and external clients can book long term since the process for booking is streamlined and controlled (one best way). Identified discrepancies in program offerings regarding variable pricing, min and max number of participants, variations in program titles. Template for staff to complete and submit which ensures consistency across the department. Changed the titles of the programs to line up with the High Five program and in turn are working towards ensuring the website is consistent with same. We have improved the City guide submissions as well. This process in past was consuming about 40 percent of coordinators, supervisors and managers time.</p>	

Project	Department	Problem/opportunity	Improvement	Results	Learning
				As a result of being able to program and book out facilities for a one-year period, the city has been able to realize in increase in revenue from facility rentals by nearly 70% over the previous year to date for 2019 so far.	
Streamlining the fire inspection process	Regional Fire	Approximately 35% of public assemblies back logged for inspection. There was also visual indication of rework that could be impacting the amount of work being conducted each day, which potentially resulted in 35% of rework. This included making notes during inspection, translating those notes to a form and then entering the info on a system once they returned to the office. Each inspection takes about 3 hours.	Paper process has been eliminated. Removed need to track violations by paper – instead documented electronically and sent via email to property owners. A review of the risk assessment model to determine if/when all properties are required to have an inspection and service standard. Use of tablets being tested which will eliminate the need to make notes, translate it to a paper form for the owner and then transfer the information to a computer system.	15 minutes shaved off an inspection – savings of one hour a day per inspector. Technology improvements still in progress to fully implement the improvements. Further improvements in the number of steps it takes to complete the inspection will be achieved at that time.	





# Continuous improvement in City of St. John's



Victoria Etchegary, Manager, Organizational Performance and Strategy at the City of St. John's has led large change initiatives including the development of the city's public engagement framework. She can be reached at [vetchegary@stjohns.ca](mailto:vetchegary@stjohns.ca).

After a 2013 reorganization and corporate-wide program review in 2016, the City of St. John's committed to advancing its core value of continuing to do things better and building a culture of continuous improvement (CI). The organization required CI support to:

- deliver training to advance CI capacity across the organization; and
- provide guidance on the development of a CI culture, including advice on the development of a communications and change management plan.

The overall aim was to introduce CI thinking and practices to help build capacity and expertise across the organization. The city released an RFP in 2017 for the required support, for which Leading Edge Group (LEG) was the successful bidder and was awarded the contract.

## Training

Working with city staff, LEG completed relevant planning and preparation to support the implementation of the RFP, beginning with the following training programs.

**1. CI for senior leadership** – Participants in this one-day workshop included the mayor, the city manager and deputy city managers, directors and senior staff from the St. John's Transportation Commission, and St. John's Sports and Entertainment.

**2. CI introduction for union executives** – Participants in this one-day workshop were executive members from city unions. The aim of the workshop was to help participants understand what CI is and how it would work in a municipal organization.

**3. CI for management staff** – This training was delivered over four one-day workshops for approximately 100 managers and directors.

**4. Advanced CI training** – Following the delivery of the training programs, and taking into consideration the insight received from the various groups trained, candidates were chosen to receive advanced training aimed at developing the capability to lead improvement projects.

**5. CI train-the-trainer toolkit** – An adaptable CI train-the-trainer toolkit repository was developed to provide the city with a support framework based on instructional design and training delivery best practices, as well as relevant Lean/CI subject matter expertise.

## Post-Training Process

Following the training delivery, LEG worked with city management on deployment, communication, change management planning, coaching, tools, and resources. They outlined the process for creating a CI roadmap and reconvened with senior leadership to facilitate a two-day strategy workshop to debrief on progress and finalize a plan for wider deployment and sustainability.

The organization continued to be supported through monthly mentoring and coaching aimed at providing relevant support and guidance to enhance the city's CI journey. In addition, the city was provided with a relevant CI resource pack incorporating a range of tools and templates for applying/implementing CI across the organization.

## Outcomes for City of St. John's

Over a six-month period, the city had: more than 100 managers and senior leaders trained on CI orientation and the implications of leading culture change; an appreciation for and understanding of CI among union executives; a governance structure with effective terms of reference to sponsor, oversee, and guide CI deployment; a vision and strategic roadmap for CI at the city; internal trainers with relevant materials and resources to deliver basic CI training to all staff; and a CI community of practice with the capability to deliver improvement projects across the organization.

Today, the city has sustained results from round one projects. And, it is continuing to grow its CI capacity with additional training to be delivered in 2019, along with the execution of strategic improvement initiatives by Green Belt trained employees. ♦



John Whelton is VP of Operations for Leading Edge Group, a provider of Lean/continuous improvement consulting and training support for municipalities. He has more than 20 years of experience, including consulting and training in instructional design. He can be reached at [jwhelton@leadingedgegroup.com](mailto:jwhelton@leadingedgegroup.com)

# DECISION/DIRECTION NOTE

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**Title:** Application to Rezone Land from the Agriculture (AG) Zone for 6 one-acre residential building lots with agricultural uses  
REZ1900010  
Jillings Road / Foxtrap Access Road

**Date Prepared:** July 29, 2019

**Report To:** Committee of the Whole

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

**Ward:** 5

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**Decision/Direction Required:**

To consider a rezoning application from the Agricultural (AG) Zone for land in the area of Jillings Road and Foxtrap Access Road to allow 6 – one acre lots for residential development, along with agricultural uses.

**Discussion – Background and Current Status:**

The City has received an application to rezone land in the area of Jillings Road and Foxtrap Access Road for the development of 6, one-acre lots to be used for “subsistence farming”, where the purchasers can use the land for residential development, along with agricultural uses such as growing crops and/or raising livestock. There are two parcels of land proposed for rezoning; one on the west side of the Foxtrap Access Road, which borders Jillings Road and has an area of 2.9 hectares, while the second parcel is to the east of the Foxtrap Access Road and has an area of 1.5 hectares.

The area proposed for development is currently designated and zoned Agriculture under the City of St. John’s Municipal Plan and Development Regulations. The City’s Agricultural Land Use District corresponds with those lands designated by the Province as the St. John’s Urban Region Agriculture Development Area. This area is regulated by the Department of Fisheries and Land Resources and the Land Development Advisory Authority, which has the purpose of encouraging and supporting agricultural production and to prevent the conversion of agricultural lands to other uses. All development within the City’s Agricultural District is subject to the Province’s regulations and approval. An application was made to the Land Development Advisory Authority for the land along Jillings Road and the Foxtrap Access Road for residential development, but the application was refused as the proposed use was not directly related to farming and is not permitted (see attachment).

The Agricultural Zone under the City’s Development Regulations allows Single Detached Dwelling as either an Accessory Building to an existing agricultural operation subject to provincial approval, or as a stand alone use provided it has been approved by the Land Development

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# ST. JOHN’S

Authority and that it constitutes as Infill Housing on an existing public road. The proposed application does not fall under either of these conditions.

As per Council Directive (CD#S2014-12-01/8) and past practice, the City limits unserviced development to only those lands currently zoned Rural Residential Infill (RRI) or Rural Residential (RR) along existing streets. Due to historic problems with well and septic systems and the issues related to this type of development, including the major capital investment required to correct associated problems, no additional land is to be rezoned for unserviced residential development.

**Key Considerations/Implications:**

1. Budget/Financial Implications:  
Capital investment required to correct problems associated with the failure of septic systems or contamination of wells if the application were to be considered.
2. Partners or Other Stakeholders:  
Surrounding property owners.
3. Alignment with Strategic Directions/Adopted Plans: Not applicable.
4. Legal or Policy Implications: Not applicable.
5. Engagement and Communications Considerations: Not applicable.
6. Human Resource Implications: Not applicable.
7. Procurement Implications: Not applicable.
8. Information Technology Implications: Not applicable.
9. Other Implications: Not applicable.

**Recommendation:**

It is recommended that Council refuse the application to rezone land in the area of Jillings Road / Foxtrap Access Road from the Agriculture (AG) Zone as the proposal is not supported by the Provincial Land Development Advisory Authority and the City does not support the rezoning of additional lands for unserviced residential development.

**Prepared by/Signature:**

Lindsay Lyghtle Brushett, MCIP – Planner III

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

**Approved by/Date/Signature:**

Ken O'Brien, MCIP – Chief Municipal Planner

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

LLB/dlm

**Attachments:**

Zoning Map

Letter from the Land Development Advisory Authority

G:\Planning and Development\Planning\2019\COTW\COTW - Jillings Road Foxtrap July 29 2019(llb).docx



SUBJECT PROPERTY

AG

R

FOXTRAP ACCESS RD

R

JILLINGS RD

AG

R



July 3, 2019

Ms. Andrea Roberts  
Senior Development Officer  
City of St. John's  
Planning, Engineering & Regulatory Services  
P.O Box 908  
St. John's, NL  
A1C5M2

Dear Ms. Roberts,

The five hundred and fiftieth meeting of the Land Development Advisory was held on July 3, 2019. The following application was considered:

1-19-6 Jeff Fagan and Joann Prosper	Application to subdivide the property into residential building lots with agricultural uses Foxtrap – Jillings Road, Fagan's Fields, St. John's
-------------------------------------	--

This application is Refused under Regulation 14 (1) of the St. John's Urban Region Agriculture Development Area Regulations which states: "Residential Development not directly related to farming shall not be permitted except: (a) where there is a minimal agricultural impact from the proposed development as determined by the Authority; and (b) where the location, size and frontage of the lot is in conformity with the municipal plan and approved by the Authority."

The Authority determines this application to be of high impact to agriculture due to: (i) the type of proposed development, and (ii) the amount of agriculture in the surrounding area.

Where the Authority has refused an application for a permit, the applicant may appeal in writing to the Appeal Board against such refusal within thirty (30) days after the applicant is notified of the decision.

Appeals should be sent to:

Appeal Board  
c/o Director  
Land Management  
Department of Fisheries and Land Resources  
P.O. Box 2006, Fortis Building  
Corner Brook, NL  
A2H 6J8

Sincerely yours,

*You Jiao*

You Jiao  
Secretary  
Land Development Advisory Authority

# DECISION/DIRECTION NOTE

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**Title:** Text Amendment to the St. John's Development Regulations to Reduce Sight Line Requirements  
REZ1900011  
93-95 Merrymeeting Road (corner of Mayor Avenue)

**Date Prepared:** August 14, 2019

**Report To:** Committee of the Whole

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

**Ward:** 2

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**Decision/Direction Required:**

To consider a proposed text amendment to the St. John's Development Regulations to permit an authorized Officer to reduce sight line requirements where safe and suitable. An amendment to the St. John's Municipal Plan would not be required.

**Discussion – Background and Current Status:**

The City received an application for the development of three townhouses at 93-95 Merrymeeting Road the needs convenience store site. The subject property is designated Residential Medium Density under the St. John's Municipal Plan and is zoned Residential Hight Density (R3). Under the R3 Zone, Townhousing is a permitted use, however the proposed development is within 15 metres of the intersection.

Merrymeeting Road is a Collector Road and therefore Section 8.3.3 of the Development Regulations applies:

*8.3.3 Development Restrictions - Corner Lot and Yards Abutting a Street*

- (1) Except for corner lots in the Downtown as defined in Section 3, Map C, and except as provided for in Section 8.3.3(2), no Building or Fence or Water Utility Enclosure shall be erected nor shall any land be used on any corner lot for any Development within the triangle formed by two Street Lines and a line connecting two points on the two Street Lines located.
  - (a) 15 metres distance from the point of intersection of the two Street Lines if one or both of the intersecting Streets is/are defined as an Arterial Street or a Collector Street; or
  - (b) 8 metres distance from the point of intersection of the two Street Lines if neither one of the intersecting Streets is an Arterial Street or a Collector Street.

Section 8.3.4 allows an authorized Officer to extend the restrictions of Section 8.3.3 where it is determined that the sight lines are inadequate, however this Section currently does not allow

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the Officer to reduce the requirements. Therefore, a text amendment to Section 8.3.4 is required.

Three of the four corners of the intersection of Merrymeeting and Mayor are occupied by houses built close to the street and well within the standard sight lines. The intersection is controlled by traffic lights. Making the new townhouses to be set back 15 metres from the sight line would be out of character and not needed for safety

While this text amendment was prompted by the proposed development at 93-95 Merrymeeting Road, if implemented, it would apply to all areas outside of the Downtown. There are no engineering or development concerns with a text amendment to allow consideration of a reduced sight line. If the amendment is implemented, the sight line requirement in Section 8.3.3. would still exist, but Section 8.3.4 would allow an authorized Officer could increase or decrease the requirement.

**Key Considerations/Implications:**

1. Budget/Financial Implications: Not applicable.
2. Partners or Other Stakeholders:  
Neighbouring property owners.
3. Alignment with Strategic Directions/Adopted Plans:  
*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 text amendment to the St. John's Development Regulations is required.
5. Privacy Implications: Not applicable.
6. Engagement and Communications Considerations:  
Public notice of the proposed amendment.
7. Human Resource Implications: Not applicable.
8. Procurement Implications: Not applicable.
9. Information Technology Implications: Not applicable.
10. Other Implications: Not applicable.

**Recommendation:**

It is recommended that the proposed text amendment to allow an authorized Officer of the City to set a reduced sight line be considered. It is recommended that the application be advertised

for public review and comment. The application would then be referred to a regular meeting of Council for consideration of adoption.

This is prompted by an application at 93-95 Merrymeeting Road but would apply to all areas outside of Downtown.

**Prepared by/Signature:**

Ann-Marie Cashin, MCIP – Planner III, Urban Design and Heritage

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

**Approved by/Date/Signature:**

Ken O'Brien, MCIP – Chief Municipal Planner

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

AMC/dlm

**Attachments:**

Zoning Map

Site Plan



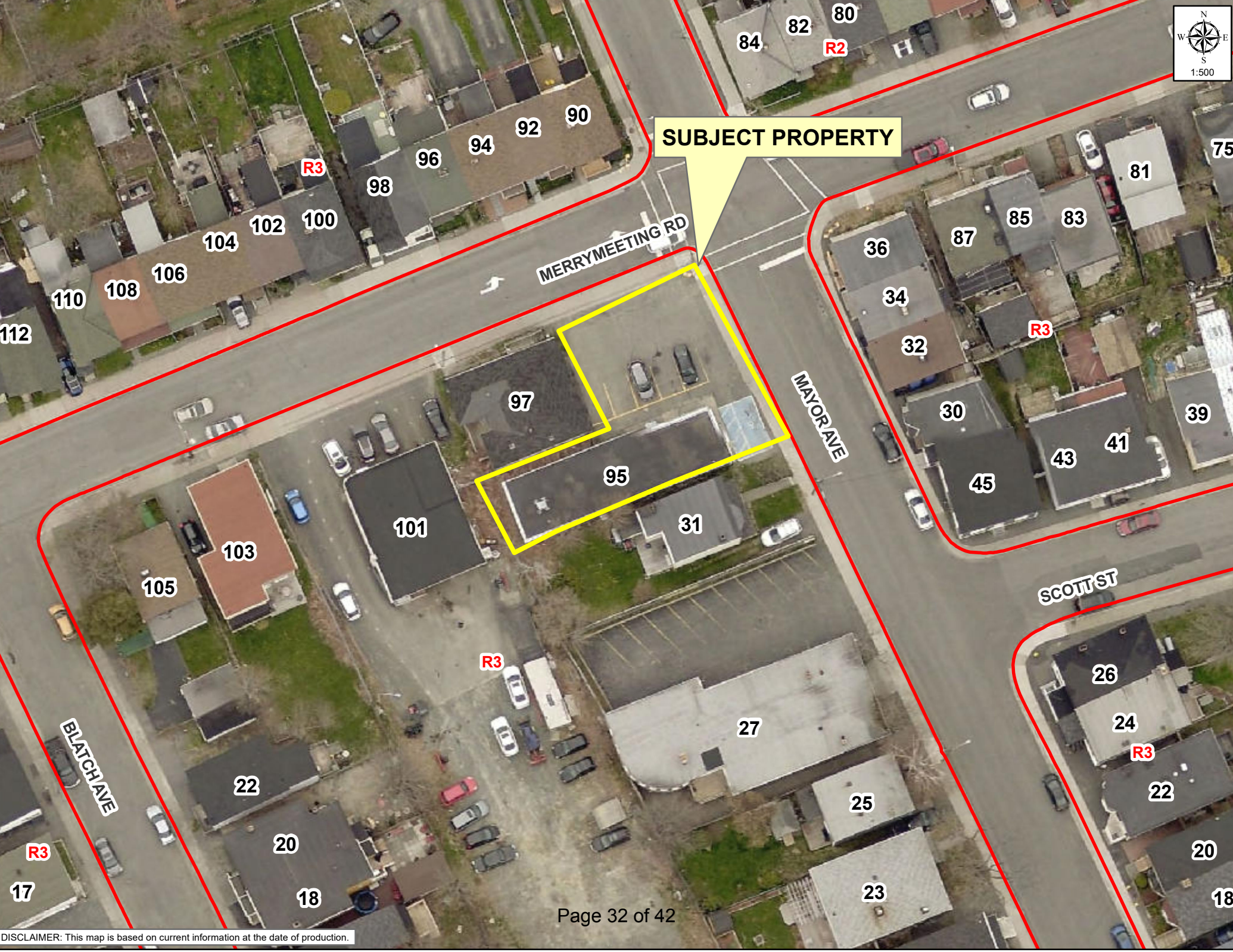
SUBJECT PROPERTY

MERRYMEETING RD

MAYOR AVE

SCOTT ST

BLATCH AVE





chd

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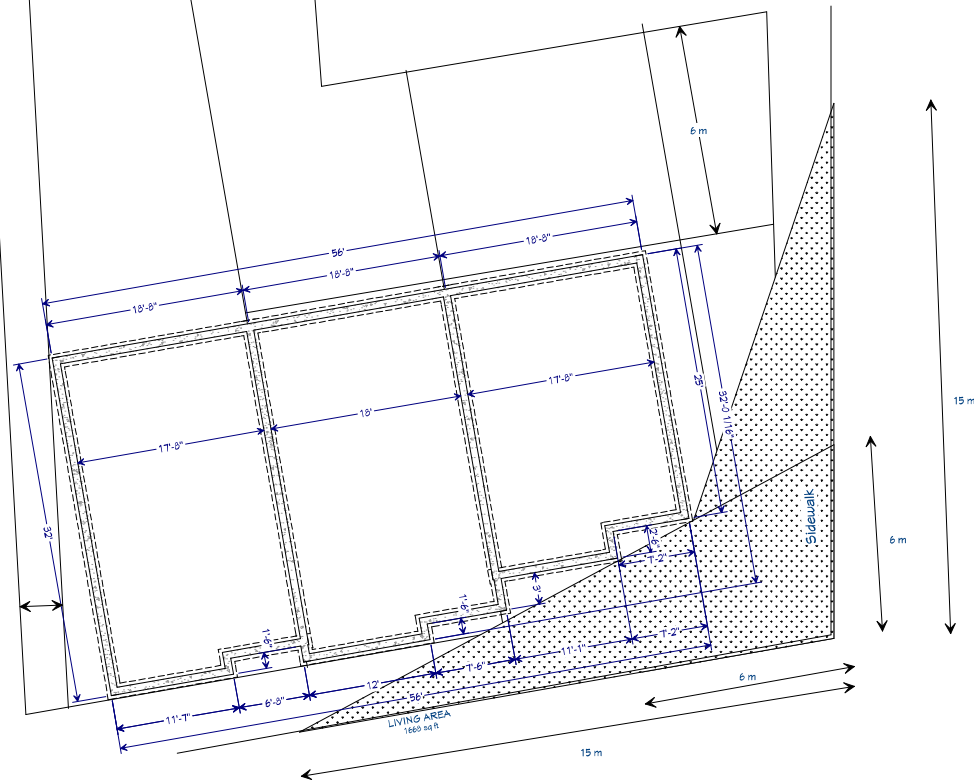
Date:

Scale:

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Front Elevation

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Page 34 of 42  
Web Site [www.carterdesigns.ca](http://www.carterdesigns.ca)

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# DECISION/DIRECTION NOTE

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**Title:** Text Amendment to the Commercial Central Retail (CCR) Zone for a maximum building height of 18 metres  
REZ1900013  
331 Water Street

**Date Prepared:** August 15, 2019

**Report To:** Committee of the Whole

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

**Ward:** 2

---

**Decision/Direction Required:**

To consider a proposed text amendment to the St. John's Development Regulations to allow a maximum height of 18 metres in the Commercial Central Retail (CCR) Zone. An amendment to the St. John's Municipal Plan would not be required.

**Discussion – Background and Current Status:**

The City received an application to allow an 18-metre building at 331 Water Street. The subject property is designated Commercial Downtown under the St. John's Municipal Plan and is zoned Commercial Central Retail (CCR). The maximum allowable building height in the CCR Zone is 4 storeys not exceeding 15 metres. The applicant wishes to build an office and retail building with a maximum height of 18 metres.

During review of the new Development Regulations, it was identified that an increase in building height should be considered for some commercial zones, with the exception of the Commercial Local (CL) and Commercial Neighbourhood (CN) Zones, which tend to be located within residential neighbourhoods. The standard used for many years in the St. John's Development Regulations is a height of 15 metres or 4 storeys. However, we have heard from local architects and developers that 15 metres is not high enough to accommodate 4 storeys, given that a commercial building often has a floor-to-floor height between 4 and 5 metres. The proposed increase in height is not site-specific and would apply to all CCR Zoned properties in the City. A map of CCR Zoned properties is attached for your reference.

The subject property is located in Heritage Area 1. A design of the proposed building has been reviewed by the Built Heritage Experts Panel and was approved by Council on June 10, 2019 with the following conditions:

- add a cornice/articulation along the roofline on the masonry walls;
- add windowsills to the second storey windows on Water Street (similar to the surrounding buildings);
- ensure first storey windows on Water Street align with adjacent buildings; and

# ST. JOHN'S

- the amount of brick shown on the drawings will remain in the final design.

In the initial design, the applicants had proposed two levels of underground parking. Due to complications with the water table level, the applicants have now determined that it is not feasible to develop both levels of parking underground. Therefore, they are requesting a height increase in order to shift parking up to floor level. They have indicated that the proposed number of parking stalls would remain the same. Revised floor plans have not been submitted to determine how this may impact the site plan and/or design. Should the overall design remain similar to the previous design approved by Council, further review by the BHEP or Council will not be required.

The applicants currently have an active application for development of the building. Staff are reviewing the applications and have provided initial comments. Given that the proposed change in height will impact the site and floor plans, revised drawings will be required. Staff will continue to review the application, however, development approval for an 18-metre building can not be issued until the proposed amendment is adopted by Council and a notice is placed in the NL Gazette. As the proposed amendment is consistent with the Envision Development Regulations, it is recommended to consider increasing the maximum height in the CCR Zone from 15 metres to 18 metres.

**Key Considerations/Implications:**

1. Budget/Financial Implications: Not applicable.
2. Partners or Other Stakeholders:  
Neighbouring property owners.
3. Alignment with Strategic Directions/Adopted Plans:  
*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 text amendment to the St. John's Development Regulations is required to increase the maximum height from 15 metres to 18 metres in the Commercial Central Retail Zone.
5. Privacy Implications: Not applicable
6. Engagement and Communications Considerations:  
Public notice of the proposed amendment.
7. Human Resource Implications: Not applicable.
8. Procurement Implications: Not applicable.

9. Information Technology Implications: Not applicable.

10. Other Implications: Not applicable.

**Recommendation:**

It is recommended that the proposed text amendment to enable a maximum height of 18 metres in the Commercial Central Retail Zone be considered. It is recommended that the application be advertised for public review and comment. The application would then be referred to a regular meeting of Council for consideration of adoption.

**Prepared by/Signature:**

Ann-Marie Cashin, MCIP – Planner III, Urban Design and Heritage

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

**Approved by/Date/Signature:**

Ken O'Brien, MCIP – Chief Municipal Planner

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

AMC/dlm

**Attachments:**

Zoning Map

Map of CCR Zone

Development Regulations Section 10.25, CCR Zone

Proposed Elevation





**SUBJECT PROPERTY**

WATER ST

HARBOUR DR

BISHOP'S COVE

GEORGE ST

ADELAIDE ST

CCM

CCR

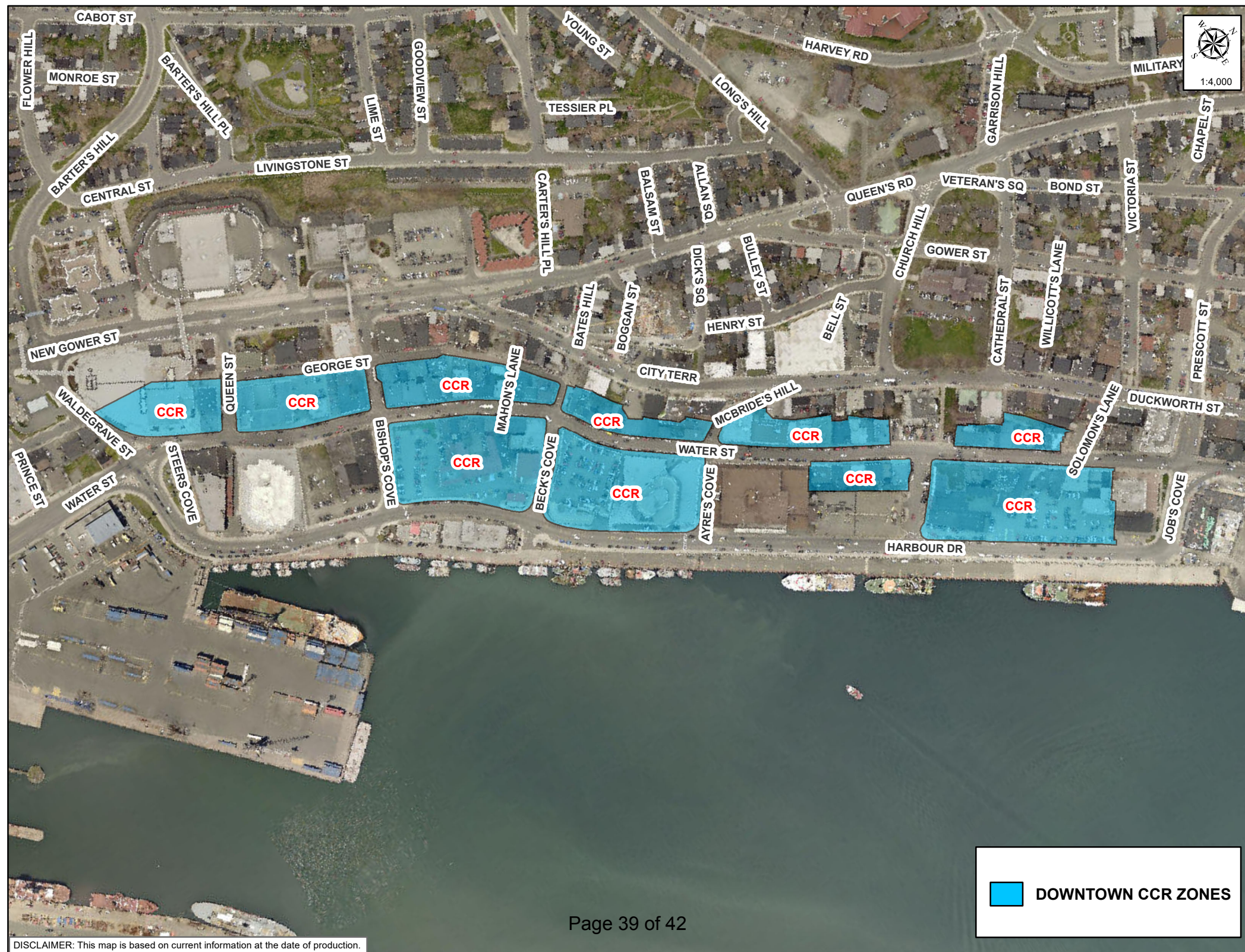
CCR

CCR

CCR-WSW

IG







10.25 COMMERCIAL CENTRAL RETAIL (CCR) ZONE

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

10.25.1 Permitted Uses

Residential:

- (a) Dwelling Unit within Buildings having an F.A.R. not exceeding 3.0

Public:

- (b) Adult Day Care Facility (subject to Section 7.2)
- (c) Cultural Centre
- (d) Library

Commercial:

- (e) Bakery
- (f) Bank (Subject to Section 7.30) **(2012-06-29)**
- (g) Clinic
- (h) Commercial School
- (i) Communications Use
- (j) Custom Workshop
- (k) Department Store
- (l) Dry Cleaning Establishment
- (m) Eating Establishment (subject to Section 7.21) (Subject to Section 7.30)  
**(1995-09-15)(2012-06-29)**
- (n) Hotel
- (o) Laundromat
- (o.1) Lounge **(2011-05-06)**
- (p) Office
- (q) Parking Area
- (r) Printing Establishment
- (s) Retail Store
- (t) Service Shop
- (u) Sign Maker's Shop
- (v) Taxi Business
- (w) Wholesale Business as Accessory Use to Retail Use Only

Other:

- (x) Day Care Centre (subject to Section 7.6)
- (y) Park
- (z) Public Use
- (aa) Public Utility

**CCR**

10.25.2 Discretionary Uses (subject to Section 5.8)

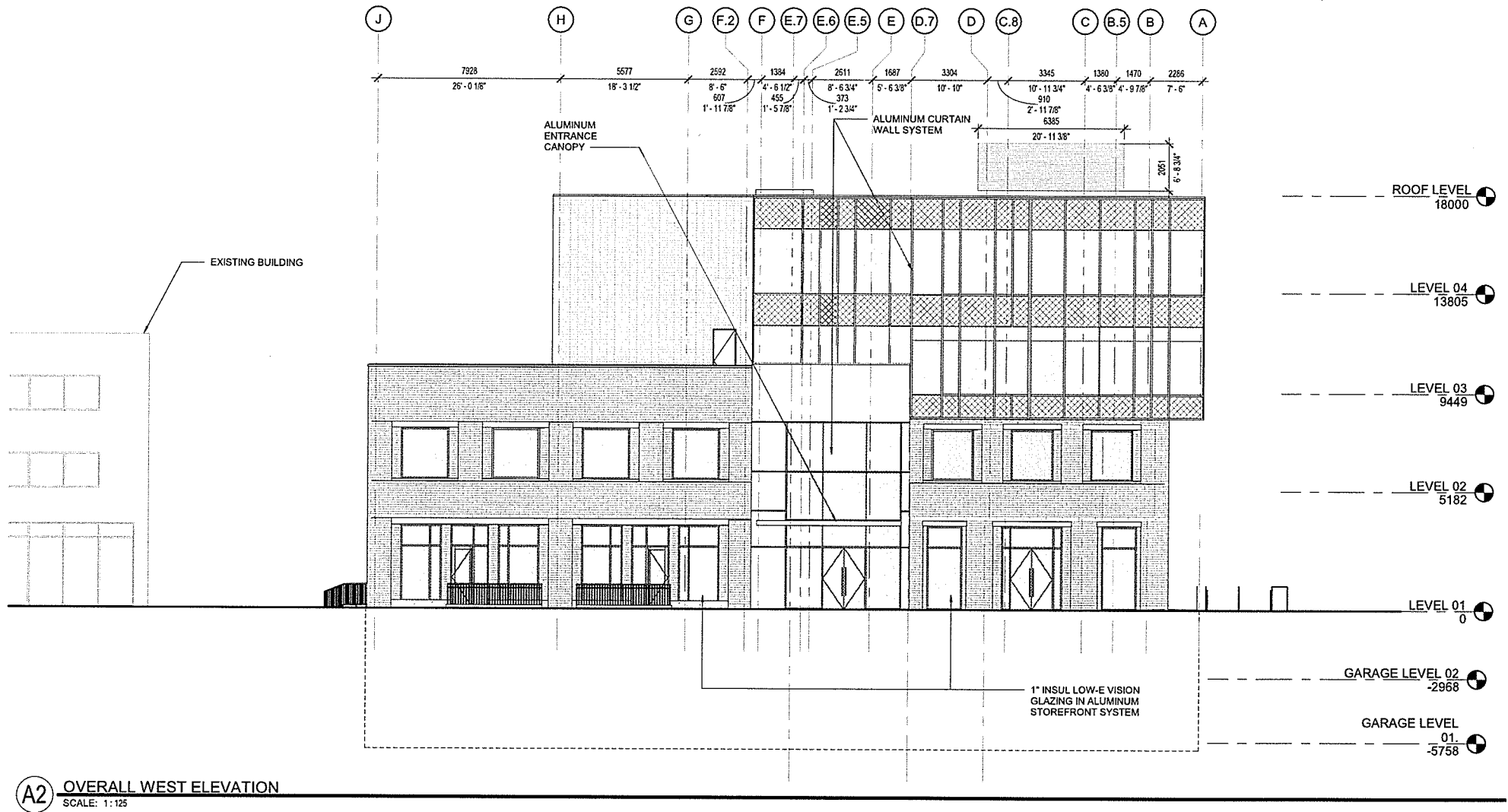
- |     |                    |              |
|-----|--------------------|--------------|
| (a) | Place of Amusement |              |
| (b) | Place of Assembly  | (1995-11-24) |
| (c) | Private Park       | (2007-10-05) |

10.25.3 Zone Requirements

The following requirements shall apply to all permitted Uses:

- |     |   |  |
|-----|---|--|
| (a) | Floor Area Ratio (maximum)                    | 3.0  |
|     | In areas allowing greater bulk on Map F (max) | 5.0  |
| (b) | Floor Area Commercial (min)                   | Where a Building is located on a Lot adjoining Water Street, not less than 1 Storey shall be used exclusively for one or more of the following Uses - Retail Store, department store, Bank, Service Shop, Eating Establishment, Lounge, Place of Amusement, Place of Assembly; and such a Commercial Storey shall be at the approximate elevation of the adjoining portion of Water Street.<br>(1995-09-15) (2011-05-07) |
| (c) | Building Height (maximum)                     | 4 Storeys (not exceeding 15 m)   |
| (d) | Additional Building Height (maximum)          | Up to 10 Storeys and 40 m, provided:<br>(i) the Building is situated in an area allowing greater bulk on Map F;<br>(ii) the Building is not situated in the Historic Precinct; and<br>(iii) that such parts of the Building exceeding 4 Storeys in height shall be set back from any Street Line at a distance of not less than 8 m.   |
| (e) | Building Line (minimum)                       | All Buildings situated on Water Street shall be built on the Street Line, except for entrances to an arcade or a pedestrian court with a width not exceeding 6 m, measured along a line parallel to Water Street   |
| (f) | Light Plane                                   | Section 11.5 shall apply.  |

CCR



**A2** OVERALL WEST ELEVATION  
SCALE: 1:125

**powers brown architecture**

Architectural Consultant:  
Powers Brown Architecture  
354 Water St., Suite 212  
St. John's, NL A1C 1C4  
709.726.3941  
www.powersbrown.com

**PROJECT TITLE**

OFFICE BUILDING

331 Water Street

A PROJECT FOR  
ALRE PROPERTIES INC.

**GENERAL NOTES**

**MATERIAL LEGEND:**

- BRICK MASONRY
- EIFS
- RIBBED METAL PANEL ROOF SCREEN
- STAINLESS STEEL
- PREFINISHED ACM PANEL
- LOW -E VISION GLAZING
- SPANDREL GLAZING

**KEY PLAN**

A2/ A202

C1/ A202

C1/ A201

N

DATE	REVISION

PROJECT NO: 183029  
DRAWN BY: SM  
CHECKED BY: JH

**SHEET TITLE**

OVERALL BUILDING ELEVATIONS

SEAL	SHEET NUMBER
	A202

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