

**AGENDA  
COMMITTEE OF THE WHOLE**

**Wednesday, December 11, 2019  
9:00 am**

**ST. JOHN'S**

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# ST. JOHN'S

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## Committee of the Whole Agenda

December 11, 2019

9:00 a.m.

4th Floor City Hall

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# **ST. JOHN'S**

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

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

**November 27, 2019, 9:00 a.m.**

Present: Mayor Danny Breen  
Councillor Dave Lane  
Councillor Sandy Hickman  
Councillor Debbie Hanlon  
Councillor Deanne Stapleton  
Councillor Hope Jamieson  
Councillor Jamie Korab  
Councillor Wally Collins

Regrets: Deputy Mayor Sheilagh O'Leary  
Councillor Maggie Burton  
Councillor Ian Froude

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  
Cheryl Mullett, City Solicitor  
Susan Bonnell, Manager - Communications & Office Services  
Elaine Henley, City Clerk  
Ken O'Brien, Chief Municipal Planner  
Shanna Fitzgerald, Legislative Assistant

Others Garrett Donaher, Manager of Transportation Engineering

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### **1. Call to Order**

**2. Approval of the Agenda****2.1 Adoption of Agenda - November 27, 2019****Recommendation****Moved By** Councillor Hanlon**Seconded By** Councillor Stapleton

That the agenda of November 27, 2019 be adopted as presented.

For (6): Mayor Breen, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, and Councillor Korab

**MOTION CARRIED (6 to 0)**

**3. Adoption of the Minutes****3.1 Adoption of the Minutes of November 13, 2019****Recommendation****Moved By** Councillor Jamieson**Seconded By** Councillor Hanlon

That the Committee of the Whole minutes dated November 13, 2019 be adopted as presented.

For (6): Mayor Breen, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, and Councillor Korab

**MOTION CARRIED (6 to 0)**

**4. Presentations/Delegations****5. Finance & Administration - Councillor Dave Lane****5.1 Decision Note dated November 20, 2019 re: Executive Summary Report on Revenue and Expenditure**

Councillor Lane and Councillor Collins entered the meeting.

**Recommendation****Moved By** Councillor Lane**Seconded By** Councillor Jamieson

That Council adopt the 2018 Executive Summary Report on Revenues and Expenditures and further, approve the recommendation to use \$5 million in surplus funds to pay down a portion of the pension debt as outlined and maintain the remaining balance on hand for unforeseen circumstances.

For (7): Mayor Breen, Councillor Lane, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, and Councillor Collins

Against (1): Councillor Hickman

**MOTION CARRIED (7 to 1)**

6. **Public Works & Sustainability - Councillor Ian Froude**
7. **Community Services & Events - Councillor Hope Jamieson**
8. **Housing - Deputy Mayor Sheilagh O'Leary**
9. **Economic Development, Tourism & Culture - Mayor Breen and Councillor Hanlon**
10. **Governance & Strategic Priorities - Mayor Danny Breen**
11. **Planning & Development - Councillor Maggie Burton**

**11.1 Decision Note dated November 20, 2019 re: Amendment to Rezone Land to the Commercial Downtown Mixed 2 Zone (CDM2) for a Mixed-Use Building - REZ1900009**

**96 and 100 Water Street, 205 and 209 Duckworth Street**

Designated Heritage Building (former Breakwater Books/S.O. Steele Building)

The recommendation of the Built Heritage Experts Panel was modified slightly to include b. Any revised drawings be brought back to the Built Heritage Experts Panel for recommendation prior to referral to a Public Meeting.

**Recommendation**

**Moved By** Councillor Jamieson

**Seconded By** Councillor Hanlon

As per the November 13th meeting of the Built Heritage Experts Panel

1. It is recommended that the design of the building be modified as follows:

- a. Increase the amount of brick and reduce the amount of glass façade, in particular along Water Street and along the façade facing the War Memorial;
- b. Increase the height of the gables facing the War Memorial to reflect the original architecture; and
- c. Use brick instead of glass for the turret.

2. The Built Heritage Experts Panel further recommends:

- a. Requirement of a comprehensive engineering study to ensure the protection of the facade on Water Street during construction; and
- b. Any revised drawings be brought back to the Built Heritage Experts Panel for recommendation prior to referral to a Public Meeting.

Staff agrees with these BHEP recommendations and further recommend the following:

3. It is recommended that the application to rezone 96, 100 Water Street and 205 and 209 Duckworth Street from the Commercial Central Mixed Use (CCM) Zone to the new Commercial Downtown Mixed 2 (CDM2) Zone be considered and the attached draft Terms of Reference for the Land Use Assessment Report be approved. The Terms of Reference have been updated to include:

- a. Requirement for an engineering study regarding how the Water Street façade will be maintained.
- b. Requirement for consultation with Heritage NL, the NL Historic Trust and the Royal Canadian Legion.

4. Refer the application to Parks Canada to determine if the proposed development will impact the designation of the NL National War Memorial National Historic Site.

5. It is recommended that the proposed development be redesigned to meet the standards set out in the Envision St. John's Development Regulations Commercial Downtown Mixed 2 Zone and incorporate the BHEP's recommendations.

6. Upon submission of a satisfactory LUAR that meets the requirements of the CDM2 Zone, it is recommended that the application be referred to a

Public Meeting chaired by an independent facilitator. Following the public meeting, the application would be referred to a regular meeting of Council for consideration of adoption.

For (8): Mayor Breen, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, and Councillor Collins

**MOTION CARRIED (8 to 0)**

**12. Transportation - Councillor Sandy Hickman**

**12.1 Decision Note dated November 19, 2019 re: Temporary Parking Restrictions in Airport Heights**

Council has asked for increased traffic enforcement on site until construction is complete.

**Recommendation**

**Moved By** Councillor Hickman

**Seconded By** Councillor Stapleton

That Council maintain status quo and not impose a temporary parking restriction in the area of Airport Heights.

For (8): Mayor Breen, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, and Councillor Collins

**MOTION CARRIED (8 to 0)**

**13. Other Business**

**13.1 Rawlins Cross Discussion**

Councillor Hickman asked for staff to consider a second crossing guard for the area of Rawlins Cross. Parents of Bishop's Field have raised concerns about the safety of crossing at Rawlins Cross. Staff reported that flashing beacons are to be installed at a later date. This item will be referred to the next Committee of the Whole Meeting of December 11, 2019.

**14. Adjournment**

There being no further business the meeting adjourned at 9:50 am.

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Mayor

# DECISION/DIRECTION NOTE

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**Title:** Cash Handling and Petty Cash Policy

**Date Prepared:** December 3, 2019

**Report To:** Committee of the Whole

**Councillor and Role:** Councillor Dave Lane - Finance and Administration

**Ward:** N/A

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**Decision/Direction Required:** Approval of a Cash Handling and Petty Cash Policy and rescission of a current related policy.

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

The City receives cash (including currency, coin, cheques, money orders, bank drafts, and/or credit card/debit card transactions) for the payment of taxes and services from a variety of City locations. Previously, some individual departments and/or divisions had developed their own cash handling procedures, but there was no City-wide policy direction. The Audit Committee approved ([Meeting Minutes](#)) the recommendation to develop a City-wide Cash Handling and Petty Cash Policy.

This policy incorporates best practices, provides greater consistency throughout the City, and accommodates operational requirements. There is currently an outdated related policy ([04-11-02 Acceptable Forms of Payment](#)) that will be rescinded if the Cash Handling and Petty Cash Policy is approved.

In addition to the draft policy, accompanying procedures are attached for information only and have been approved by the Senior Executive Committee.

## **Key Considerations/Implications:**

1. Budget/Financial Implications: While this policy involves cash, there is no net financial or budget impact expected.
2. Partners or Other Stakeholders: This policy will affect individuals and organizations making cash payments to the City. The most significant change is restriction of US cash to only accepting US cheques for the payment of taxes and not accepting US cash for any other payments (due to the administrative burden associated with the exchange rate). This is likely to have little impact as there are other payment options available (e.g., credit/debit).





3. Alignment with Strategic Directions/Adopted Plans: This policy aligns with the “Sustainable City” strategic direction and is included as an initiative in the related goal (Goal S1 – Be financially responsible and accountable).
4. Legal or Policy Implications: The Office of the City Solicitor has reviewed and approved the policy.
5. Privacy Implications: The policy requires that any personal information be managed in accordance with the City’s Privacy Management Policy.
6. Engagement and Communications Considerations: Key internal stakeholders were consulted throughout the policy development process and modifications were made to address various issues.
7. Human Resource Implications: The Financial Services Division will work with stakeholder departments to ensure their staff have sufficient information to effectively implement the policy.
8. Procurement Implications: The policy takes into consideration technology currently in use. Any future cash handling technology procurement will need to take this policy into consideration.
9. Information Technology Implications: See Procurement Implications above.
10. Other Implications: N/A.

**Recommendation:** It is recommended that the Council approve the Cash Handling and Petty Cash Policy and rescind the current related policy (04-11-02 Acceptable Forms of Payment).

**Prepared by/Date:** Trina Caines, Policy Analyst / December 3, 2019

**Reviewed by/Date:** Shelley Traverse, Manager, Financial Services / December 3, 2019

**Approved by/Date:** Derek Coffey, DCM, Finance and Administration;  
Elaine Henley, City Clerk, CPC Co-Chair; Roshni Antony, Manager - HR  
Advisory Services, CPC Co-Chair /December 3, 2019

**Attachments:**

Cash Handling and Petty Cash Policy (draft)

Cash Handling and Petty Cash Procedures (for information only)

**DRAFT – For Discussion Only**

**City of St. John's Corporate and Operational Policy Manual**

<b>Policy Title:</b> Cash Handling and Petty Cash Policy	<b>Policy #:</b> 04-12-01 (to be assigned)
<b>Last Revision Date:</b> N/A	<b>Policy Section:</b> Finance and Accounting > Financial Management
<b>Policy Sponsor:</b> Deputy City Manager, Finance and Administration	

**1. Policy Statement**

This policy provides Employees involved in Cash handling, including Petty Cash, with direction to ensure proper controls over (i) the acceptance, custody, and safeguarding of Cash; and (ii) the establishment and administration of Petty Cash funds.

**2. Definitions**

**“Cash”** means coin, currency, cheques, money orders, bank drafts, and/or credit card/debit card transactions.

**“Cash Site”** means a City location that handles Cash. Petty Cash Custodians are excluded from the definition of a Cash Site.

**“Cashier”** means any Employee who performs the function of receiving, transmitting, safeguarding, and/or depositing Cash.

**“Department Head”** means any Employee reporting directly to the City Manager and/or Council.

**“Employee”** means any person employed by the City of St. John's as a permanent, term, part-time, casual, contract, seasonal, temporary, or student worker.

**“Petty Cash”** means a small amount of currency to cover payments of low value, low risk, and infrequent purchases.

**“Petty Cash Custodian”** means an Employee appointed to operate, safeguard, and make disbursements from an individual Petty Cash fund.

**“Segregation of Duties”** means an internal control to mitigate risk, where no single Employee handles a transaction from beginning to end.

### **3. Policy Requirements**

Cash and Petty Cash shall be managed in accordance with this policy and the **Cash Handling and Petty Cash Procedures**.

#### **3.1 Cash Security**

##### **3.1.1 Segregation of Duties**

- a) Appropriate Segregation of Duties shall exist at all times in the Cash handling and Petty Cash functions. No individual Employee shall have responsibilities for the entire Cash management process. At a minimum, the Employee responsible for cash acceptance and deposit preparation shall not be involved with the review and approval of the deposit.
- b) Divisional managers may require additional segregation of duties, as they deem appropriate.

##### **3.1.2 Safeguarding and Transportation**

- a) Cash shall be safeguarded at all times, as detailed in the **Cash Handling and Petty Cash Procedures**.
- b) Access to secure areas or safes shall be limited to as few people as is necessary.
- c) Prior to purchasing any new safes or vaults, managers shall consult the Manager, Corporate Risk and Recovery.
- d) Employees shall not transport Cash (including cheques) via internal mail.
- e) Armoured courier services shall be used to transport Cash to the bank.
- f) Where possible, security cameras shall be in place to monitor all safes.

##### **3.1.3 Certificate of Conduct**

Employees having responsibility for the acceptance, custody, and/or safeguarding of Cash, excluding Petty Cash, shall provide the Department of Human Resources (HR) with a Certificate of Conduct:

- a) upon start of employment and every five years; and/or
- b) when transitioning to a position with these responsibilities (and where there is no current Certificate on file).

## 3.2 Forms of Payment

Cashiers shall only accept the forms of payment for various revenue sources as detailed in **Annex A** of the **Cash Handling and Petty Cash Procedures**.

## 3.3 Reconciliations and Deposits

- a) Reconciliations of Cash deposits to the accounting records at Cash Sites shall be made daily.
- b) Records shall be kept on all Cash counts and deposits.
- c) Employees shall comply with the requirements in Cash Reconciliations and Deposits section of the **Cash Handling and Petty Cash Procedures**.

## 3.4 Petty Cash Fund

### 3.4.1 Petty Cash Use

- a) Employees shall comply with the **Cash Handling and Petty Cash Procedures** for establishing, replenishing, or closing a Petty Cash fund; disbursing Petty Cash funds, changing the Petty Cash fund amount; and/or obtaining approval for a new or changed Petty Cash Custodian.
- b) Employees shall ensure there is appropriate Segregation of Duties, as detailed in Section 3.1.1(a).
- c) Petty Cash Custodians shall be the only Employees with access to their Petty Cash funds.
- d) Petty Cash transactions shall only be used for purchases to the maximum amount specified in the **Cash Handling and Petty Cash Procedures**.
- e) The Petty Cash fund shall not be used to circumvent the City's Procurement Policy and/or procedures, or record keeping requirements and shall only be used when other disbursement methods are impractical or cannot be used.
- f) Petty Cash funds that have been inactive, with no activity during a fiscal year, may be closed.
- g) The DCM, Finance and Administration or designate may evaluate the continued need for a Petty Cash fund and such fund may be closed in their sole discretion.

### **3.4.2 Petty Cash Eligible Expenditures**

- a) Employees shall consult their manager prior to expending any funds if they are unsure a purchase is eligible for petty cash reimbursement.
- b) Division managers may choose to implement restrictions on eligible expenditures as they deem appropriate.

### **3.5 Loss (Including Theft)**

- a) Overages or shortages above the threshold detailed in the **Cash Handling and Petty Cash Procedures** shall be brought to the attention of Cashier's/Petty Cash Custodian's manager.
- b) Overages or shortages above the threshold detailed in the **Cash Handling and Petty Cash Procedures** shall be brought to the attention of the Manager, Financial Services by the Cashier's/Petty Cash Custodian's manager.
- c) For any suspected theft of Cash, Employees and managers shall follow the requirements of the **Fraud Policy**.

### **3.6 Oversight**

- a) Employees responsible for Cash handling and/or Petty Cash shall sign an acknowledgement form indicating their agreement to comply with the Cash Handling and Petty Cash Policy and Procedures.
- b) The DCM, Finance and Administration; City Internal Auditor; and/or designate(s) may conduct reviews, audits, or checks at any time without notice to ensure compliance with this policy and related procedures.

## **4. Application**

This policy applies to (i) all Cash Sites, (ii) Petty Cash Funds, and (iii) all Employees involved with Cash handling or Petty Cash Funds; with the exception of the St. John's Transportation Commission.

## **5. Responsibilities**

### **5.1 Cashiers and Petty Cash Custodians** are responsible for:

- a) complying with this policy and related procedures;

- b) reporting any suspected misappropriation of cash; and
- c) maintaining records for audit.

**5.2 Managers supervising Cashiers or Petty Cash Custodians** are responsible for:

- a) communicating this policy and related procedures to all Cashiers and Petty Cash Custodians under their supervision;
- b) establishing an effective internal control system that maintains appropriate Segregation of Duties;
- c) ensuring any additional standard operating procedures used by their divisions comply with this policy and associated procedures;
- d) advising HR of changes in cash handling responsibilities;
- e) reviewing and approving receipts and reconciliations;
- f) investigating unusual variations in cash; and
- g) taking appropriate action for any potential contravention of the policy or related procedures, including notifying the Department of Finance and Administration, when appropriate.

**5.3 Department Heads** are responsible for:

- a) ensuring that this policy and related procedures are communicated to all applicable Employees in their departments; and
- b) ensuring their departments comply with this policy and associated procedures.

**5.4 The Department of Finance and Administration** is responsible for:

- a) setting maximum amounts for Petty Cash Funds;
- b) performing timely bank account reconciliations and investigating any discrepancies between internal records and the bank's records;
- c) monitoring deposits to ensure Cash is being deposited and conducting intermittent random checks;
- d) managing armoured car services; and
- e) authorizing any exceptions to the policy requirements.

**5.5. The Department of Human Resources** is responsible for:

- a) ensuring that Certificates of Conduct are provided by employees to HR when required.

## **5.6 The Office of the City Internal Auditor is responsible for:**

- a) conducting compliance reviews, audits, or checks as they deem appropriate;
- b) applying the requirements of the **Fraud Policy** for any suspected theft of Cash.

## **6. References**

04-12-01-01 Cash Handling and Petty Cash Procedures

## **7. Approval**

- Policy Sponsor: DCM, Finance and Administration
- Policy Writer: Policy Analyst
- Date of Approval from
  - Corporate Policy Committee: October 23, 2019
  - Senior Executive Committee:
  - Committee of the Whole:
- Date of Approval from Council:

## **8. Monitoring and Contravention**

The Department of Finance and Administration shall monitor the application of this policy.

Any contravention of the policy shall be brought to the attention of the DCM, Finance and Administration; Department of Human Resources; the Office of the City Solicitor; the Office of the Internal Auditor; and/or the City Manager for further investigation and potential follow up disciplinary or legal action, up to and including dismissal.

## **9. Review Date**

Initial Review: three years; Subsequent Reviews: five years

**DRAFT – For Discussion Only**

**City of St. John's Corporate and Operational Policy Manual**

<b>Procedure Title:</b> Cash Handling and Petty Cash Procedures	
<b>Authorizing Policy:</b> Cash Handling and Petty Cash Policy	
<b>Procedure #:</b> 04-12-01-01 (to be assigned)	
<b>Last Revision Date:</b> N/A	<b>Procedure Sponsor:</b> Manager, Financial Services

**Note:** This document incorporates both the policy and the procedures.

**1. Procedure Statement**

This document provides Employees involved in Cash handling, including Petty Cash, with direction to ensure proper controls over (i) the acceptance, custody, and safeguarding of Cash; and (ii) the establishment and administration of Petty Cash funds; and provides procedural guidelines to Employees involved in Cash handling or Petty Cash to support compliance with the policy.

**2. Definitions**

**“Cash”** means coin, currency, cheques, money orders, bank drafts, and/or credit/debit card transactions.

**“Cash Site”** means a City location that handles Cash. Petty Cash Custodians are excluded from the definition of a Cash Site.

**“Cashier”** means any Employee who performs the function of receiving, transmitting, safeguarding, and/or depositing Cash.

**“Department Head”** means any Employee reporting directly to the City Manager and/or Council.



**“Employee”** means any person employed by the City of St. John’s as a permanent, term, part-time, casual, contract, seasonal, temporary, or student worker.

**“Petty Cash”** means a small amount of currency to cover payments of low value, low risk, and infrequent purchases.

**“Petty Cash Custodian”** means an Employee appointed to operate, safeguard and make disbursements from an individual Petty Cash fund.

**“Point of Service Terminal”** shall include cash registers, cash drawers, point of sale/service terminals, and/or computers used for cash transactions.

**“Segregation of Duties”** means an internal control to mitigate risk, where no single Employee handles a transaction from beginning to end.

### **3. Requirements**

#### **3.1 Oversight**

- a) Cash and Petty Cash shall be managed in accordance with the **Cash Handling and Petty Cash Policy** and the **Cash Handling and Petty Cash Procedures**.
- b) Employees responsible for Cash handling and/or Petty Cash shall sign an acknowledgement form indicating their agreement to comply with the Cash Handling and Petty Cash Policy and Procedures.
- c) Employees shall ensure any personal information associated with Cash handling or Petty Cash is managed in accordance with the Privacy Policy.
- d) The DCM, Finance and Administration; City Internal Auditor; and/or designate(s) may conduct reviews, audits, or checks at any time without notice to ensure compliance with this policy and related procedures.

##### **3.1.1 Segregation of Duties**

- a) Appropriate Segregation of Duties shall exist at all times in the Cash handling and Petty Cash functions. No individual Employee shall have responsibilities for the entire Cash management process. At a

minimum, the Employee responsible for Cash acceptance and deposit preparation shall not be involved with the review and approval of the deposit.

- b) Divisional managers may require additional segregation of duties, as they deem appropriate.

### **3.1.2 Certificate of Conduct**

Employees having responsibility for the acceptance, custody, and/or safeguarding of Cash, excluding Petty Cash, shall provide the Department of Human Resources (HR) with a Certificate of Conduct:

- a) upon start of employment and every five years; and/or
- b) when transitioning to a position with these responsibilities (and where there is no current Certificate on file).

## **3.2 Cash Security**

### **3.2.1 Safeguarding and Transportation**

- a) Cash shall be safeguarded at all times, as detailed in these procedures.
- b) All Cash shall be stored in a secure area (preferably a safe or vault) when not in use.
- c) Safes shall not be unlocked and unattended for any period of time.
- d) Access to secure areas or safes shall be limited to as few people as is necessary.
- e) The combination to each safe shall be changed at least annually and/or each time any Employee with the combination ceases employment and/or no longer requires access to the safe. The division manager shall maintain a current list of Employees who have safe combinations.
- f) For safes with keys only (no combination): For locations using a key to access a safe, the division manager shall ensure that when an Employee ceases employment and/or no longer requires access to the safe, their key is returned to the manager. At least annually, the division manager shall confirm all appropriate staff are in possession of their keys. The division manager shall maintain a current list of Employees who have safe keys.”
- g) Prior to purchasing any new safes or vaults, managers shall consult the Manager, Corporate Risk and Recovery.

- h) Two Employees shall be present when opening the safe or transporting Cash from one location to another.
- i) Employees shall not transport Cash (including cheques) via internal mail.
- j) Armoured courier services shall be used to transport Cash to the bank.
- k) Employees shall ensure that Cash is not unattended at any time when transferring and/or transporting Cash to the bank, between Employees, or between locations.
- l) Where possible, security cameras shall be in place to monitor all safes.

### **3.2.2 Point of Service Terminals**

- a) All Cash received shall be recorded through a Point of Service (POS) Terminal. If no POS Terminal is available, prenumbered and sequential receipts, issued by the Department of Finance and Administration, shall be used.
- b) Each Cashier shall have a separate Cash drawer and float. If the Cash drawer is accessed using a key, the key shall be in the Cashier's possession at all times during their shift.
- c) Each Cashier shall have a unique user name and/or secure password for access to their POS Terminals. This information shall not be shared or used by anyone else.
- d) Cashiers shall be responsible for all transactions on their assigned POS Terminals during their assigned shifts. Cashiers shall ensure their Cash drawers and POS Terminals are secure if they leave them unattended.
- e) A receipt shall be provided for each in-person transaction, and otherwise, when requested.

### **3.3 Cash Floats and Cash Counting**

- a) All Cash floats shall be counted in a secure area at the beginning and end of each shift with the count documented and witnessed. At the beginning of the shift, if the count is under or over the assigned float amount, this shall be noted on the Cash Float section of the Cashier Daily Receipts (CDR) Summary Form. The Form shall be signed and dated by two Employees whenever used.
- b) Cashiers shall leave the assigned float amount at the end of the shift, regardless of any shortage/overage at the beginning of their shift. The

Cash Float section of the CDR Summary Form shall be used to confirm Cash count activities at the end of each shift.

- c) Each Form shall contain the following information:
  - 1. names of Employees completing the count;
  - 2. date and time the count is completed;
  - 3. Cash breakdown of the deposit (coins, currency, cheques, credit/debit card, etc.);
  - 4. discrepancies (e.g., any shortage/overage at the beginning/end of shift); and
  - 5. signatures of each Employee who completed the count.
- d) When possession of Cash is transferred from one Employee to another, the Employee taking possession of the Cash shall count the Cash before accepting it and sign the CDR Summary Form. This would include, but is not limited to, Cash floats being transferred during shift changes or breaks.

### **3.4 Processing Payments**

#### **3.4.1 Forms of Payment**

Cashiers shall only accept the forms of payment for various revenue sources as detailed in **Annex A** of the **Cash Handling and Petty Cash Procedures**.

#### **3.4.2 Cheques, Money Orders, and Bank Drafts**

Upon receipt of cheques, money orders, or bank drafts, the Cashier shall:

- a) ensure the cheque is made payable directly to the City of St. John's, (with the exception of cheques issued to a customer by federal or provincial governments). If the name on the cheque does not match the name on the City account, the Cashier shall request identification to confirm that the person presenting is the person listed on the cheque.
- b) ensure the date and amount are correct and that the cheque has been signed by the customer; and
- c) provide "Cash back" services for federal or provincial government cheques, if applicable and sufficient funds are available;
- d) immediately stamp the document with a cheque deposit stamp (e.g., "For Deposit Only to the account of the City of St. John's").

### **3.4.3 Foreign Currency**

- a) Cheques in US funds may be accepted at face value for payment of taxes. An exchange adjustment shall be applied following bank processing.
- b) US coin may be accepted at par with Canadian coin and processed as Canadian coin.
- c) Cashiers shall not accept any other foreign Cash (including US currency) for any other type of payment.

### **3.4.4 Credit Cards and Debit Cards**

When accepting credit cards or debit cards for payment, Cashiers shall:

- a) process the transaction through a POS Terminal and confirm that the transaction was approved;
- b) for in-person transactions, provide the customer with a copy of the receipt generated by the POS Terminal (if applicable), otherwise provide a receipt upon request; and
- c) if a duplicate receipt is provided, place it in a safe place, for daily reconciliation of revenue.

### **3.4.5 Transactions - Voids, Refunds, and/or Deletes**

- a) Cashiers may complete voids only for debit card and/or credit transactions that are completed on the same day the transaction occurred. The manager/supervisor shall review details (voids, deletes, etc.) at the end of the shift or the beginning of the next shift.
- b) All refunds shall be completed via cheque requisition.

## **3.5 Reconciliations and Deposits**

- a) Reconciliations of Cash deposits to the accounting records at Cash Sites shall be made daily.
- b) Records shall be kept on all Cash counts and deposits.
- c) At the end of each shift, Cashiers shall generate a Cashier's Edit/Batch Report (e.g., Govern, ActiveNet, etc.).
- d) If applicable, Cashiers shall generate a report from their POS Terminal and shall ensure that the values are accurately reflected in the Cashier's Edit/Batch Report.
- e) If applicable, Cashiers shall deposit cheques using CheckPro.
- f) Cash shall be counted in a secure area.
- g) Cashiers shall detail the Cash totals on the CDR Summary Form.

- h) Cashiers shall then complete the bank deposit slip and check to confirm accuracy of totals with the CDR Summary Form.
- i) If there is a discrepancy of more than  $\pm$  \$2.00 between the totals of the CDR Summary Form and Cashier's Edit/Batch Report, Cashiers shall review to determine the source of the error. Cashiers shall document any difference and shall provide an explanation (if greater than  $\pm$  \$2.00) on the Variance Line on the CDR Summary Form.
- j) The Cashier shall sign and date the CDR Summary Form.
- k) The Cashier, witnessed by the manager/supervisor, shall deposit all documentation and all Cash (including all cheques, if applicable) into the appropriate secure location (e.g., safe or vault).
- l) The Cashier's manager/supervisor shall verify the CDR Summary Form and then sign and date the form, confirming that they have counted the Cash and that the information is accurate and complete. The manager/supervisor shall ensure accuracy of the bank deposit slip, initial the slip and prepare all deposits for pickup by the armoured courier service, as per the contracted schedule.

### **3.6 Petty Cash Management**

#### **3.6.1 Petty Cash Oversight**

- a) Employees shall ensure there is appropriate Segregation of Duties, as detailed in Section 3.1.1(a).
- b) Petty Cash Custodians shall be the only Employees with access to their Petty Cash funds.
- c) Petty Cash Funds shall be kept separate from all other monies and shall only be used to reimburse approved Petty Cash expenses.
- d) Petty Cash Funds shall be stored in a locked Cash box at all times. If Petty Cash Custodians do not have access to a safe, Petty Cash shall be stored in a secure area in a locked drawer when not in use, otherwise it shall be stored in the safe.
- e) The Petty Cash fund shall not be used to circumvent the City's Procurement Policy and/or procedures, or record keeping requirements and shall only be used when other disbursement methods are impractical or cannot be used.
- f) For any planned leave periods, the Petty Cash Custodian shall ensure that the Petty Cash fund is transferred to an alternate custodian.
- g) Petty Cash funds that have been inactive, with no activity during a fiscal year, may be closed.

- h) The DCM, Finance and Administration or designate may evaluate the continued need for a Petty Cash fund and such fund may be closed in their sole discretion.

### **3.6.2 Establishment, Funding, and Transfer**

- a) To establish a Petty Cash fund, Department Heads shall request the fund from the DCM, Finance and Administration or designate.
- b) Each Petty Cash fund shall have a Petty Cash Custodian approved by the Department Head and the DCM, Finance and Administration or designate.
- c) The "Required Information for All Actions" section shall be completed on the Petty Cash Action (PCA) Form for all New Petty Cash Custodians and changes to Petty Cash Custodians.
- d) The appropriate box shall be checked on the PCA Form for opening a fund or changing the Petty Cash Custodian and the information in the checked section shall be completed.
- e) The designated Petty Cash Custodian of the new fund or the changed Petty Cash Custodian of an existing fund shall sign and date the "New Custodian Certification" at the bottom of the PCA Form.
- f) A Petty Cash fund shall be reconciled before changing Custodians, as detailed in Section 3.5.3.
- g) To fund the account, the requestor shall prepare a cheque requisition to request a cheque.

### **3.6.3 Petty Cash Eligible Expenditures and Disbursement**

- a) The maximum individual Petty Cash transaction shall be \$50 (including taxes).
- b) Employees shall consult their manager prior to expending any funds if they are unsure a purchase is eligible for Petty Cash reimbursement.
- c) Division managers may choose to implement restrictions on eligible expenditures as they deem appropriate.
- d) Employees shall complete a Petty Cash Voucher form for any purchase using Petty Cash and have it approved by their manager/supervisor (who shall have signing authority under the Procurement Policy).
- e) The Petty Cash Custodian shall:
  - i. pay Petty Cash to an Employee presenting an approved Petty Cash Voucher and the associated invoice or expense receipt;
  - ii. keep the receipt and mark it "Paid"; and

- iii. record the amount and description of expense and the person receiving the Cash in a log of expenses on a Petty Cash Reconciliation and Request for Replenishment (PCRRR) Form.
- f) As expenditures are made, the Petty Cash Custodian shall place the receipts in a Cash box or locked drawer. The receipts and the Cash on hand shall always equal the total amount of the Petty Cash fund for control purposes.
- g) In cases where Cash is advanced to an Employee prior to the purchase of an item, the Petty Cash Custodian shall ensure a Petty Cash Voucher, signed by the Employee's manager, is enclosed in the Petty Cash Fund to account for the Cash advanced until the Employee provides an invoice/receipt.

#### **3.6.4 Petty Cash Reconciliation and Replenishment**

- a) Petty Cash Custodians shall reconcile their log of expenses to their Petty Cash Fund at least quarterly.
- b) Petty Cash Custodians shall not self-approve replenishments or other changes to their Petty Cash fund.
- c) To replenish the fund, the Petty Cash Custodian shall reconcile it, with the total of all the receipts plus the remaining Cash being equivalent to the full fund amount.
- d) The Petty Cash Custodian shall:
  - i. complete the PCRRR Form with the budget numbers for the expenses paid from the Petty Cash fund;
  - ii. sign and date the Form; and
  - iii. attach all receipts to the form.
- e) The total of the PCRRR Form shall not exceed the full balance of the fund.
- f) The Petty Cash Custodian shall prepare a cheque requisition, signed by an appropriate signing authority, and attach the completed and signed PCRRR Form, which shall serve as the invoice when the cheque is requested. It shall then be submitted to Financial Services.

#### **3.6.5 Changes to the Petty Cash Fund Amount**

- a) For increases or decreases to the Petty Cash fund amount, the requestor must complete and get required signatures on a Petty Cash Action (PCA) Form. Any increases to Petty Cash funds shall be approved by the DCM, Finance and Administration.



- b) The requestor shall check the box for “Change Amount of a Petty Cash Fund” and check the appropriate box to indicate whether the change is an increase or decrease.
- c) To increase the Petty Cash Fund amount, the requestor shall:
  - i. complete the rest of the section on the PCA Form;
  - ii. prepare a cheque requisition for the fund increase; and
  - iii. attach the cheque requisition to the completed and signed PCA Form to serve as the invoice when payment request is submitted to Financial Services.
- d) To close or decrease the amount of a Petty Cash fund, the requestor shall:
  - i. complete the steps in Section 3.5.3 (Petty Cash Reconciliation and Replenishment) to ensure the Cash remaining is equal to the full fund balance; and
  - ii. notify Financial Services and arrange to have the excess funds deposited.

### **3.7 Cash Loss**

- a) For overages or shortages above \$2, the Cashier shall notify the Cashier's/Petty Cash Custodian's manager.
- b) For overages or shortages above \$100, the Cashier's/Petty Cash Custodian's manager shall notify the Manager, Financial Services.
- c) For any suspected theft of Cash, Employees and managers shall follow the requirements of the **Fraud Policy**.

## **4. Application**

The policy and procedures apply to (i) all Cash Sites, (ii) Petty Cash Funds, and (iii) all Employees involved with Cash handling or Petty Cash Funds; with the exception of the St. John's Transportation Commission.

## **5. Responsibilities**

### **5.1 Cashiers and Petty Cash Custodians** are responsible for:

- a) complying with the policy and procedures;
- b) reporting any suspected misappropriation of Cash; and
- c) maintaining records for audit.

**5.2 Managers supervising Cashiers or Petty Cash Custodians** are responsible for:

- a) communicating the policy and procedures to all Cashiers and Petty Cash Custodians under their supervision.
- b) establishing an effective internal control system that maintains appropriate Segregation of Duties;
- c) ensuring any additional standard operating procedures used by their divisions comply with this policy and associated procedures;
- d) advising HR of changes in cash handling responsibilities;
- e) reviewing and approving receipts and reconciliations;
- f) investigating unusual variations in revenue; and
- g) taking appropriate action for any potential contravention of the policy or procedures, including notifying the Department of Finance and Administration, when appropriate.

**5.3 The Department of Finance and Administration** is responsible for:

- a) setting maximum amounts for Petty Cash Funds;
- b) performing timely bank account reconciliations and investigating any discrepancies between internal records and the bank's records;
- c) monitoring deposits to ensure Cash is being deposited and conducting intermittent random checks;
- d) providing funds to Petty Cash Custodians;
- e) managing armoured car services; and
- f) authorizing any exceptions to the policy requirements.

**5.4 Department Heads** are responsible for:

- a) ensuring that this policy and related procedures are communicated to all applicable Employees in their departments; and
- b) ensuring their departments comply with this policy and associated procedures.

**5.5. The Department of Human Resources** is responsible for:

- a) ensuring that Certificates of Conduct are provided by Employees to HR when required.

## **5.6 The Office of the City Internal Auditor is responsible for:**

- a) conducting compliance reviews, audits, or checks as they deem appropriate;
- b) applying the requirements of the **Fraud Policy** for any suspected theft of Cash.

## **6. References**

04-12-01 Cash Handling and Petty Cash Policy

## **7. Approval**

- Procedure Sponsor: Manager of Financial Services
- Procedure Writer: Policy Analyst
- Date of Approval from:
  - Corporate Policy Committee: October 23, 2019
  - Senior Executive Committee:

## **8. Monitoring and Contravention**

The Department of Finance and Administration shall monitor the application of the policy and procedures.

Any contravention of the policy or procedures may be brought to the attention of the Deputy City Manager, Finance and Administration; the Department of Human Resources; the Office of the City Solicitor; and/or the City Manager for further investigation and potential follow up disciplinary or legal action, up to and including dismissal.

## **9. Review Date**

Initial Review: one year.

Subsequent Reviews: During policy review (initially three years, then every five years).

## **Annex A**

### **Acceptable Payment Types by Revenue Source and/or City Location**

#### **City Hall – Tax-Related Revenue**

##### **Accepted**

1. Canadian Paper Currency and/or Coin
2. Personal Cheques
3. Business Cheques
4. Debit Card
5. Money Orders
6. Bank Draft/ Certified Cheque
7. US Cheques
8. US Coin (at par with Canadian Coin)
9. Third Party Cheques from the Federal/Provincial Government

##### **Not Accepted**

1. Credit Card
  2. All Other Third-Party Cheques
  3. All Other Foreign Cash (including US paper currency)
- 

#### **City Hall (all other revenue sources) and the following Community Services locations:**

- **H.G.R. Mews Community Centre**
- **Paul Reynolds Community Centre**
- **Railway Coastal Museum**

##### **Accepted**

1. Canadian Paper Currency and/or Coin
2. Personal Cheques
3. Business Cheques
4. Debit Card
5. Credit Card
6. Money Orders
7. Bank Draft/ Certified Cheque
8. Third Party Cheques from the Federal/Provincial Government
9. US Coin (at par with Canadian Coin)

**Not Accepted**

1. All Other Third-Party Cheques
  2. US Cheques
  3. All Other Foreign Cash (including US paper currency)
- 

**Community Services - Humane Services (Higgins Line)****Accepted**

1. Canadian Paper Currency and/or Coin
2. Debit Card
3. Credit Card
4. Money Orders
5. US Coin (at par with Canadian Coin)

**Not Accepted**

1. Personal Cheques
  2. Business Cheques
  3. All Third-Party Cheques
  4. Bank Draft/Certified Cheque
  5. US Cheques
  6. All Other Foreign Cash (including US paper currency)
- 

**Other Community Centre Locations:**

- Kenmount Terrace Community Centre
- Kilbride Lions Community Centre
- Shea Heights Community Centre
- Southlands Community Centre

**Accepted**

1. Canadian Paper Currency and/or Coin
2. US Coin (at par with Canadian Coin)
3. Personal Cheques
4. Business Cheques

**Not Accepted**

1. All other forms of payment

**Note:** Other forms of payment for these facilities may be paid at the H.G.R. Mews Community Centre or the Paul Reynolds Community Centre.

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**Other City Locations****Bowring Park (Snow Shoe Rentals)****Accepted**

1. Debit Card
2. Credit Card

**Not Accepted**

1. All other forms of payment

**Pippy Park (Northbank Lodge) (Snow Shoe Rentals)****Accepted**

1. Canadian Paper Currency and/or Coin
2. US Coin (at par with Canadian Coin)
3. Debit Card
4. Credit Card

**Not Accepted**

1. All other forms of payment

# DECISION/DIRECTION NOTE

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**Title:** Sponsorship Policy

**Date Prepared:** December 3, 2019

**Report To:** Committee of the Whole

**Councillor and Role:** Councillor Dave Lane - Finance and Administration

**Ward:** N/A

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**Decision/Direction Required:** Approval of a Sponsorship Policy and rescission of a current related policy.

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

The City receives many requests from organizations for financial or in-kind support and has also received support from organizations to sponsor City events (e.g., Festival of Music and Lights). To date, the City has had an ad-hoc and decentralized approach, with some requests addressed under existing funding programs, existing Council direction (in the case of declining fundraising requests), or on a case-by-case basis (e.g., 2017 Tim Hortons Brier).

Sponsorship involves a contractual arrangement between two parties where one party contributes cash and/or in-kind goods or services to the other party in return for commercial marketing potential (e.g., advertising, naming rights, etc.). The proposed Sponsorship Policy will apply to both the City receiving sponsorship money or in-kind goods/services from external organizations and the City providing sponsorship money or in-kind goods/services to external organizations.

The policy will provide a framework that establishes sponsorship eligibility criteria, creates a consistent sponsorship assessment process, and provides City-wide oversight to sponsorship activities. It will be managed by a Sponsorship Committee co-chaired by the Deputy City Manager (DCM), Community Services and the City Clerk.

For sponsorship of City assets, there is an initial list attached (Annex A) for Council's consideration. The City plans to engage a consultant to update the asset inventory, as well as assess their potential sponsorship value. Following this, a revised list will be provided to Council for approval.

The new policy clearly notes that the City will not provide sponsorship or donations to organizations or individuals, with the exception of potential sponsorship for events within the City of St. John's with budgets greater than \$100,000 (e.g., 2017 Tim Hortons Brier). Both private and not-for-profit organizations hosting events at these budget levels will be eligible for

# ST. JOHN'S

the City's consideration under the policy. Other organizations and individuals may still be eligible for support from the City via other existing policies/grant programs (see links to relevant documents below); however, many individual and organizational requests for support will be ineligible under the new policy.

There is currently an outdated related policy ([05-01-14 Promotion of Charitable Causes and Commercial Products/Services on City Property](#)) that will be repealed if the Sponsorship Policy is approved.

**Key Considerations/Implications:**

1. Budget/Financial Implications:
  - Sponsorship of City Assets will provide new non-tax revenue to the City.
  - Funding for the external consultant will be determined.
2. Partners or Other Stakeholders:
  - The policy will affect organizations who wish to sponsor City assets.
  - It will also impact individuals and organizations seeking sponsorship or donations from the City.
  - For those who are not eligible under the Sponsorship Policy, other existing policies/grant programs may provide more appropriate avenues for funding.
3. Alignment with Strategic Directions/Adopted Plans: This policy aligns with the "Sustainable City" strategic direction and is included as an initiative in the related goal (Goal S1 – Be financially responsible and accountable).
4. Legal or Policy Implications: The Office of the City Solicitor has reviewed and approved the policy.
5. Privacy Implications: City staff will ensure that any personal information is managed in accordance with the Privacy Management Policy.
6. Engagement and Communications Considerations: The Sponsorship Committee co-chairs (or their designate) will communicate the new policy processes to staff, including those who have been involved in previous sponsorships.
7. Human Resource Implications: Not Applicable.
8. Procurement Implications: Any type of sponsorship opportunity where discounted goods and/or services are provided will consider and comply with the Public Procurement Act, Regulations, and Policy.
9. Information Technology Implications: Not Applicable.
10. Other Implications: Not Applicable.



**Recommendation:** It is recommended that the Council approve the Sponsorship Policy and rescind the current related policy (05-01-14 Promotion of Charitable Causes and Commercial Products/Services on City Property).

**Prepared by/Date:** Trina Caines, Policy Analyst / December 3, 2019

**Reviewed by/Date:** Jennifer Langmead, Supervisor, Tourism and Events / December 3, 2019

**Approved by/Date:** Tanya Haywood, DCM, Community Services  
Elaine Henley, City Clerk, CPC Co-Chair; Roshni Antony, Manager - HR  
Advisory Services, CPC Co-Chair / December 3, 2019

**Attachments:**

- Annex A - Initial List of City Assets Proposed for Sponsorship Eligibility
- 09-17-01 Sponsorship Policy
- 09-17-01-01 Sponsorship Procedures (for information only)

**Other City policies/grant programs providing funding to individuals and organizations:**

- [04-04-01 Policy on Requests for Grants and Subsidies](#)
- [04-04-09 Policy on Grants to Artists and Arts Organizations](#)
- [04-09-03 Financial Support for Meeting and Conventions](#)
- [09-05-01 Support of the Arts Community](#)
- Heritage Grants
- Housing Catalyst Fund

## **Annex A - Initial List of City Assets Proposed for Sponsorship Eligibility**

### **1. Naming Rights**

1. Ball Diamonds
2. City-wide Initiatives
3. Community Centres (full complex and/or individual areas/rooms)
4. Dog Parks
5. Outdoor Pools
6. Skateboard Parks
7. Soccer Fields
8. Special Events
9. Splash Pads
10. Tennis Courts

### **2. Sponsorship**

#### **2.1 Special Events**

1. Canada Day
2. ChillFest
3. Festival of Music and Lights
4. Music @ Series
5. National Child Week
6. New Year's Eve
7. Party in the Park
8. Pumpkin Walk
9. St. John's Days
10. Youth Week

#### **2.2 City-wide Initiatives**

1. Fire Safety Education
2. Neighbourhood Watch
3. Pet Licensing
4. Waste/Recycling
5. Leaf Collection
6. Neighbourhood Clean Up

#### **2.3 Other Facilities and/or Equipment**

1. Website (or part thereof)
2. City Guide
3. LCD Screens
4. Park Benches
5. Bicycle Racks
6. Facility/Park Sign

## **DRAFT – For Discussion Only**

### **City of St. John's Corporate and Operational Policy Manual**

<b>Policy Title:</b> Sponsorship Policy	<b>Policy #:</b> 09-17-01 (not yet assigned)
<b>Last Revision Date:</b> N/A	<b>Policy Section:</b> Community Services> Sponsorship
<b>Policy Sponsor:</b> Deputy City Manager, Community Services	

#### **1. Policy Statement**

The purpose of this policy is to create a Sponsorship framework that allows the City of St. John's to:

- a) maintain and/or enhance City programs, events, or services with revenue received from sponsorship, without additional cost to taxpayers;
- b) provide clear direction to Employees who have Sponsorship responsibilities;
- c) assess opportunities for requests for the City to enter into Sponsorship agreements;
- d) ensure fairness, transparency, and accountability; and
- e) ensure that activities and agreements covered by the policy do not negatively affect the City's image, nor are contrary to its interests.

#### **2. Definitions**

**“City Asset”** means an item, object, thing, or real estate property owned by the City and includes, but is not limited to, City-owned buildings, parks and open spaces, vehicles, equipment, structures, or part thereof, events, services, programs, activities, and intellectual property.

**“Committee Administrator”** means the Employee appointed by the Sponsorship co-chairs with administrative and/or coordination responsibilities for the Sponsorship Committee.

**“Donation”** means a cash or In-kind contribution (goods or services) for which no reciprocal commercial benefits are given or expected. May also be referred to as a ‘gift’.

**“Employee”** means any person employed by the City of St. John’s as a permanent, term, part-time, casual, contract, seasonal, temporary, or student worker.

**“In-kind”** means a Sponsorship received in the form of goods and/or services, rather than cash.

**“Naming Rights”** means a type of Sponsorship in which a sponsor receives the exclusive right to name (or rename) a City Asset under specific terms outlined in an agreement.

**“Request for Sponsorship Proposal”** means an open process where parties may express their interest in participating in Sponsorship opportunities.

**“Sponsorship”** means a contractual arrangement between the City and a sponsor where one party contributes cash and/or In-kind goods or services to the other party in return for commercial marketing potential.

**“Sponsorship Committee”** means an Employee committee to oversee policy implementation, co-chaired by the Deputy City Manager, Community Services and City Clerk, who may appoint members of the Committee and designates to act on the co-chairs’ behalf.

### **3. Policy Requirements**

#### **3.1 General Principles**

The City may seek Sponsorship opportunities with external parties that align with the City’s vision and values.

Any Sponsorship:

- a) shall be compatible with the nature of the sponsored program, event, or City Asset and compatible with the target audience, both as determined by the City in its sole discretion;

- b) shall take into consideration City staffing and financial capacity implications, including any potential long-term impacts;
- c) shall not compromise the City's ability to carry out its functions fully and impartially;
- d) shall not cause an Employee or Member of Council to receive any benefit, product, service, or money for personal gain or use;
- e) shall not relinquish to any sponsor the City's right to manage and control a City Asset, unless authorized by the City;
- f) shall not detract from the character, integrity, aesthetic quality, or safety of a City Asset, or interfere with its enjoyment or use;
- g) shall not interfere with the terms and conditions of existing City Sponsorship agreements; and
- h) shall comply with the [Canadian Code of Advertising Standards](#), where applicable, as determined by the City.

### **3.2 Eligibility and Restrictions**

The City shall not enter into any type of Sponsorship agreement with external parties:

- a) that discriminate based on any prohibited grounds as defined by the Human Rights Act, 2010;
- b) that advertise tobacco/cannabis products or promote tobacco/cannabis use;
- c) that advertise or promote the use of illegal substances or weapons;
- d) that promote religious or political messaging;
- e) with whom the City is in litigation, which in the opinion of the City, would materially affect entering into an agreement;
- f) that, in the City's sole opinion, does not align with the City's vision and/or values as expressed in its Strategic Plan and/or would reflect negatively on the City.

#### **3.2.1 City Discretion**

The City reserves the right to:

- a) reject any unsolicited Sponsorships that have been offered to the City and to reject any Sponsorships that may have been solicited by the City;
- b) terminate an existing Sponsorship agreement should conditions arise that make it no longer in the interest of the City to continue the agreement; and/or

- c) refuse any proposal, including, but not limited to, those submitted by third parties whose activities, products, and/or services are perceived, at the sole discretion of the City, to be incompatible with the City's goals, values, or strategic plan.

### **3.3 Sponsorship Administration**

- a) The Deputy City Manager (DCM), Community Services (or designate) and City Clerk (or designate) shall serve as co-chairs of the Sponsorship Committee ("the Committee").
- b) The co-chairs may appoint Employees as members of the Committee, including a Committee Administrator.
- c) Employees shall not participate in the solicitation, negotiation, and/or administration of individual Sponsorships unless authorized by the Committee.

#### **3.3.1 Request for Sponsorship Proposals Process**

- a) A Request for Sponsorship Proposals process shall be used when the City solicits Sponsorship involving a value greater than \$10,000 for the term of the agreement.
- b) Potential sponsors shall bear all costs associated with the preparation and submission of any Sponsorship proposal, and the City shall, in no case, be responsible or liable for those costs.
- c) All proposals received become the property of the City.
- d) For unsolicited Sponsorship offers received from third parties, a Request for Sponsorship Proposals shall not be mandatory.

#### **3.3.2 Sponsorship Evaluation and Exclusions**

- a) The City may consider providing funding or in-kind contributions to organizations for events within the City of St. John's that have budgets greater than \$100,000, as detailed in the **Sponsorship Procedures**.
- b) The City shall not provide to an individual, organization, project, and/or event any Donations or Sponsorship (including in-kind contributions), other than in accordance with Section 3.3.2(a).
- c) Sponsorship proposals shall be evaluated by the Sponsorship Committee in accordance with the criteria detailed in the **Sponsorship Procedures**.

- d) Any sponsorships considered in (a) above shall:
  - i. be from an organization that is a registered not-for-profit corporation or for-profit entity in good standing with the Provincial Registry of Companies or federally registered under the Corporations Act;
  - ii. provide an element of the event open to the general public;
  - iii. exclude conferences, conventions, and/or trade/consumer shows; and
  - iv. have funding support from other levels of government and/or private funding sources.
- e) In addition to the exclusions listed in Section 3.2, and with the exception of potential sponsorship noted in (a) above, the City shall not enter into Sponsorship agreements where an individual, organization, project, and/or event is seeking Sponsorship or Donations (including in-kind contributions) from the City.

### **3.4 Agreements**

All Sponsorship agreements:

- a) that are over \$100,000 shall require final approval from Council;
- b) shall be in writing and shall be executed as required by the City;
- c) shall have a fixed term; and
- d) shall not result in any competitive advantage, benefit, or preferential treatment for the external party outside of the agreement.

The determination of the value of any agreement shall be the aggregate of all monies and value of goods and/or services that might be given over the term of the agreement.

## **4. Application**

This policy applies to the following, unless specifically excluded in Section 4.1:

- a) all relationships that involve Sponsorship rights between the City (including any designated third parties acting on the City's behalf) and external parties;
- b) all Employees and/or agents involved in or responsible for Sponsorship; and
- c) City Assets when designated by Council as being included in the policy.

## 4.1 Exclusions

The policy does not apply to:

- a) City assets that are excluded by a contract or agreement with a Third Party;
- b) advertising that is not part of a Sponsorship Agreement;
- c) philanthropic contributions, gifts, or Donations to the City;
- d) any grants, subsidies, or contributions provided by the City under the authority of other City policies or programs;
- e) community engagement/support that aligns with the services of the St. John's Regional Fire Department;
- f) any financial contributions (including, but not limited to, grants or program funding) received from other levels of government;
- g) street names; or
- h) Sponsorship agreements that pre-date this policy.

## 5. Responsibilities

### 5.1 City Council is responsible for:

- a) approving the identification of City Assets for Sponsorship opportunities; and
- b) approving any agreement that:
  - i. relates to Naming Rights or renaming of a City building; and/or
  - ii. is valued for an amount over \$100,000.

### 5.2 The DCM, Community Services and City Clerk (as the Sponsorship Committee co-chairs) are responsible for:

- a) managing the overall implementation of this policy;
- b) at their discretion, appointing designates to act on their behalf; and
- c) appointing members of the Sponsorship Committee.

### 5.3 DCMs and City Manager are responsible for:

- a) ensuring that all City Assets (including programs, events, activities, etc.) in their departments are reviewed for their Sponsorship potential.



- b) supporting Sponsorship activities as required and ensuring that their Employees abide by the provisions of the policy.

## **6. References**

- [Canadian Code of Advertising Standards](#)
- 09-17-01-01 Sponsorship Procedures

## **7. Approval**

- Policy Sponsor: DCM, Community Services
- Policy Writer: Policy Analyst
- Date of Approval from
  - Corporate Policy Committee: May 8, 2019
  - Senior Executive Committee:
  - Committee of the Whole:
- Date of Approval from Council:

## **8. Monitoring and Contravention**

The Sponsorship Committee co-chairs and/or designate(s) shall monitor the application of this policy.

Any contravention of the policy may be brought to the attention of the appropriate DCM(s), the Sponsorship Committee and/or co-chairs, the Department of Human Resources, the Office of the City Solicitor, and/or the City Manager for further investigation and potential follow up disciplinary or legal action.

## **9. Review Date**

Initial Review: three years, Subsequent Reviews: five years

**DRAFT – For Discussion Only**

**City of St. John’s Corporate and Operational Policy Manual**

<b>Procedure Title:</b> Sponsorship Procedures	
<b>Authorizing Policy:</b> Sponsorship Policy	
<b>Procedure #:</b> 09-17-01-01 (not yet assigned)	
<b>Last Revision Date:</b> N/A	<b>Procedure Sponsor:</b> Deputy City Manager, Community Services

<b>Note:</b> This document incorporates both the policy and the procedures.
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**1. Procedure Statement**

The purpose of the policy and procedures is to create a Sponsorship framework that allows the City of St. John’s to:

- a) maintain and/or enhance City programs, events, or services with revenue received from Sponsorship, without additional cost to taxpayers;
- b) provide clear direction to Employees who have Sponsorship responsibilities;
- c) assess opportunities for requests for the City to enter into Sponsorship agreements;
- d) ensure fairness, transparency, and accountability; and
- e) ensure that activities and agreements covered by the policy do not negatively affect the City’s image, nor are contrary to its interests.

This document provides direction to Employees who have Sponsorship responsibilities, particularly related to the evaluation of proposals for Sponsorship and the development of Sponsorship agreements.

**2. Definitions**

**“Authorized Employee”** means an Employee that has been authorized to participate in the solicitation, negotiation, and/or administration of individual Sponsorships by the Sponsorship Committee.

**“City Asset”** means an item, object, thing, or real estate property owned by the City and includes, but is not limited to, City-owned buildings, parks and open spaces, vehicles, equipment, structures, or part thereof, events, services, programs, activities, and intellectual property.

**“Committee Administrator”** means the Employee appointed by the Sponsorship co-chairs with administrative and/or coordination responsibilities for the Sponsorship Committee.

**“Donation”** means a cash or In-kind contribution (goods or services) for which no reciprocal commercial benefits are given or expected. May also be referred to as a ‘gift’.

**“Employee”** means any person employed by the City of St. John’s as a permanent, term, part-time, casual, contract, seasonal, temporary, or student worker.

**“In-kind”** means a Sponsorship received in the form of goods and/or services, rather than cash.

**“Naming Rights”** means a type of Sponsorship in which a sponsor receives the exclusive right to name (or rename) a City Asset under specific terms outlined in an agreement.

**“Request for Sponsorship Proposal”** means an open process where parties may express their interest in participating in Sponsorship opportunities.

**“Sponsorship”** means a contractual arrangement between the City and a sponsor where one party contributes cash and/or In-kind goods or services to the other party in return for commercial marketing potential.

**“Sponsorship Committee”** means an Employee committee to oversee policy implementation, co-chaired by the Deputy City Manager, Community Services and City Clerk, who may appoint members of the Committee and designates to act on the co-chairs’ behalf.

### **3. Requirements**

#### **3.1 General Principles**

The City may seek Sponsorship opportunities with external parties that align with the City's vision and values.

Any Sponsorship:

- a) shall be compatible with the nature of the sponsored program, event, or City Asset and compatible with the target audience, both as determined by the City in its sole discretion;
- b) shall take into consideration City staffing and financial capacity implications, including any potential long-term impacts;
- c) shall not compromise the City's ability to carry out its functions fully and impartially;
- d) shall not cause an Employee or Member of Council to receive any benefit, product, service, or money for personal gain or use;
- e) shall not relinquish to any sponsor the City's right to manage and control a City Asset, unless authorized by the City.
- f) shall not detract from the character, integrity, aesthetic quality, or safety of a City Asset, or interfere with its enjoyment or use;
- g) shall not interfere with the terms and conditions of existing City Sponsorship agreements; and
- h) shall comply with the [Canadian Code of Advertising Standards](#), where applicable, as determined by the City.

#### **3.2 Eligibility and Restrictions**

The City shall not enter into any type of Sponsorship agreement with external parties:

- a) that discriminate based on any prohibited grounds as defined by the Human Rights Act, 2010;
- b) that advertise tobacco/cannabis products or promote tobacco/cannabis use;
- c) that advertise or promote the use of illegal substances or weapons;
- d) that promote religious or political messaging;
- e) with whom the City is in litigation, which in the opinion of the City, would materially affect entering into an agreement;

- f) that, in the City's sole opinion, does not align with the City's vision and/or values as expressed in its Strategic Plan and/or would reflect negatively on the City.

### **3.2.1 City Discretion**

The City reserves the right to:

- a) reject any unsolicited Sponsorships that have been offered to the City and to reject any Sponsorships that may have been solicited by the City;
- b) terminate an existing Sponsorship agreement should conditions arise that make it no longer in the interest of the City to continue the agreement; and/or
- c) refuse any proposal, including, but not limited to, those submitted by third parties whose activities, products, and/or services are perceived, at the sole discretion of the City, to be incompatible with the City's goals, values, or strategic plan.

### **3.3 Sponsorship Administration**

- a) The Deputy City Manager (DCM) of Community Services (or designate) and City Clerk (or designate) shall serve as co-chairs of the Sponsorship Committee.
- b) The co-chairs may appoint Employees as members of the Committee, including a Committee Administrator.
- c) Employees shall not participate in the solicitation, negotiation, and/or administration of individual Sponsorships unless authorized by the Committee.
- d) Authorized Employees shall notify the Committee Administrator of a potential Sponsorship opportunity as soon as they become aware of it and shall ensure they receive approval from the Committee before any negotiations occur.
- e) For Sponsorship offers that exceed an Authorized Employee's financial approval limits, as detailed below, the Committee Administrator shall refer the offers to the co-chairs and/or designate(s):
  - i. Managers: \$10,000 or less.
  - ii. Directors: \$20,000 or less.
  - iii. DCMs: \$60,000 or less.
  - iv. City Manager: \$100,000 or less.

- f) During the development of each Request for Sponsorship Proposals or review of unsolicited proposals, the Sponsorship Committee will determine the appropriate evaluation criteria for the specific Sponsorship opportunity.
- g) Proposals for City Sponsorship shall be evaluated by the Sponsorship Committee in accordance with the criteria detailed in Section 3.5.3.

### **3.4 Request for Sponsorship Proposals Process**

- a) A Request for Sponsorship Proposals process shall be used when the City solicits Sponsorship involving a value greater than \$10,000 for the term of the agreement.
- b) Potential sponsors shall bear all costs associated with the preparation and submission of any Sponsorship proposal, and the City shall, in no case, be responsible or liable for those costs.
- c) All proposals received become the property of the City.
- d) For unsolicited Sponsorship offers received from third parties, a Request for Sponsorship Proposals shall not be mandatory.
- e) For Requests for Sponsorship Proposals that do not receive any responses, upon approval by the co-chairs, potential sponsors may be solicited by the City on an individual basis. The solicitation shall be in writing. The City shall not have any discussions with any external party related to Sponsorship without the approval of the co-chairs.

### **3.5 City Sponsorship for Events**

- a) The City may consider providing funding or in-kind contributions to organizations for events within the City of St. John's that have budgets greater than \$100,000, as detailed below.
- b) The City shall not provide to an individual, organization, project, and/or event any Donations or Sponsorship (including in-kind contributions), other than in accordance with Section 3.5(a).
- c) Any Sponsorships considered in (a) above shall:
  - i. be from an organization that is a registered not-for-profit corporation or for-profit entity in good standing with the Provincial Registry of Companies or federally registered under the Corporations Act;
  - ii. provide an element of the event open to the general public;
  - iii. exclude conferences, conventions, and/or trade/consumer shows;and

- iv. have funding support from other levels of government and/or private funding sources.
- d) In addition to the exclusions listed in Section 3.2, and with the exception of potential Sponsorship noted in (a) above, the City shall not enter into Sponsorship agreements where an individual, organization, project, and/or event is seeking Sponsorship or Donations (including in-kind contributions) from the City.

### **3.5.1 Event Budgets Between \$100,000 and \$500,000**

For events that have a minimum budget between \$100,000 and \$500,000, the City may consider providing Sponsorship for events that:

- a) have been in existence for at least one year;
- b) have completed an economic impact analysis model/tool (as approved by the Sponsorship Committee) as part of their Sponsorship proposal; and
- c) have included all required information in their Sponsorship proposal as directed by the Sponsorship Committee.

### **3.5.2 Event Budgets Over \$500,000**

For events that have a minimum budget of \$500,000, the City may consider providing Sponsorship for events that:

- a) are regional, national, or international in scope;
- b) do not typically recur annually in the same location;
- c) are awarded to a host destination through a competitive bidding process, or have submitted an event Sponsorship proposal (including all required information as directed by the Sponsorship Committee) to the City by April 1 of the year preceding the event, or within the timeframe approved by the City; and
- d) have completed an economic impact analysis model/tool (as approved by the Sponsorship Committee) as part of their Sponsorship proposal; and
- e) have included all required information in their Sponsorship proposal as directed by the Sponsorship Committee.

Final approval shall be conditional upon the event receiving funding or having a commitment to receive funding from other levels of government and/or private funding sources.

### **3.5.3 Evaluation Criteria for City Sponsorship of Organizational Events**

Evaluation criteria shall include:

- a) the type of event (i.e., regional/Atlantic, national, or international);
- b) degree of economic impact as detailed by a City-approved economic impact analysis model/tool;
- c) event media profile (e.g., web, radio, television, print, and/or social media);
- d) seasonal priority (e.g., off-season, shoulder season);
- e) other qualitative factors, including, but not limited to:
  - i. leverage opportunities and capacity to deliver long-term benefits to the City;
  - ii. organization's capacity for administering the project and demonstrated ability to achieve timeframes and budgets outlined;
  - iii. community support;
  - iv. financial stewardship as demonstrated through financial statements and proposed event budget; and/or
  - v. use of City facilities and/or City Assets.

### **3.5.4 Review Process**

- a) Upon receipt of a proposal for City Sponsorship, the Sponsorship co-chairs or designate(s) shall distribute the proposal to all Sponsorship Committee members.
- b) Sponsorship Committee members shall review the proposals and shall develop a consensus-based scoring of the evaluation criteria.
- c) Based on this review, the Sponsorship Committee shall submit their recommendation for approval to the appropriate authority (e.g., DCM, City Manager, Council).

## **3.6 Sponsorship Agreements**

All Sponsorship agreements:

- a) that are over \$100,000 shall require final approval from Council;
- b) shall be in writing and shall be executed as required by the City;
- c) shall have a fixed term; and
- d) shall not result in any competitive advantage, benefit, or preferential treatment for the external party outside of the agreement.



The determination of the value of any agreement shall be the aggregate of all monies and value of goods and/or services that might be given over the term of the agreement.

### **3.6.1 Required Agreement Information**

All Sponsorship agreements shall include:

- a) the details of the exchange of benefits, including both what the City will receive from the sponsor/external party, and what benefits are to be provided to the sponsor/external party;
- b) the obligations of both the sponsor/external party and the City;
- c) the term of the agreement;
- d) any payment amounts and schedule of payments;
- e) a cancellation provision, including conditions for cancellation and any remedies available to both parties upon cancellation;
- f) a statement acknowledging that the agreement may be subject to provisions of the Access to Information and Protection of Privacy Act, 2015;
- g) a statement that all parties are aware of, and agree to comply with, the provisions of the Sponsorship Policy and any relevant associated procedures; and
- h) any other conditions that have to be met.

A copy of the signed Sponsorship agreement shall be sent to the appropriate DCM for information.

### **3.7 Agreement Amendments**

- a) Authorized Employees shall notify the Committee Administrator of a potential agreement amendment as soon as they become aware of it and shall ensure they receive approval from the Sponsorship Committee before any negotiations occur.
- b) An Authorized Employee may negotiate amendments to Agreements and resulting additional payments provided that the total value of (i) the original Agreement, (ii) any previous amendments, and (iii) the value of the additional proposed amendment, are within their respective financial authority as noted in Section 3.3(e).

### **3.7.1 Authorization by Council Required**

Council authority to amend an agreement and the resulting additional payments shall be required where:

- a) the original award was approved by Council;
- b) the City Manager or DCM of Community Services deems it in the City's best interest that Council approve the amendment of the agreement.

### **3.7.2 Agreement Renewal Options**

Where an agreement contains an option for renewal, such option may be exercised, provided that the following apply:

- a) the sponsor/external party has complied with the agreement's terms and conditions, in the sole opinion of the Sponsorship co-chairs and/or their designate(s); and
- b) the Sponsorship co-chairs and/or their designate(s) agree that the exercise of the option is in the best interest of the City.

An Authorized Employee may negotiate an agreement renewal up to the value of their maximum negotiation authority noted in Section 3.3(e).

## **4. Application**

The policy and procedures apply to the following, unless specifically excluded in Section 4.1:

- a) all relationships that involve Sponsorship rights between the City (including any designated third parties acting on the City's behalf) and external parties;
- b) all Employees and/or agents involved in or responsible for Sponsorship; and
- c) City Assets designated by Council as being included in the policy; and
- d) all Sponsorship agreements.

### **4.1 Exclusions**

The policy and procedures do not apply to:

- a) City assets that are excluded by a contract or agreement with a Third Party;
- b) advertising that is not part of a Sponsorship agreement;
- c) philanthropic contributions, gifts, or Donations to the City;

- d) any grants, subsidies, or contributions provided by the City under the authority of other City policies or programs;
- e) community engagement/support that aligns with the services of the St. John's Regional Fire Department;
- f) any financial contributions (including, but not limited to, grants or program funding) received from other levels of government;
- g) street names; or
- h) Sponsorship agreements that pre-date this policy.

## **5. Responsibilities**

### **5.1 City Council** is responsible for:

- a) approving the identification of City Assets for Sponsorship opportunities;
- b) approving recommendations for City Sponsorship for organizational events with budgets greater than \$100,000; and
- c) approving any agreement that:
  - i. relates to Naming Rights or renaming of a City building; and/or
  - ii. Is valued for an amount over \$100,000.
- d) approving Sponsorship agreement amendments, where applicable.

### **5.2 The DCM, Community Services and City Clerk (as Sponsorship Committee co-chairs)** are responsible for:

- a) managing the overall implementation of the policy and procedure;
- b) at their discretion, appointing designates to act on their behalf; and
- c) appointing members of the Sponsorship Committee.

### **5.3 Sponsorship Committee Members** are responsible for:

- a) reviewing Sponsorship requests and providing recommendations for approval.

### **5.4 DCMs and the City Manager** are responsible for:

- a) ensuring that all City Assets (including programs, events, activities, etc.) in their departments are reviewed for their Sponsorship potential;

- b) supporting Sponsorship activities as required and ensuring that their Employees abide by the provisions of the policy and procedures; and
- c) reviewing and approving recommendations for Sponsorship within their approval authorities.

## 6. References

- [Canadian Code of Advertising Standards](#)
- 09-17-01 - Sponsorship Policy

## 7. Approval

- Policy and Procedure Sponsor: DCM, Community Services
- Policy and Procedure Writer: Policy Analyst
- Procedure Date of Approval from
  - Corporate Policy Committee: October 15, 2019
  - Senior Executive Committee:

## 8. Monitoring and Contravention

The Sponsorship Committee co-chairs or designate(s) shall monitor the application of the policy and procedures.

Any contravention of the policy or procedures may be brought to the attention of the appropriate DCM(s), the Sponsorship Committee and/or co-chairs, the Department of Human Resources, Office of the City Solicitor, and/or the City Manager for further investigation and potential follow up disciplinary or legal action.

## 9. Review Date

Policy Initial Review: Three years

Procedures Initial Review: One year, then with the policy after the third year.

Subsequent Reviews (both): Five years

# DECISION/DIRECTION NOTE

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**Title:** Procurement Policy

**Date Prepared:** December 4, 2019

**Report To:** Committee of the Whole

**Councillor and Role:** Councillor Dave Lane - Finance and Administration

**Ward:** N/A

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**Decision/Direction Required:** Approval of a Procurement Policy and rescission of a current related policy.

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

As a public body, the City is bound by the requirements of the provincial Public Procurement Act, its associated regulations and policies, various trade treaties, and legal requirements. In addition to these requirements, there are many internal processes required to support procurement administration.

This policy aligns with the requirements as stated above, incorporates best practices, and provides greater consistency throughout the City for procurement activity. There is currently an outdated related policy ([04-06-01 Purchasing Policies and Procedures Manual](#)) that will be rescinded if the Procurement Policy is approved.

## **Key Considerations/Implications:**

1. **Budget/Financial Implications:** While this policy involves procurement spending, there is no net financial or budget impact expected.
2. **Partners or Other Stakeholders:** This policy will affect individuals throughout the organization who have responsibility for approving procurement and undertaking procurement activities. It will also affect members of the vendor community that participate in procurement activity with the City.
3. **Alignment with Strategic Directions/Adopted Plans:** This policy aligns with the “An Effective City” strategic direction and is included as an initiative in the related goal (E1 - Work with our employees to improve organizational performance through effective processes and policies).
4. **Legal or Policy Implications:** The City must comply with various legal requirements as detailed above. The Office of the City Solicitor has reviewed and approved the policy.

# ST. JOHN'S

5. Privacy Implications: Any personal information will be managed in accordance with the City's Privacy Management Policy and the provincial Access to Information and Protection of Privacy Act, 2015.
6. Engagement and Communications Considerations: Internal stakeholders were consulted during policy development process and modifications have been made to address various issues. Ongoing communications to staff involved in the procurement process will be provided through management training and engagement sessions.
7. Human Resource Implications: The Supply Chain Division will work with stakeholder departments to ensure their staff have sufficient information to effectively implement the policy.
8. Procurement Implications: The policy will affect all current and future procurement of commodities by the City.
9. Information Technology Implications: N/A.
10. Other Implications: N/A.

**Recommendation:** It is recommended that the Council approve the Procurement Policy and rescind the current related policy (04-06-01 Purchasing Policies and Procedures Manual).

**Prepared by/Date:** Trina Caines, Policy Analyst / December 4, 2019

**Reviewed by/Date:** Rick Squires, Manager, Supply Chain / December 4, 2019

**Approved by/Date:** Derek Coffey, DCM, Finance and Administration

Elaine Henley, City Clerk, CPC Co-Chair; Roshni Antony, Manager - HR  
Advisory Services, CPC Co-Chair / December 4, 2019

**Attachments:**

Procurement Policy (draft)

Procurement Procedures (for information only)

## **DRAFT – For Discussion Only**

### **City of St. John’s Corporate and Operational Policy Manual**

<b>Policy Title:</b> Procurement Policy	<b>Policy #:</b> 04-06-01 (Replaces current “Purchasing Policies and Procedures Manual”)
<b>Last Revision Date:</b> N/A	<b>Policy Section:</b> Finance and Accounting > Procurement
<b>Policy Sponsor:</b> Deputy City Manager, Finance and Administration	

#### **1. Policy Statement**

Through this policy, the City of St. John’s is committed to the Procurement principles of:

- i. Ensuring that the City’s requirements for Commodities provide Best Value to the City;
- ii. Ensuring Suppliers have reasonable notice and opportunity to respond to any Calls for Bids;
- iii. Being accountable for Procurement decisions;
- iv. Maintaining the City’s standards for integrity and ethics in business dealings; and
- v. Adhering to all applicable legislation and trade agreements.

This policy provides direction to Employees for the requirements of various Procurement processes.

#### **2. Definitions**

“**Best Value**” shall have the same meaning as Section 2(b) of the Public Procurement Act, that is “includes the best balance of cost, quality, performance and support, as achieved through a transparent, efficient and competitive procurement process using clear and fair evaluation and selection criteria.”

**“Bid”** shall have the same meaning as Section 2(c) of the Public Procurement Act, that is “an offer from a supplier, submitted in response to a call for bids, to supply Commodities.”

**“Category Management”** means the business practice of procuring common goods and services at an organizational level to eliminate redundancies, increase efficiency, and deliver more value and savings.

**“Commodities”** shall have the same meaning as Section 2(d) of the Public Procurement Act, that is “goods, services, public works and lease of space.”

**“Conflict of Interest”** means:

- (i) the person has a pecuniary interest directly or indirectly in the matter;
- (ii) a relative of the person has a pecuniary interest directly or indirectly in the matter; or
- (iii) the person is an officer, employee, or agent of an incorporated or unincorporated company, or other association of persons, that has a pecuniary interest in the matter,

and that interest is distinct from an interest held in common with other citizens.

**“Department Head”** means any Employee reporting directly to the City Manager and/or Council.

**“Employee”** means any person employed by the City of St. John’s as a permanent, term, part-time, casual, contract, seasonal, temporary, or student worker.

**“Framework”** shall have the same meaning as Section 2(g) of the Public Procurement Act, that is “the sum of this Act and its regulations, and the policies that govern Procurement of commodities.”

**“Goods”** shall have the same meaning as Section 2(h) of the Public Procurement Act, that is “goods, chattels, material, personal property, movable property and other physical objects of every kind, including items required to be manufactured or on which a labour or skill is required to be expended before, upon or after delivery to a public body.”



**“Open Call for Bids”** shall have the same meaning as Section 2(n) of the Public Procurement Act, that is “a publicly-advertised invitation to suppliers to submit a bid.”

**“Perceived Conflict of Interest”** means a person has a non-pecuniary interest, or it could reasonably appear to others that they have a Conflict of Interest, in a decision that is being discussed in their presence and that interest is distinct from an interest held in common with other citizens.

**“Procurement”** shall have the same meaning as Section 2(o) of the Public Procurement Act, that is “the acquisition of commodities or professional services by public bodies by any means, including by purchase, rental or lease.”

**“Procurement Strategy”** means the general terms related to how a good, service, or construction will be procured.

**“Services”** shall have the same meaning as Section 2(t) of the Public Procurement Act, that is:

- “(i) all services incidental to the supply of goods including the provision of transportation of all kinds,
- (ii) printing and reproduction services,
- (iii) accounting, land surveying and voice telephone services,
- (iv) engineering services,
- (v) architectural services,
- (vi) banking services not captured by subparagraph (p)(ii) of the Public Procurement Act,
- (vii) insurance services,
- (viii) services that require the giving of an opinion, creativity, the preparation of a design, or technical expertise except those services defined in paragraph (p) of the Public Procurement Act, and
- (ix) all other services not considered to be professional services.”

**“Supplier”** shall have the same meaning as Section 2(u) of the Public Procurement Act, that is “an individual, partnership, corporation, joint venture or other form of business organization engaged in the lawful supply of commodities.”

### **3. Policy Requirements**

#### **3.1 Strategic Role of Supply Chain**

The Supply Chain Division shall lead Procurement activities on behalf of all departments, with final decision-making power at the discretion of the Deputy City Manager (DCM), Finance and Administration, as the delegated head of Procurement for the City in accordance with [Section 29](#) of the Public Procurement Regulations under the Public Procurement Act. All Open Calls for Bids for Commodities shall be administered by Supply Chain.

More specifically, Supply Chain shall have the authority to:

- a) determine operational aspects of the Procurement Strategy;
- b) create and maintain a Category Management approach for priority spending areas; and
- c) create and maintain various Procurement approaches and processes.

#### **3.2 Strategic Sourcing and Procurement Strategy**

- a) Strategic sourcing proactively focuses on providing value over the long term within the context of the overarching organization goals and objectives. The sourcing strategy shall determine when, how, and what Commodities shall be procured.
- b) Departments shall engage Supply Chain at an early stage of requirements definition in order to develop the appropriate Procurement Strategy, as detailed in the **Procurement Procedures**.
- c) If circumstances or events result in a significant change in the Procurement Strategy, a revised Procurement Strategy shall be implemented before completion of the Procurement.

#### **3.3 Procurement**

Supply Chain shall have the authority to decide and direct whether a contract or standing offer is more appropriate for Procurement of a particular Commodity.

### **3.3.1 Contracts**

- a) Contracts for Commodities shall be used to meet unique, well-defined Procurement requirements for single or multiple departments with a defined scope as detailed in the **Procurement Procedures**.

### **3.3.2 Standing Offers**

- a) Standing offers shall be established by Supply Chain in cooperation with departments through the Open Call for Bids process.
- b) When available, the use of existing standing offers shall be mandatory for all departments, regardless of the intended Procurement value. Employees shall comply with the procedures for use of standing offers outlined in the **Procurement Procedures**.

## **3.4 Competitive Procurement Processes**

### **3.4.1 Procurement Led by Departments**

- a) Departments may procure Commodities valued below the thresholds detailed in the **Procurement Procedures**.
- b) If an existing standing offer is available, departments shall use this method to satisfy their requirement irrespective of the intended Procurement value.

### **3.4.2 Procurement Led by Supply Chain**

- a) Departments shall contact Supply Chain for all Procurement requirements that meet or exceed the thresholds detailed in the **Procurement Procedures**.
- b) Departments shall follow the **Procurement Procedures** detailing the required actions for this process. See Section 3.6 for possible exemptions to these requirements.

## **3.5 Low Value Purchase Orders (LVPO) and Cheque Requisitions**

- a) Departments shall follow the requirements of the **Procurement Procedures** when using LVPOs and/or cheque requisitions.
- b) Employees with LVPOs under their control shall be responsible and accountable for their security and use (personally and financially).

### 3.6 Exemptions

In exceptional, specialized, or urgent cases, an exemption process (contract award without an Open Call for Bids) may be used that complies with the Framework and as detailed in the **Procurement Procedures**.

### 3.7 Bid Requirements

- a) Departments shall obtain the appropriate organizational authority to commence the Procurement process prior to soliciting proposals or awarding contracts.
- b) Requirements shall be defined in a manner that allows competition and ensures Best Value.
- c) Bid documents shall be prepared as detailed in the **Procurement Procedures**.
- d) All Open Calls for Bids for Commodities administered by Supply Chain shall use one of the types of competitive Procurement detailed in the **Procurement Procedures**.
- e) Departments and/or Supply Chain shall ensure that all evaluation criteria requirements detailed in the **Procurement Procedures** are met.

### 3.8 Conflict of Interest

- a) All Employees participating in the Procurement process shall identify any potential or Perceived Conflict of Interest that may prevent them from performing the duties of the City.
- b) Both Suppliers and Employees shall disclose, to the Bid document contacts, any potential or Perceived Conflict of Interest issues prior to the Bid closing date and time.

### 3.9 Bid Solicitation

- a) Supply Chain and/or departments shall ensure they follow the **Procurement Procedures** related to Bid solicitation, including processes for advertising and communications (including responding to questions received).

- b) Supply Chain may modify the terms of the Bid document at any time prior to closing, at its sole discretion, unless otherwise stated in the Bid document, as detailed in the **Procurement Procedures**.

### **3.10 Cancelling and/or Reissuing a Bid Document**

- a) Any Bid document issued by Supply Chain shall not imply any obligation to accept any Bids.
- b) Supply Chain may cancel and/or reissue a Bid document as detailed in the **Procurement Procedures**.

### **3.11 Bid Evaluation**

- a) Before starting the technical and financial evaluation of proposals, Supply Chain shall ensure that all the information required at closing is available and ready to be transmitted to the evaluation committee. Supply Chain shall determine whether the Bids received are complete as specified in the Bid document.
- b) Supply Chain shall ensure the **Procurement Procedures** related to Bid evaluation are followed.

### **3.12 Award of Contract or Standing Offer**

Contract award shall be done on the basis of the information set forth in the Bid document and as directed in the **Procurement Procedures**.

### **3.13 Supplier Debriefing**

- a) If requested by bidders, Supply Chain shall offer Supplier debriefing information within legislated requirements. The debriefing shall comply with the process detailed in the **Procurement Procedures**.

### **3.14 Contract Management**

- a) Supply Chain shall be involved during the pre-contractual (planning) phase of the contract management process as detailed in the **Procurement Procedures**.
- b) Supply Chain shall have the authority to approve and sign Procurement documents on behalf of departments.

- c) Supply Chain shall have primary responsibility for the contracting phase (bidding and awarding of contract), with Supply Chain and departments sharing responsibilities as detailed in the **Procurement Procedures**.
- d) The financial limits of signing authorities delegated to particular individuals or positions shall be as directed by the DCM, Finance and Administration as detailed in the **Procurement Procedures**.
- e) Department Heads shall be responsible for recommending individual signing authority changes if they differ from the Signing Authority Schedule noted in the **Procurement Procedures**. Any changes shall be approved at the discretion of the DCM, Finance and Administration.
- f) Supply Chain shall be responsible for the termination or renewal of all contracts at or above the thresholds detailed in the **Procurement Procedures**.

### 3.15 Disposal of Assets

All materials, equipment (with the exception of Fleet equipment) and supplies identified by Departments as being of no further use shall be reported to the Manager, Supply Chain, who shall dispose of the assets as detailed in the **Procurement Procedures**.

### 3.16 Compliance Requirements

- a) **Recording:** Departments shall ensure that all Procurement transactions are authorized, properly recorded in the appropriate financial management system, and supported by the appropriate documentation.
- b) **Audit:** All Procurement activities may be subject to audit by the Department of Finance and Administration, the Office of the City Internal Auditor, and/or the Government of Newfoundland and Labrador.
- c) **Procurement Compliance Testing:** Procurement activities may be subject to compliance testing by Supply Chain.
- d) **Reporting:** The DCM, Finance and Administration, as they deem necessary, shall report instances of non-compliance to the Senior Executive Committee. For any non-compliance suspected to involve fraud, the DCM, Finance and Administration shall advise the Office of the City Internal Auditor, who shall act in accordance with the

requirements of the Fraud Policy. Where non-compliance involves actions of an Employee, the DCM shall advise the Department of Human Resources and/or the Office of the City Solicitor.

#### **4. Application**

The policy applies to all departments for all Procurement activities requiring an Open Call for Bids. For all other Procurement activities, the policy applies to all City departments with the exception of the St. John's Transportation Commission (Metrobus).

#### **5. Responsibilities**

##### **5.1 The DCM, Finance and Administration is responsible for:**

- a) the overall implementation of the policy and procedures;
- b) ensuring management oversight processes and controls exist to ensure Procurement complies with the requirements of the Framework

##### **5.2 The Manager, Supply Chain is responsible for:**

- a) ensuring that the City's requirements for Commodities are met through an open, fair, and transparent process that maximizes competition and value for money;
- b) consistently applying strategic Procurement practices;
- c) supporting departments with their Procurement requirements, as required; and
- d) monitoring compliance with the policy and procedures.

##### **5.3 Department Heads are responsible for:**

- a) all Procurement activity of their departments; and
- b) ensuring their Employees comply with the policy and procedures.

#### **5.4 Managers with Procurement responsibility** are responsible for:

- a) identifying, defining, and estimating the cost of their Procurement needs;
- b) ensuring standing offers are used, if applicable;
- c) ensuring Commodities are obtained from Central Stores, if applicable;
- d) involving Supply Chain in the Procurement process, where applicable; and
- e) ensuring appropriate approvals are obtained prior to proceeding with Procurement.

#### **5.5 Employees** are responsible for:

- a) complying with this policy and associated procedures; and
- b) ensuring that any Procurement processes they are involved with are fair, open, and transparent.

### **6. References**

- Government of Newfoundland and Labrador Public Procurement Framework ([Act/Regulations/Policy](#))
- [Canadian Free Trade Agreement](#)
- [Canada-European Union Comprehensive Economic and Trade Agreement \(CETA\)](#)
- [Access to Information and Protection of Privacy Act, 2015](#)
- [Code of Ethics Bylaw](#)
- [Conflict of Interest Bylaw](#)
- 04-06-01-01 Procurement Procedures
- [11-01-02 Environmentally Responsible Procurement Policy](#)

### **7. Approval**

- Policy Sponsor: Deputy City Manager, Finance and Administration
- Policy Writer: Manager, Supply Chain; Policy Analyst
- Date of Approval from
  - Corporate Policy Committee: October 23, 2019
  - Senior Executive Committee:



- Committee of the Whole:
- Date of Approval from Council:

## **8. Monitoring and Contravention**

The Supply Chain Division shall monitor the application of the policy.

Any contravention of this policy and/or associated procedures shall be reported to the Department of Finance and Administration, Department of Human Resources, the Office of the City Solicitor, and/or the City Manager for further investigation and appropriate action, which may include, but is not limited to legal action and/or discipline, up to and including dismissal.

## **9. Review Date**

Initial Review: three years; Subsequent Reviews: five years

**DRAFT – For Discussion Only**

**City of St. John’s Corporate and Operational Policy Manual**

<b>Procedure Title:</b> Procurement Procedures	
<b>Authorizing Policy:</b> Procurement Policy	
<b>Procedure #:</b> 04-06-01-01	
<b>Last Revision Date:</b> N/A	<b>Procedure Sponsor:</b> Deputy City Manager, Finance and Administration

**Note:** This document incorporates both the policy and the procedures.

## **1. Procedure Statement**

The City of St. John’s is committed to the Procurement principles of:

- i. Ensuring that the City’s requirements for Commodities provide Best Value to the City;
- ii. Ensuring Suppliers have reasonable notice and opportunity to respond to any Calls for Bids;
- iii. Being accountable for Procurement decisions;
- iv. Maintaining the City’s standards for integrity and ethics in business dealings; and
- v. Adhering to all applicable legislation and trade agreements;

The purpose of this document is to provide direction to Employees involved in Procurement processes.

## **2. Definitions**

“**Best Value**” shall have the same meaning as Section 2(b) of the Public Procurement Act, that is “includes the best balance of cost, quality, performance and support, as achieved through a transparent, efficient and competitive procurement process using clear and fair evaluation and selection criteria.”

**“Bid”** shall have the same meaning as Section 2(c) of the Public Procurement Act, that is “an offer from a supplier, submitted in response to a call for bids, to supply Commodities.”

**“Category Management”** means the business practice of procuring common goods and services at an organizational level to eliminate redundancies, increase efficiency, and deliver more value and savings.

**“Commodities”** shall have the same meaning as Section 2(d) of the Public Procurement Act, that is “goods, services, public works and lease of space.”

**“Conflict of Interest”** means:

- (i) the person has a pecuniary interest directly or indirectly in the matter;
- (ii) a relative of the person has a pecuniary interest directly or indirectly in the matter; or
- (iii) the person is an officer, employee or agent of an incorporated or unincorporated company, or other association of persons, that has a pecuniary interest in the matter,

and that interest is distinct from an interest held in common with other citizens.

**“Contractor”** shall have the same meaning as Section 2(e) of the Public Procurement Act, that is “a supplier that has been awarded a contract by a public body.”

**“Department Head”** means any Employee reporting directly to the City Manager and/or Council.

**“Employee”** means any person employed by the City of St. John’s as a permanent, term, part-time, casual, contract, seasonal, temporary, or student worker.

**“Framework”** shall have the same meaning as Section 2(d) of the Public Procurement Act, that is “the sum of this Act and its regulations, and the policies that govern procurement of commodities.”

**“Goods”** shall have the same meaning as Section 2(h) of the Public Procurement Act, that is “goods, chattels, material, personal property,

movable property and other physical objects of every kind, including items required to be manufactured or on which a labour or skill is required to be expended before, upon or after delivery to a public body.”

**“Limited Call for Bids”** shall have the same meaning as Section 2(e) of the Public Procurement Regulations under the Public Procurement Act, that is, “an invitation to specific suppliers to submit a bid.”

**“Open Call for Bids”** shall have the same meaning as Section 2(n) of the Public Procurement Act, that is “a publicly-advertised invitation to suppliers to submit a bid.”

**“Perceived Conflict of Interest”** means a person has a non-pecuniary interest, or it could reasonably appear to others that they have a Conflict of Interest, in a decision that is being discussed in their presence and that interest is distinct from an interest held in common with other citizens.

**“Pre-qualified Supplier”** shall have the same meaning as Section 2(g) of the Public Procurement Regulations under the Public Procurement Act, that is “a supplier who has (i) met the public body qualification requirements in response to a request for qualifications, and (ii) been approved for participation in a proposed procurement by the public body.”

**“Procurement”** shall have the same meaning as Section 2(o) of the Public Procurement Act, that is “the acquisition of commodities or professional services by public bodies by any means, including by purchase, rental or lease.”

**“Procurement Strategy”** means the general terms related to how a good, service, or construction will be procured.

**“Services”** shall have the same meaning as Section 2(t) of the Public Procurement Act, that is:

- “(i) all services incidental to the supply of goods including the provision of transportation of all kinds,
- (ii) printing and reproduction services,
- (iii) accounting, land surveying and voice telephone services,
- (iv) engineering services,
- (v) architectural services,

- (vi) banking services not captured by subparagraph (p)(ii) of the Public Procurement Act,
- (vii) insurance services,
- (viii) services that require the giving of an opinion, creativity, the preparation of a design, or technical expertise except those services defined in paragraph (p) of the Public Procurement Act, and
- (ix) all other services not considered to be professional services.”

“**Supplier**” shall have the same meaning as Section 2(n) of the Public Procurement Act, that is “an individual, partnership, corporation, joint venture or other form of business organization engaged in the lawful supply of commodities.”

### **3. Procedure Requirements**

#### **3.1 Strategic Role of Supply Chain**

The Supply Chain Division shall lead Procurement activities on behalf of all departments, with final decision-making power at the discretion of the DCM, Finance and Administration, as the delegated head of Procurement for the City in accordance with [Section 29](#) of the Public Procurement Regulations under the Public Procurement Act. All Open Calls for Bids for Commodities shall be administered by Supply Chain.

More specifically, Supply Chain shall have the authority to:

- a) determine operational aspects of the Procurement Strategy;
- b) create and maintain a Category Management approach for priority spending areas; and
- c) create and maintain various Procurement approaches and processes.

#### **3.2 Conflict of Interest and Compliance Requirements**

- a) All Employees participating in the Procurement process shall identify any potential or Perceived Conflict of Interest that may prevent them from performing the duties of the City.
- b) Recording: Departments shall ensure that all Procurement transactions are authorized, properly recorded in the appropriate financial

management system, and supported by the appropriate documentation.

- c) Audit: All Procurement activities may be subject to audit by the Department of Finance and Administration, the Office of the City Internal Auditor, and/or the Government of Newfoundland and Labrador.
- d) Procurement Compliance Testing: Procurement activities may be subject to compliance testing by Supply Chain.
- e) Reporting: The DCM, Finance and Administration, as they deem necessary, shall report instances of non-compliance to the Senior Executive Committee. For any non-compliance suspected to involve fraud, the DCM, Finance and Administration shall advise the Office of the City Internal Auditor, who shall act in accordance with the requirements of the Fraud Policy. Where non-compliance involves actions of an Employee, the DCM shall advise the Department of Human Resources and/or the Office of the City Solicitor.

### 3.3 Strategic Sourcing and Procurement Strategy

- a) Strategic sourcing proactively focuses on providing value over the long term within the context of the overarching organization goals and objectives. The sourcing strategy shall determine when, how, and what shall be procured.
- b) Departments shall engage Supply Chain at an early stage of requirements definition in order to develop the appropriate Procurement Strategy, as detailed in the **Procurement Procedures**.
- c) If circumstances or events result in a significant change in the Procurement Strategy, a revised Procurement Strategy shall be implemented before completion of the Procurement.
- d) Supply Chain shall have the authority to decide and direct whether a contract or standing offer is more appropriate for Procurement of a particular commodity.
- e) Supply Chain shall ensure that the Procurement Strategy satisfies operational requirements and complies with legal requirements, while achieving Best Value and advancing City objectives.
- f) Factors that departmental and Supply Chain Employees may consider when developing the Procurement Strategy may include, but are not limited to:
  - i. Procurement method (contracts versus standing offers);

- ii. Procurement process (steps of an individual Procurement method);
- iii. total estimated cost, including, but not limited to, all options and life-cycle costs (including, but not limited to, maintenance, consumable supplies, and storage costs, as applicable);
- iv. estimated value of the opportunity (including value from savings, operating efficiencies, improved quality, etc.);
- v. contract period;
- vi. delivery requirements;
- vii. Procurement schedule;
- viii. evaluation procedures and method of selection;
- ix. environmental factors;
- x. sustainability criteria;
- xi. commercial products versus customized solutions;
- xii. risk factors;
- xiii. other City objectives;
- xiv. compatibility with existing solutions;
- xv. opportunity to consolidate requirements; and/or
- xvi. disposal of the Commodity.

### **3.4 Contracts**

- a) Contracts for Commodities shall be used to meet unique, well-defined Procurement requirements for single or multiple departments with a defined scope as detailed below.
- b) Contracts shall be used when standing offers are not applicable.
- c) Contracts between the City and the Contractor may be expressed in the form of an actual written contract (with the agreed to terms and conditions) and/or a purchase order (PO).
- d) Depending on the value of the Procurement, contracts may be established through an Open Call for Bids or a Limited Call for Bids.

### **3.5 Standing Offers**

- a) Standing offers shall be established by Supply Chain in cooperation with departments through the Open Call for Bids process.
- b) When available, the use of standing offers shall be mandatory for all departments, regardless of the intended Procurement value. Employees shall comply with the procedures for use of standing offers outlined below.

- c) Single or multiple standing offers may be established depending on the requirements. Multiple standing offers for the same type of Commodity may be established when there is a risk that a single Supplier cannot meet the demand in full.
- d) Standing offers may be used when:
  - i. requirements for Commodities are recurring and predictable over an extended period of time (e.g., six months, one year, etc.);
  - ii. Procurement requirements are standard and clearly defined at the time of establishment of the standing offer; and
  - iii. it is possible to fix pricing for the Commodities for the duration of the standing offer.
- e) Standing offers shall not be limited to use by a single department.
- f) Standing offers shall be reviewed by Supply Chain regularly to ensure they continue to be relevant and appropriate for departments' needs.
- g) In some exceptional cases, departments may procure Commodities outside the established standing offer usage:
  - i. when the Commodity available through a standing offer does not meet justifiable operational requirements, including specifications and/or delivery dates;
  - ii. when the value of the requirement exceeds the scope of the standing offer; and/or
  - iii. when an existing contract has been previously put in place, which guarantees the work to another Supplier.
- h) If the scenario as identified in item (g) above develops or a department's requirement for Commodities is not satisfied by the specifications available on the standing offer, approval from Supply Chain shall be obtained before any Procurement is undertaken.
- i) All existing standing offers shall be available from Supply Chain via the MyCity intranet.
- j) For any Open Calls for Bids resulting in the award of a standing offer, the Bid document shall provide instructions on the use, purpose, and limitations of the proposed standing offer and include the following information, as a minimum:
  - i. A clear definition of the requirement and the period for making purchase order "call-ups" (that is, the exercising of the standing order to fulfill Procurement requirements);
  - ii. Preparation instructions;
  - iii. Conditions applicable to the standing offer;



- iv. Resulting contract clauses applicable to subsequent “call-up”;
- v. Information on the number of standing offers intended to be authorized for use;
- vi. Clear “call-up” procedures(s) including the method of allocating the work among multiple award standing offers.
- k) The standing offer contract shall define the general terms and conditions of the relationship between the parties, but shall not create contractual commitment from either party to a defined volume of business.
- l) The standing offer shall have information on unit price of each item as well as all applicable pricing terms of the agreement to be honored by both parties in the “call-up”. Such terms may include, but are not limited to, discounts and rebates, delivery charges, applicable surcharges, installation services, and warranty.
- m) Whenever a department plans to procure a Commodity, the department shall first check the availability and the applicability of an existing Procurement method (that is, standing offer or contract). A list of standing offers and contracts are available from Supply Chain.
- n) If a standing offer is available to procure the required Commodities, the department shall use it to “call-up” orders, not to exceed the total value of the standing offer.
- o) For single award standing offers, a purchase order or award letter referencing the standing offer details shall be created and sent to the Supplier selected for that specific need. The Procurement shall respect the pre-negotiated price and conditions.
- p) For multiple award standing offers, purchase orders or award letters referencing the standing offer details shall be created and sent to the selected Suppliers. Right of first refusal shall be given to the Supplier with the lowest price while meeting the terms, conditions, and specifications of the call for Bids. Subsequent Suppliers shall be contacted in order of ranking until the request is fulfilled.

### **3.6 Procurement Process by Cost Threshold**

#### **3.6.1 Department-Led Procurement**

- a) If an existing standing offer is available, departments shall use this method to satisfy their requirement irrespective of the intended Procurement value.

- b) Departments may procure Commodities valued below the thresholds detailed in [Section 5 of the Public Procurement Regulations](#) under the Public Procurement Act (as of October 2019, excluding taxes: Goods - \$10,000; Services - \$50,000; or Public Work, Engineering, and/or Architectural Services and/or Lease of Space - \$100,000).
- c) Departments may request assistance from Supply Chain at any time.
- d) When the estimated cost is expected to be over \$1,000, departments shall:
  - i. identify a Supplier;
  - ii. obtain a quote (informal);
  - iii. make reasonable effort to validate that the price is competitive;
  - iv. enter a requisition for the order in the City's financial system ("WorkPlace") or consider using a low value purchase order (LVPO) for purchases of \$1,000 or less. Please note that cheque requisitions may be used in certain circumstances as detailed in Section 3.7.5.
- e) When the estimated cost is over \$1,000 and under \$2,500, employees shall:
  - i. identify three suitable Suppliers;
  - ii. obtain three quotes (may be via catalogue, phone, internet), or in some cases, determine a fair and reasonable price as detailed in the Framework (referenced in [Section 6.1.3 of the Public Procurement Policy](#), available from the Public Procurement Agency via [www.ppa.gov.nl.ca](http://www.ppa.gov.nl.ca));
  - iii. select the Supplier that yields Best Value;
  - iv. enter a requisition for the order into "Workplace" and enter the quotes in the notes section.
- f) When the estimated cost is expected to be valued at or above \$2,500 and under the appropriate threshold for the Commodity noted in Section 3.6.1(b), departments shall:
  - i. identify three suitable Suppliers;
  - ii. obtain three written quotes from Suppliers, or in some cases, determine a fair and reasonable price as detailed in the Framework (referenced in [Section 6.1.3 of the Public Procurement Policy](#)); When obtaining pricing and the estimated cost is \$10,000 or above, the [Limited Call Template](#) shall be used;
  - iii. select the supplier that provides Best Value, ensuring that the evaluation complies with any Bid document requirements;
  - iv. obtain contract documents or request them from Supply Chain;

- v. enter a requisition for the order into “WorkPlace” and attach the quotes and any other documentation to the requisition.

### **3.6.2 Supply Chain-Led Procurement**

- a) Departments shall contact Supply Chain for all Procurement that meet or exceed the thresholds detailed in Section 3.6.1(b).
- b) Departments shall follow the required actions for this process detailed below. See Section 3.8 for possible exemptions to these requirements.
- c) In order to procure Commodities valued at or above the Public Procurement Act thresholds, departments shall:
  - i. define the requirement at a high level;
  - ii. check the availability of a standing offer that satisfies the need;
  - iii. if a standing offer is available, follow the process steps outlined in Section 3.5;
  - iv. if no standing offer is available, engage Supply Chain in defining detailed requirements (e.g., quantity, specifications, estimated value, etc.);
  - v. proceed to an Open Call for Bids in cooperation with Supply Chain; and
  - vi. in cases where the Procurement is valued at or above \$100,000, Council approval shall be required and the entire Procurement value shall be calculated to determine this threshold, including any possible contract extensions.

### **3.7 Using LVPOs and Cheque Requisitions**

- a) Employees shall follow the requirements detailed below when using LVPOs and/or cheque requisitions.
- b) Employees with LVPOs under their control shall be responsible and accountable for their security and use (personally and financially).

#### **3.7.1 LVPO Restrictions and Limits**

Commodities shall not be procured using an LVPO when:

- a) Commodities have a total value above \$1,000 before tax;
- b) Commodities are held in Central Stores;
- c) Commodities are covered by Standing Offer; or
- d) the delivery of Commodities is not immediate.

In such cases where an LVPO shall not be used, departments shall obtain a high value purchase order through the electronic requisition process.

### **3.7.2 Placing LVPO with Suppliers**

- a) Where possible, electronic requisitions for purchase orders shall be used rather than LVPOs.
- b) Employees shall not split requirements into multiple smaller volume purchases to avoid following any Procurement process linked to higher thresholds.
- c) To issue an LVPO, Employees shall complete all sections of the LVPO form (with the possible exception of pricing information, which may be completed at the Supplier location), including providing details of the Commodities to be purchased, their intended use, and any specific requirements or instructions to the Supplier. Pricing information may be completed at time and location of purchase.
- d) Employees shall ensure the appropriate GL/Budget coding (the cost center that the invoice will be paid from) is provided.
- e) “Approval to Purchase” and “Approval to Pay” fields shall be signed by different Employees, both with signing authority. The Employee signing the “Approval to Pay” shall be the direct or indirect supervisor of the Employee who signs to authorize the purchase. Signatures from Employees in “acting” management positions may be accepted as long as other requirements are met. Approvers shall not approve payment for Employees who do not report to them.
- f) Employees shall show a valid City identification card to Suppliers when using an LVPO.

### **3.7.3 Obtaining LVPO Forms**

- a) Departments may authorize Employees with signing authority to be responsible for management of the department’s LVPOs.
- b) Authorized Employees may obtain LVPO forms from Supply Chain.
- c) LVPOs shall be issued in bundles of 20 or 50 with a maximum of 50 being issued to an authorized Employee at a time.
- d) LVPOs shall not be issued to an authorized Employee without a copy of the LVPO log of the last LVPO bundle issued to the Employee.

### **3.7.4 LVPO Control**

- a) Departments shall inform Supply Chain of the names and positions of the Employees responsible for LVPOs and maintaining the LVPO logs.

- b) LVPO logs shall be provided with each bundle of LVPOs. Each field shall be completed. If a LVPO is cancelled, then the word “cancelled” shall be written across the appropriate row of the form and the word “void” shall be written boldly across the face of the LVPO. At that time, the Supplier’s copy and the Procurement copy shall be sent to Supply Chain.
- c) If an LVPO is lost, Employees shall record it on the log with an explanation of the events and shall report it to the Supply Chain Manager, who shall report to the Deputy City Manager (DCM), Finance and Administration
- d) Supply Chain shall not send blank LVPOs through the mail (including internal mail). An authorized Employee in each department may pick up and sign for LVPOs at the Supply Chain office.
- e) LVPOs shall be stored in a secure area that shall only be accessed by the Employee to whom they were issued.

### **3.7.5 Cheque Requisitions**

- a) In certain circumstances (such as government/regulatory requirements, legal fees and expenses, grants, refunds, certain types of utility payments, and when a Supplier does not accept purchase orders, as detailed in Section 3.7.6), cheque requisitions may be used. All Procurement Policy and Procedures requirements remain in force.
- b) Prior to issuing a cheque requisition, the department shall determine whether the Supplier will accept a purchase order. Where a Supplier accepts purchase orders, a purchase order shall be used.
- c) If a cheque requisition is required, the cheque shall be issued to the Supplier, where possible. Employee payment for Commodities and subsequent reimbursement via cheque requisition shall be used as a payment method of last resort.
- d) The appropriate budget manager (the person who has authority for the budget program to which the Commodities will be charged) and a second signatory authorized for the dollar value of the purchase shall sign the cheque requisition. The appropriate budget manager shall ensure that the rationale for the purchase is detailed on the cheque requisition form.
- e) Where Employees are to be reimbursed via cheque requisition, they shall not be a signatory. Employees shall consult their managers prior to purchase. If an Employee pays for Commodities without appropriate approval, the Employee may not be reimbursed for the cost.

- f) Employees shall consult Supply Chain Division (for Procurement-related questions) and/or Financial Services Division (for cheque requisition process-related questions) if they are unsure whether a cheque requisition may be used.

### **3.7.6 Cheque Requisition-Eligible Commodities/Payments**

The following shall be eligible for payment via cheque requisition:

- a) Government/Regulatory requirements, such as:
  - i. Licencing Fees (e.g. fees/renewals for vehicles, equipment, and/or personnel)
  - ii. Government Inspection Fees
- b) Legal requirements, fees, or expenses, including, but not limited to:
  - i. Appeal Board Fees
  - ii. Appraisal Fees
  - iii. Corporate Searches
  - iv. Examining Board Fees
  - v. Insurance Claims Expenses
  - vi. Insurance Settlements
  - vii. Legal Fees
  - viii. Negotiating Expenses
  - ix. Real Estate Property Purchases
  - x. Title Searching Fees
  - xi. Trustee Fees
- c) City Grants (provided to individuals and/or organizations through City funding programs)
- d) Refunds (including refunds of applicable deposits paid to the City)
- e) Utility Payments (where exempted by [Section 6 of the Public Procurement Regulations](#) under the Public Procurement Act)
- f) Commodities from a Supplier that does not accept purchase orders and for which there is no other appropriate payment method.

### **3.8 Exemptions**

- a) In exceptional, specialized, or urgent cases, an exemption process (contract award without an Open Call for Bids) may be used that complies with the Framework and as detailed below. As permitted by [Section 6 of the Public Procurement Regulations](#), an exemption

process may be applied in certain circumstances (see the link above for a complete list or view legislation via [www.assembly.nl.ca](http://www.assembly.nl.ca)), including, among others, when:

- i. an emergency or a situation of urgency exists;
  - ii. there is only one source reasonably available; or
  - iii. a list of Pre-Qualified Suppliers has been established using a request for qualifications.
- b) Any exemption shall be approved by the DCM, Finance and Administration prior to any Procurement.
  - c) This process shall only be used for the purposes intended and shall not be used to avoid competition or to discriminate against specific Suppliers.
  - d) In cases where the estimated Procurement is valued at or above Procurement thresholds, Supply Chain shall be consulted to ensure compliance. Otherwise, no prior approval is needed from Supply Chain for a department to apply an exemption.
  - e) Where the procurement exceeds \$100,000, Council approval shall be required.
  - f) A [Contract Award Without Open Call Form](#) shall be completed every time such a process is used, signed by requester and the DCM, Finance and Administration.
  - g) All Contract Award Without Open Call Forms shall be sent to Supply Chain for safe keeping and reporting.

### **3.9 Bid Requirements**

#### **3.9.1 Requirements Definition**

- a) Departments shall obtain the appropriate organizational authority to commence the Procurement process prior to soliciting proposals or awarding contracts.
- b) Requirements shall be defined in a manner that allows competition and ensures Best Value.
- c) When planning Procurement requirements, departments shall review alternatives to acquiring new Commodities, such as considering repairs to existing assets or transfer of surplus items.
- d) Departments shall consult Supply Chain to ensure that the wording of the Bid document defines requirements in terms of operational and performance requirements, rather than using brand names or proprietary technical specifications.

- e) Requirements shall not be split in multiple smaller volume purchases to avoid following any Procurement requirements linked to higher thresholds.
- f) Specifications may be based on a known acceptable product, but equivalent products may be accepted unless there is a valid technical reason for a “no substitution” specification.
  - i. If a “no substitution” request is made, the valid technical reason shall be provided in writing to Supply Chain, where it shall be placed on file. The requesting department shall be prepared to defend this position with Suppliers who provide competing Commodities.
  - ii. The requirement shall be well defined such that Bids may be evaluated and compared on the basis of price and where the award may be determined on the basis of lowest-priced Bid that meets the requirements.
- g) For Calls for Bids resulting in the award of a standing offer, the Bid document shall give instructions on the use, purpose, and limitations of the proposed standing offer and include the following information, at a minimum:
  - i. a clear definition of the requirement and the period for making purchase orders “call-ups”;
  - ii. preparation instructions;
  - iii. conditions applicable to the standing offer;
  - iv. resulting contract clauses applicable to ensuing “call-up”;
  - v. information on the number of standing offers intended to be authorized for use; and
  - vi. clear “call-up” procedures, including the method of allocating the work among multiple award standing offers (when applicable, for award of multiple standing offers).

### **3.9.2 Preparation of Bid Documents**

- a) Bid documents shall be prepared as detailed below.
- b) All Open Calls for Bids for Commodities administered by Supply Chain shall use one of the types of competitive Procurement detailed in Sections 3.9.3 through 3.9.7.
- c) Bid documents shall clearly outline the process to be used for soliciting, opening, and evaluating Bids, and awarding of resulting agreements.
- d) Bid documents shall reflect the approved Procurement Strategy.



- e) Consideration shall be given to certain types of criteria that may not be met at the time of bidding, but that shall be met by the Supplier at the time of award (“pre-condition of award” versus “mandatory submission requirement”).
- f) All evaluation criteria shall be clearly specified in the Bid document. Bids shall not be evaluated or awarded on undisclosed criteria.
- g) Both Suppliers and Employees shall disclose, to the Bid document contacts, any potential or Perceived Conflict of Interest issues prior to the Bid closing date and time.

### **3.9.3 Invitation to Tender (ITT)**

- h) This format may be used for a formal open competitive process for the Procurement of Commodities where there is a need for irrevocable Bids, typically supported by Bid security, and price is the primary consideration.
- i) This format shall include well-defined specifications, requirements, and contract terms and conditions, as post-Bid negotiations are typically not permitted.

### **3.9.4 Request for Quotations (RFQ)**

- a) Invitational Request for Quotation:  
This format may be used in a simplified process for the Procurement of standard Commodities where the value of the contract does not trigger obligations under the thresholds for open competition and a limited number of Suppliers are invited to submit quotes to better ensure value-for-money. Because of its abbreviated nature, an Invitational RFQ may not contain all of the terms and conditions that are typically used to form a contract.
- b) Open Request for Quotation:
  - i. Low Bid Version - This format may be used for a simplified open competitive process for the Procurement of standard Commodities on the basis of lowest price and standardized contract terms that will not require negotiation.
  - ii. High Score Version - This format may be used for a simplified open competitive process for the Procurement of standard Commodities on the basis of straightforward high-score evaluation criteria and standardized contract terms that will not require negotiation.

### **3.9.5 Request for Proposals (RFP)**

Any type of RFP shall be evaluated to determine the bidders' capabilities, and may include, but not limited to evaluation criteria such as basic corporate information, financial information, technical capability, service and delivery capability, specific product information, and/or price.

a) **No-Negotiation RFP:**

This format may be used for a formal open competitive process where there is a need for irrevocable Bids and factors other than price may be evaluated. This format shall include well-defined specifications, requirements, and contract terms and conditions, as post-Bid negotiations are typically not permitted.

b) **Consecutive Negotiation RFP:**

This format may be used for a more flexible open competition Procurement process where proposals will be ranked on price and non-price factors. The top ranked proponent shall be invited to negotiate the final contract. If those negotiations fail, departments may proceed to negotiate with the next-ranked proponent.

c) **Concurrent Negotiation RFP:**

This format may be used for a more flexible open competition Procurement process where proposals will be ranked on price and non-price factors. Multiple short-listed proponents will be invited to negotiate and then submit a best and final offer for further evaluation and final ranking, contract negotiation, and award.

### **3.9.6 Request for Supplier Qualifications**

a) **Prequalification Version** - This format may be used to prequalify Suppliers in the first stage of a two-stage open competitive process. Bidders who meet the requirements of the RFSQ shall be eligible to participate in the second stage and shall be invited to participate in a subsequent Procurement process.

b) **Roster Framework Version** - This format may be used to prequalify Suppliers who will be invited to compete in multiple second stage Procurement processes for the same type of Commodities. Those Suppliers that qualify in the first stage of the process shall be invited to enter into a master standing offer agreement that shall govern any future work assignments awarded to them.

### **3.9.7 Request for Information (RFI)**

This format may be used in a structured market research and information gathering process for the purpose of obtaining information from potential suppliers regarding the types of Commodities available to meet the institution's needs. This format is not intended to result directly in the Procurement of Commodities, but rather to inform a future competitive process.

Specific pricing or cost information shall not normally be provided by the Suppliers in response to an RFI.

### **3.10 Call for Bids Evaluation Criteria**

- a) Departments and/or Supply Chain shall ensure that all evaluation criteria requirements are met.
- b) A pricing and evaluation strategy shall be developed before an Open Call for Bids document is publicly released.
- c) The Bid document shall clearly describe the relative weighting and importance of each evaluation criterion.

#### **3.10.1 Mandatory Criteria**

- a) Mandatory criteria shall represent truly essential criteria. Departments shall minimize the number of mandatory criteria, where possible, in order to increase the probability of receiving responsive Bids.
- b) Mandatory requirements are typically defined by the departments, who shall consult with Supply Chain at an early stage to ensure the correct criteria are set as mandatory.
- c) Mandatory criteria shall be clearly specified in the Bid document and may include, but are not limited to:
  - i. licensing requirements;
  - ii. minimum performance characteristics;
  - iii. requirements for delivery dates or condition;
  - iv. essential minimum qualifications or experience of proposed personnel; and/or
  - v. budget limitations.

#### **3.10.2 Rated Criteria**

- a) Rated criteria shall be used to assess the relative merits of each proposal.

- b) The maximum and minimum point value for each rated criterion (pricing shall only have a maximum point value) shall be specified in the Bid document.
- c) Only proposals that meet the mandatory criteria shall be subject to point rating for rated criteria.
- d) When a minimum point rating is used, proposals shall achieve:
  - i. a minimum number of points overall; and/or
  - ii. a minimum number of points for certain individual criteria.
- e) Bid documents shall clearly identify any minimum thresholds and clearly indicate that such minimums are mandatory.
- f) Bid documents shall have a clear and transparent price evaluation plan and pricing shall always be part of the rated criteria.

### **3.11 Bid Solicitation**

- a) Supply Chain and/or departments shall ensure they follow the procedures detailed below related to Bid solicitation, including processes for advertising and communications (including responding to questions received).
- b) Departments shall consider the level of complexity of the Procurement and the extent of subcontracting anticipated when setting a closing date for Bids. Departments shall allow sufficient time for a Supplier to obtain the solicitation; to obtain any additional material, if applicable; and to prepare and submit a response. The closing date shall be set by Supply Chain following consultation with the department.
- c) In general cases, a Bid period shall not be less than 10 business days and a Request for Proposals not less than 20 business days from the date the requirement is posted publicly. In some cases this may be determined by legislation or through a trade agreement.
- d) Supply Chain shall post the notice of all Open Calls for Bids on the City Bids web portal.

#### **3.11.1 Questions during the Solicitation Period**

- a) During the solicitation period, questions from Suppliers shall be submitted in writing to the contacts identified in the Bid document before the question deadline date indicated in the document, when applicable.
- b) All questions regarding interpretation of the Bid document during the solicitation period shall be submitted to Supply Chain.

- c) Supply Chain and departments shall avoid one-on-one contact or meetings with Suppliers during the Bid solicitation period and shall ensure all communications are in writing.
- d) Supply Chain may directly answer the Supplier for simple questions where the answer does not affect other Suppliers and/or how they will respond to the solicitation.
- e) Supply Chain shall record and distribute all questions and answers that may have an impact on bidder submissions to all bidders, as addenda.
- f) Employees shall have no communications with bidders (including the release of award information during the Bid process), for the period of time from the Bid closing date up to and including the date of contract award ("Evaluation Period").
- g) Supply Chain shall release unofficial result information at the public opening, and award information through the City's bidding system website to inform the public of Bid status.
- h) The City shall not disclose any information related to any potential outcome of the evaluation of a Bid or any information related to any content of the submissions during the Evaluation Period.
- i) During the Evaluation Period, Employees may only initiate communication with bidders for the purpose of obtaining information or clarification necessary to ensure a proper and accurate evaluation of Bids.

### **3.11.2 Changes to Solicitation**

- a) Supply Chain may modify the terms of the Bid document at any time prior to closing, at its sole discretion, unless otherwise stated in the Bid document, as detailed below.
- b) Supply Chain shall make information publicly available regarding any changes made to the Bid document, including any change in the closing date or time. Bidders shall be responsible for ensuring that they are aware of and have complied with any and all addenda.
- c) Any significant change added or deleted to clarify, modify, or support the information in the original Bid document or previously issued addenda before the closing date shall require an addendum to the document.
- d) When changes occur, to ensure sufficient Bid preparation time for bidders, the closing date may be extended. This decision shall be the responsibility of Supply Chain, who shall discuss potential changes

with the department before making the final decision. A change in the closing time or date shall not be considered an addendum.

### **3.12 Cancelling and/or Reissuing a Call for Bids**

- a) Any Bid document issued by Supply Chain shall not imply any obligation to accept any Bids.
- b) Supply Chain may cancel and/or reissue a Bid document as detailed below.
- c) Supply Chain may cancel (in whole or in part) any Call for Bids if:
  - i. the Bid prices received exceed the funds allocated for the Procurement;
  - ii. a substantial change in the requirements has occurred after the Bid document is issued; and/or
  - iii. for reasons outlined in the Bid document.
- d) Supply Chain may reissue a Bid document, where:
  - i. a previous Bid document has been cancelled for the reasons listed above;
  - ii. all Bids are non-responsive;
  - iii. no Bids were received from Suppliers; and/or
  - iv. for any reason outlined in the Bid document.

### **3.13 Bid Evaluation**

- a) Supply Chain shall ensure the Procurement Procedures related to Bid evaluation are followed.
- b) Before starting the technical and financial evaluation of proposals, Supply Chain shall ensure that all the information required at closing is available and ready to be transmitted to the evaluation committee. Supply Chain shall determine whether the Bids received are complete as specified in the Bid document.
- c) Information that Supply Chain may consider in order to confirm the Bid is complete, may include, but is not limited to:
  - i. inclusion of proof of required certifications;
  - ii. proper identification of the bidder (particularly important in the case of joint ventures);
  - iii. acceptance of the terms and conditions of the Bid document and a potentially resulting contract; and

- iv. submission of all supporting documents required by the Bid document to determine technical responsiveness.
- d) Evaluation of Bids shall be in accordance with the procedures stipulated in the Bid document. Bids shall be checked for responsiveness to the contractual, technical, and financial requirements of the document.
- e) For any Bid process where evaluation is not solely based on price (High Score), the department shall establish an evaluation committee, who shall follow a logical, systematic evaluation procedure to determine Best Value.
- f) At the City's sole discretion, the evaluation committee may invite third parties (e.g., subject matter experts) to assist in evaluating Bids. When third parties participate in the evaluation, or in the Bid document preparation, Supply Chain and/or departments shall ensure that a non-disclosure agreement and a Conflict of Interest agreement are signed by the third parties before such involvement.
- g) Bids that fail to meet a mandatory requirement or any other mandatory evaluation criteria (technical, financial, or other) shall be declared non-responsive. The reasons for declaring a Bid non-responsive shall be clearly documented in the Procurement file.
- h) Bids shall be evaluated in accordance with the evaluation criteria established in the Bid document.
- i) Pricing information shall not be viewed and/or evaluated until all other portions of the evaluation have taken place.
- j) Whenever possible, the same evaluation team members shall evaluate all proposals.
- k) Documents pertaining to the evaluation of Bids shall be retained. Evaluators shall provide the original or a copy of all evaluation notes and communications to Supply Chain for the Procurement file. Evaluators' working notes or worksheets shall not be destroyed, even when the information contained is recorded in other evaluation documents.

### **3.14 Award of Contract or Standing Offer**

- a) Contract award shall be done on the basis of the criteria set forth in the Bid document and as directed below.
- b) Multi-year contracts may be permitted when the stability of the longer time frame supports Best Value for the City. However, multi-year

contracts shall not be established through ongoing amendments and extensions of standard term contracts, unless the extensions had been planned and included as part of a competitive process.

- c) Supply Chain may conduct appropriate due diligence on prospective Contractors, including, but not limited to:
  - i. conducting credit and/or background checks;
  - ii. checking business references; and/or
  - iii. identifying shareholders, directors, and officers of the company.
- d) Supply Chain shall consult the Office of the City Solicitor when considering any changes in a standard agreement.
- e) Supply Chain shall consult the Office of the City Solicitor when disqualifying a low bidder/proponent.
- f) Awards may take place at any time after Bid closing and completion of the evaluation and should take place within the irrevocability period, if applicable, stated on the Bid document.
- g) Supply Chain (or in cases below Procurement thresholds, the responsible department) shall notify the successful Contractor.

### **3.15 Supplier Debriefing**

- a) If requested by bidders, Supply Chain shall offer debriefing information within legislated requirements. The debriefing shall comply with the process detailed below.
- b) Debriefing information shall not compare a Supplier's Bid to other Bids, shall not provide any information on other Bids, and shall not be treated as a complaint process.
- c) Debriefings may be done by letter, in person, or via teleconference.
- d) At a minimum, one member of the evaluation committee who is knowledgeable in all aspects of the Bid document and the Bid evaluation, along with assistance from Supply Chain and the department, shall develop the debriefing document and attend the debriefing. If the debriefing is in-person or via teleconference, it is recommended that at least two members of the evaluation committee attend. A representative from Supply Chain shall also attend.
- e) A record of the debriefing shall be placed in the Procurement file.



### 3.16 Contract Management

- a) Contract management is an essential element of the Procurement process that protects the interests of the City while ensuring that suppliers are being treated fairly. Contract management can be divided into four distinct phases:
  - i. Pre-contractual (planning)
  - ii. Contracting (bidding and awarding of contract)
  - iii. Contract administration (after the contract is awarded)
  - iv. Post-contractual (close out, warranty and audit)
- b) Supply Chain shall be involved during the pre-contractual (planning) phase of the contract management process as detailed below.
- c) Supply Chain shall have the authority to approve and sign Procurement documents on behalf of departments.
- d) Supply Chain shall have primary responsibility for the contracting phase (bidding and awarding of contract), with Supply Chain and departments sharing responsibilities for some elements, as detailed below.
- e) Contract management details shall be developed at the same time as the formulation of the Bid requirements. These details shall be included in the Bid document, to allow bidders to determine what is required of them, to plan the activities needed, and to reflect the price in their Bids.
- f) Supply Chain shall develop and maintain up-to-date documentation on every aspect of the contract, both to provide a record of actions taken and to protect the City interests under the contract. The files shall include, where applicable, but not be limited to, the following:
  - i. requisition;
  - ii. purchase order;
  - iii. blank Bid document;
  - iv. all completed Bid submissions;
  - v. Bid opening attendees list;
  - vi. Bid evaluation plan and resulting evaluation documents;
  - vii. documentation of professional and specialist advice;
  - viii. correspondence with departments;
  - ix. contract documents (Contract/Insurance/OHS/WHSCC/COR/ Sureties/etc. if applicable);
  - x. contract conditions;
  - xi. contract addendums;
  - xii. other correspondence (written and email);

- xiii. records of phone discussions; and/or
- xiv. records of decisions (Council Directives/Legal/etc.)
- g) Approved contract templates and forms shall be used whenever possible. These are available from Supply Chain. No changes to templates shall be made without written consent of the Manager of Supply Chain and/or the Office of the City Solicitor.
- h) Supply Chain shall maintain a centralized database of contracts.

### **3.16.1 Contract Approval and Signing Authorities**

- a) The financial limits of signing authorities delegated to particular individuals or positions shall be as directed by the DCM, Finance and Administration as detailed below.
- b) The following Signing Authority Schedule shall define Procurement thresholds for Employees who have responsibility for the Procurement of Commodities:
  - i. Forepersons: \$1,000 or less
  - ii. Supervisors: \$5,000 or less
  - iii. Managers: \$10,000 or less
  - iv. Directors: \$20,000 or less
  - v. DCMs: \$60,000 or less
  - vi. City Manager: \$100,000 or less
  - vii. Council: Above \$100,000
- c) Department Heads shall be responsible for recommending individual signing authority changes if they differ from the Signing Authority Schedule noted in (a). Any changes shall be approved at the discretion of the DCM, Finance and Administration.
- d) Supply Chain's authority to approve and sign Procurement documents on behalf of departments shall be for the execution of documents and shall not be a financial/dollar approval. This shall include:
  - i. addenda;
  - ii. extension agreements; and/or
  - iii. award letters.
- e) Further, these delegations shall only be used:
  - i. to attain the objectives of departments when providing common Supply Chain functions;
  - ii. commensurate with the level of responsibility assigned to the position;
  - iii. when required to undertake the duties of that position and achieve the objectives of this policy.

### **3.16.2 Contract Termination/Renewal**

- a) Supply Chain shall be responsible for the termination or renewal of all contracts at or above the thresholds detailed in Section 3.6.1((b).
- b) When terminating a contract Supply Chain shall ensure that all of the necessary conditions are met, including:
  - i. verifying that the product or work has been completed satisfactorily;
  - ii. ensuring that the Supplier has been notified; and
  - iii. ensuring that Procurement files are properly documented.
- c) When renewing a contract, Supply Chain shall ensure that all of the necessary conditions are met, including:
  - i. verifying that the original contract has a renewal clause and that any associated conditions are satisfied;
  - ii. verifying that the department is satisfied with the Commodity supplied and wishes to renew the contract;
  - iii. ensuring that the Supplier has been notified; and
  - iv. ensuring that Procurement files are properly documented.

### **3.17 Disposal of Assets**

- a) All materials, equipment (with the exception of Fleet equipment) and supplies identified by Departments as being of no further use shall be reported to the Manager, Supply Chain, who shall dispose of the assets as detailed below.
- b) If items identified by departments as of no further use cannot be utilized by other City departments, as determined by the Manager, Supply Chain, they shall be disposed of by one of the following methods:
  - i. public auction;
  - ii. Open Call for Bids;
  - iii. trade-in; or
  - iv. negotiation.
- c) Employees may only purchase surplus City-owned assets via public auction or an Open Call for Bids.

## **4. Application**

The policy and procedures apply to all departments for all Procurement activities requiring an Open Call for Bids. For all other Procurement activities,

the policy and procedures apply to all City departments with the exception of the St. John's Transportation Commission (Metrobus).

## **5. Responsibilities**

### **5.1 The DCM, Finance and Administration** is responsible for:

- a) the overall implementation the policy and procedures;
- b) ensuring management oversight processes and controls exist to ensure Procurement complies with the requirements of the Framework.
- c) reviewing and approving (at their discretion) exemptions to the Open Call for Bids process.

### **5.2 The Manager, Supply Chain** is responsible for:

- a) ensuring that the City's requirements for Commodities are met through an open, fair, and transparent process that maximizes competition and value for money;
- b) consistently applying strategic Procurement practices;
- c) supporting departments with their Procurement requirements, as required; and
- d) monitoring compliance with the policy and procedures.

### **5.3 Department Heads** are responsible for:

- a) all Procurement activity of their departments; and
- b) ensuring their Employees comply with the policy and procedures.

### **5.4 Managers with Procurement responsibility** are responsible for:

- a) identifying, defining, and estimating the cost of their Procurement needs;
- b) ensuring standing offers are used, if applicable;
- c) ensuring Commodities are obtained from Central Stores, if applicable;
- d) involving Supply Chain in the Procurement process, where applicable;
- e) ensuring appropriate approvals are obtained prior to proceeding with Procurement.

## 5.5 Employees are responsible for:

- a) complying with the policy and procedures; and
- b) ensuring that any Procurement processes they are involved with are fair, open, and transparent.

## 6. References

- Government of Newfoundland and Labrador Public Procurement Framework ([Act/Regulations/Policy](#))
- [Canadian Free Trade Agreement](#)
- [Canada-European Union Comprehensive Economic and Trade Agreement \(CETA\)](#)
- [Access to Information and Protection of Privacy Act, 2015](#)
- [Code of Ethics Bylaw](#)
- [Conflict of Interest Bylaw](#)
- 04-06-01 Procurement Policy
- [11-01-02 Environmentally Responsible Procurement Policy](#)
- [Contract Award Without Open Call Form](#)
- [Limited Call Template](#)

## 7. Approval

- Policy Sponsor: DCM, Finance and Administration
- Procedure Sponsor: Manager, Supply Chain
- Procedure Writer: Policy Analyst / Manager, Supply Chain
- Date of Approval from:
  - Corporate Policy Committee: October 23, 2019
  - Senior Executive Committee:

## **8. Monitoring and Contravention**

The Supply Chain Division shall monitor the application of the policy and procedures.

Any contravention of the policy or procedures shall be reported to the Department of Finance and Administration, Department of Human Resources, the Office of the City Solicitor, and/or the City Manager for further investigation and appropriate action, which may include, but is not limited to legal action and/or discipline, up to and including dismissal.

## **9. Review Date**

Policy Initial Review: three years

Procedures Initial Review: one year, then with the policy after third year.

Subsequent Reviews (both): five years

# DECISION/DIRECTION NOTE

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**Title:** Fraud Policy

**Date Prepared:** December 4, 2019

**Report To:** Committee of the Whole

**Councillor and Role:** Councillor Dave Lane - Finance and Administration

**Ward:** N/A

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**Decision/Direction Required:** Approval of a Fraud Policy.

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

As a result of recommendations from the City Internal Auditor and City's External Auditor, the City committed to developing a comprehensive Fraud Policy (2019), including an anonymous fraud hotline (2020).

This policy incorporates best practices and provides consistent processes for reporting and investigating any suspected act of fraud. It will also ensure the confidentiality of individuals reporting fraud or involved in fraud investigations to the fullest extent possible and will allow anonymous reporting. In addition, the policy includes protections from reprisals for employees who report any suspected fraud in good faith.

Employees who reasonably believe that fraud has occurred will have a duty to notify their manager, senior management, the Office of the City Auditor and/or the fraud hotline (once operational). Other individuals may report suspected acts of fraud via the fraud hotline or directly to the Office of the Internal Auditor. The hotline is expected to be operational in late 2020.

## **Key Considerations/Implications:**

1. **Budget/Financial Implications:** There are not expected to be any net financial changes as a result of the policy.
2. **Partners or Other Stakeholders:** There may be certain circumstances where fraud investigations are referred to third parties and/or law enforcement.
3. **Alignment with Strategic Directions/Adopted Plans:** This policy aligns with the "Sustainable City" strategic direction and is included as an initiative in the related goal (Goal S1 – Be financially responsible and accountable).

# ST. JOHN'S

4. Legal or Policy Implications: Fraud investigations may be referred to law enforcement. The Office of the City Solicitor has reviewed and approved the policy.
5. Privacy Implications: Any personal information will be managed in accordance with the City's Privacy Management Policy.
6. Engagement and Communications Considerations: The Office of the City Internal Auditor is working with the Marketing and Office Services Division regarding communications activities for staff and the general public.
7. Human Resource Implications: The policy will be implemented with existing human resources.
8. Procurement Implications: There may be potential procurement implications in the implementation of the hotline.
9. Information Technology Implications: There may be potential IT implications in the implementation of the hotline.
10. Other Implications: Not applicable.

**Recommendation:** It is recommended that the Council approve the Fraud Policy.

**Prepared by/Date:** Trina Caines, Policy Analyst / December 4, 2019

**Reviewed by/Date:** Derek Coffey, DCM, Finance and Administration / December 4, 2019

**Approved by/Date:** Kevin Breen, City Manager; Elaine Henley, City Clerk, CPC Co-Chair; Roshni Antony, Manager - HR Advisory Services, CPC Co-Chair / December 4, 2019

**Attachments:**

Fraud Policy (draft)



**DRAFT – For Discussion Only**

**City of St. John's Corporate and Operational Policy Manual**

<b>Policy Title:</b> Fraud Policy	<b>Policy #:</b> 01-01-09 (to be assigned)
<b>Last Revision Date:</b> N/A	<b>Policy Section:</b> Organization> Administration
<b>Policy Sponsor:</b> City Manager	

**1. Policy Statement**

The purpose of this Policy is to:

- (i) safeguard the assets, funds, and information of the City of St. John's from fraudulent activity;
- (ii) ensure consistent processes are in place for the detection, reporting, and investigation of any act or suspected act of Fraud;
- (iii) support the City in preventing future Fraud;
- (iv) protect from Reprisal, to the fullest extent possible, Employees who in good faith report suspected Fraud; and
- (v) pursue every reasonable effort to recover any losses resulting from fraudulent activity.

**2. Definitions**

**“Allegation”** means any verbal or written allegation received by the Office of the City Internal Auditor related to suspected Fraud.

**“Complainant”** means any person making an Allegation.

**“Contractor”** means an individual or company hired to work on behalf of the City of St. John's for a term of service and who is not considered to be an Employee.

**“Employee”** means any person employed by the City of St. John's as a permanent, term, part-time, casual, contract, seasonal, temporary, or student worker.

**“External Investigator”** means an independent, qualified, third party hired to investigate an Allegation.

**“Fraud”** means an act by a person who, by deceit, falsehood, or other fraudulent means defrauds the City of any property, money, valuable security, or any service, including, but not limited to:

- a) falsification or improper alteration of records or documents;
- b) unauthorized and/or inappropriate use of City resources;
- c) any person who is in a conflict of interest and intentionally fails to declare;
- d) theft, misappropriation, or other fraudulent use of City funds or property;
- e) any type of collusion with vendors;
- f) intention to deceive by the suppression of truth or the suggestion of what is false;
- g) misrepresentation of information; and
- h) any similar or related activity.

**“Fraud Hotline”** means the reporting system through which any person may anonymously report instances of Fraud by Employees or others.

**“Reprisal”** means any measure taken or threatened against a person as a result of making or being suspected of making an Allegation or participating in or being suspected of participating in an investigation.

**“Respondent”** means a person who is the subject of an Allegation.

**“Senior Management”** means City Manager, City Clerk, City Solicitor, City Internal Auditor, all Deputy City Managers, and all Directors.

### **3. Policy Requirements**

#### **3.1 Fraud Reporting**

- a) Any Employee who reasonably believes that Fraud has occurred has a duty to notify their manager, Senior Management, the Office of the City Internal Auditor, and/or the Fraud Hotline. Employees who report suspected Fraud in good faith shall be protected from Reprisal.

- b) Any other person who is aware that suspected Fraud may have occurred may make an Allegation via the Fraud Hotline or directly to the Office of the City Internal Auditor.
- c) Any person may report suspected Fraud anonymously.
- d) Any person suspected of fraudulent activity shall not be confronted prior to the commencement of any investigation, unless the Allegations received are considered to be urgent (e.g., threat of violence, physical harm, or business interruption).

### **3.2 Confidentiality**

- a) The identity of persons involved in an investigation, including the identity of a person alleging Fraud and the identity of a person alleged to have committed Fraud, shall be protected to the fullest extent possible.
- b) The Office of the City Internal Auditor, Members of Council, and/or Employees aware of or participating in a Fraud investigation shall treat all information received confidentially. Investigation information shall not be disclosed or discussed with anyone other than those who have a legitimate need to know and such disclosures shall be restricted to what must be disclosed to ensure a thorough, effective, and complete investigation or as otherwise required by law.

### **3.3 Fraud Investigation**

- a) All Allegations received shall be appropriately investigated if there are reasonable grounds to believe Fraud has occurred.
- b) Allegations shall not be investigated if the City Internal Auditor, using their discretion, is of the opinion that:
  - i. the Allegation does not provide adequate particulars about the Fraud to properly conduct an investigation;
  - ii. so much time has elapsed between the date when the subject matter of the Allegation arose and the date when the Allegation was made that investigating it would not serve a useful purpose; and/or
  - iii. there is another valid reason for not investigating the disclosure.
- c) Where, in the opinion of the City Internal Auditor, the Allegation has no reasonable prospect of being substantiated, the City Internal Auditor may dismiss the Allegation. For formal, written Allegations by an

identified Complainant, the Complainant shall be provided with notice of the dismissal.

- d) On receipt of an Allegation of Fraud, the City Internal Auditor shall take immediate action to prevent the theft, alteration, or destruction of relevant evidence, including any records. The evidence shall be adequately secured by management Employees when requested by the City Internal Auditor.
- e) The City Internal Auditor shall advise the appropriate managers and/or departments of the investigation, including, but not limited to the Manager, Corporate Risk and Recovery.
- f) The City Internal Auditor shall coordinate the investigation with the Department of Human Resources and/or the Office of the City Solicitor where an Allegation involves an Employee.
- g) The City Internal Auditor may delegate responsibility for the investigation of suspected Fraud to appropriate departmental management depending on the nature and scope of the suspected Fraud. For delegated investigations, departmental management shall periodically report on the status of any ongoing investigation of alleged wrongdoing to the City Internal Auditor and shall report the outcome of the investigation to the City Internal Auditor.
- h) If the Allegation is being made against the City Internal Auditor or a member of the City Internal Auditor's office, the Allegation may be filed with the Director of Human Resources.
- i) The Respondent shall be provided an opportunity to respond to an Allegation as part of the investigation.
- j) The Office of the City Internal Auditor shall conduct investigations in accordance with best practices.
- k) The Office of the City Internal Auditor may make recommendations to the City Manager in order to minimize future Fraud risk.
- l) Decisions to prosecute or refer investigation results to the Royal Newfoundland Constabulary or other regulatory agencies for independent investigation shall be made via a consultative process among the City Internal Auditor, City Manager, City Solicitor, and the Director of Human Resources.

### **3.4 Reprisal Protection**

- a) No person shall take a Reprisal against an Employee because the Employee:

- i. has sought information or advice about making a disclosure about Fraud;
  - ii. has made a disclosure about Fraud in good faith;
  - iii. has acted in compliance with the Fraud policy;
  - iv. has initiated or co-operated in an investigation or other process related to a Fraud-related Allegation;
  - v. has appeared as a witness, given evidence, or participated in any proceeding relating to a Fraud-related Allegation, or is required to do so;
  - vi. has alleged or reported a Reprisal; or
  - vii. is suspected of any of the above actions.
- b) Examples of Reprisal may include, but are not limited to:
- i. disciplinary measures;
  - ii. demotion of the Employee;
  - iii. suspension of the Employee;
  - iv. termination of the Employee;
  - v. intimidation or harassment of the Employee;
  - vi. any punitive measure that adversely affects the employment or working conditions of the Employee; and/or
  - vii. directing or counselling someone to commit a Reprisal.
- c) An Employee who believes that they are the subject of a Reprisal following an Allegation may notify the Office of the City Internal Auditor.
- d) Where a manager is informed or becomes aware of possible Reprisals against an Employee as a result of an Allegation under this policy, the manager shall inform the Office of the City Internal Auditor.
- e) The Office of the City Internal Auditor shall investigate any instances of Reprisal reported to them.
- f) The City shall protect and support Employees who report in good faith any suspected Fraud. The City Manager, in consultation with the Director of Human Resources and the City Solicitor, shall determine and take appropriate action to stop, reverse, or remedy a Reprisal against an Employee.

### **3.5 Special Investigations**

For any Allegation made against a Member of Council or Senior Management regarding Fraud, breaching confidentiality, or committing a Reprisal, the City Internal Auditor, in consultation with the City Solicitor,

shall conduct the initial review. Where in their opinion, or their designate(s), the Allegation has no reasonable prospect of being substantiated, they may dismiss the Allegation and provide notice of the dismissal to the Complainant. Otherwise, they shall engage an External Investigator to investigate.

### **3.6 Office of the City Internal Auditor's Access to Information**

Within the scope of an investigation, the Office of the City Internal Auditor shall have:

- a) free and unrestricted access to all City records, Employees, and premises whether owned or rented; and
- b) the authority to examine, copy, or remove all or any portion of the contents of electronic or hard copy files, desks, cabinets, and other City property without prior knowledge or consent of any person who might use or have custody of any such items.

## **4. Application**

This policy applies to (i) all Members of Council; (ii) all City Employees and volunteers, and (iii) all Contractors, sub-contractors, agents, intermediaries, suppliers, agencies, and commissions over which Council has the authority to require City policies be followed.

## **5. Responsibilities**

**5.1 The Office of the City Internal Auditor** is responsible for:

- a) implementing this policy;
- b) ensuring standard operating procedures are established for investigating, monitoring, and resolving all Allegations received;
- c) operating the Fraud Hotline;
- d) reviewing and investigating Allegations of Fraud, as well as any Allegations of related Reprisals;
- e) securing any evidence related to an Allegation;

- f) upon conclusion of a Fraud investigation, providing recommendations to the City Manager to address any underlying causes and to correct any internal control deficiencies;
- g) referring Allegations that do not constitute Fraud to the appropriate authorities for appropriate action;
- h) monitoring and reviewing policy compliance; and
- i) reporting annually to the Audit Standing Committee information related to Fraud Allegations and investigations conducted during the year, as deemed appropriate.

**5.2 All Members of Council and all Employees** are responsible for:

- a) complying with this policy;
- b) cooperating with the Office of the City Internal Auditor or designates; the City Manager or designates; other involved Divisions; and/or law enforcement or regulatory agencies during the course of an investigation;
- c) refraining from discussing matters related to Fraud with anyone other than their manager/Senior Management and/or persons assigned to investigate the matter; and
- d) completing any training related to this policy as directed by the Office of the City Internal Auditor.

**5.3 All managers who supervise staff** are responsible for, in addition to the duties in Section 5.2:

- a) reporting any suspected Fraud reported to them by their Employees to the Office of the City Internal Auditor;
- b) establishing and maintaining a system of internal controls to detect and prevent Fraud;
- c) securing any evidence related to an Allegation, as directed by the City Internal Auditor;
- d) being familiar with the types of Fraud that might occur within their area of responsibility and be alert for any indicators of such conduct;
- e) reviewing any recommendations made by the Office of the City Internal Auditor and ensuring risks are sufficiently mitigated;
- f) ensuring that Employees under their supervision are protected from Reprisals resulting from any aspect of the Fraud policy;

- g) ensuring that Employees under their supervision complete all training related to this policy, as directed by the Office of the City Internal Auditor;
- h) supporting the Office of the City Internal Auditor, any other City divisions, and/or any law enforcement or regulatory agencies in the detection, disclosure, and investigation of Fraud.

**5.4 All Senior Management are** responsible for, in addition to the duties in sections 5.2 and 5.3:

- a) ensuring this policy is communicated to all Employees in their respective departments/divisions.

## **6. Approval**

- Policy Sponsor: City Manager
- Policy Writer: Policy Analyst
- Date of Approval from
  - Corporate Policy Committee: October 31, 2019
  - Senior Executive Committee:
  - Committee of the Whole:
- Date of Approval from Council:

## **7. Monitoring and Contravention**

The Office of the City Internal Auditor shall monitor the application of this policy.

Any contravention of this policy shall be reported to the Office of the City Internal Auditor, Department of Human Resources, the Office of the City Solicitor, and/or the City Manager for further investigation and appropriate action, which may include, but is not limited to legal action and discipline, up to and including dismissal. This includes, but is not limited to, any substantiated:

- a) Fraud;
- b) Reprisal;
- c) false and/or bad faith Allegations;



- d) false and/or bad faith statements during an investigation; and/or
- e) breach of confidentiality related to the policy.

## **8. Review Date**

Initial Review: 3 years, Subsequent Reviews: 5 years

DRAFT

# DECISION/DIRECTION NOTE

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**Title:** Respectful Workplace Policy

**Date Prepared:** December 4, 2019

**Report To:** Committee of the Whole

**Councillor and Role:** Councillor Dave Lane, Finance & Administration

**Ward:** N/A

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**Decision/Direction Required:** Approval of a Respectful Workplace Policy.

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

Informed by the findings of the Quality of Work Life Survey, the Senior Executive Committee and Council directed the development of a Respectful Workplace Policy to confirm the City's commitment to creating and maintaining a healthy, safe, inclusive, and respectful workplace.

This policy incorporates best practices and provides guidance and expectations for respectful behavior. It discusses types of disrespectful behavior (including harassment, discrimination, sexual harassment, sexual solicitation, and violence) and responsibilities for supporting a respectful workplace.

In addition to applying to internal stakeholders, the policy will also apply to situations where employees are threatened with and/or subjected to harassment, discrimination, or violence in the workplace from external individuals, such as members of the public and suppliers.

## **Key Considerations/Implications:**

1. **Budget/Financial Implications:** There are not expected to be any net financial changes as a result of the policy.
2. **Partners or Other Stakeholders:** Other internal departments such as Legal Department and Inclusion Services Division, Department of Community Services
3. **Alignment with Strategic Directions/Adopted Plans:** This policy aligns with the "An Effective City" strategic direction and is included as an initiative in the related goal (E1 - Work with our employees to improve organizational performance through effective processes and policies).

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4. Legal or Policy Implications: The Office of the City Solicitor has reviewed and approved the policy. References to the revised Occupational Health and Safety Regulations have been made as these changes will be effective on January 1, 2020.
5. Privacy Implications: Any personal information will be managed in accordance with the City's Privacy Management Policy.
6. Engagement and Communications Considerations: The Division of Human Resources is working with the Marketing and Office Services Division regarding a communications plan.
7. Human Resource Implications: Human Resources Division will conduct investigation and provide conflict coaching and mediation services unless an external resource is deemed more appropriate for a particular situation. No additional human resources are anticipated at this time.
8. Procurement Implications: Not applicable.
9. Information Technology Implications: No applicable.
10. Other Implications: Not applicable.

**Recommendation:** It is recommended that the Council approve the Respectful Workplace Policy

**Prepared by/Date:** Tammy Sheppard, HR Advisor / December 4, 2019

**Reviewed by/Date:** Sarah Hayward, Director, Human Resources / December 4, 2019

**Approved by/Date:** Kevin Breen, City Manager /December 4, 2019

**Attachments:**

Respectful Workplace Policy (draft)

## **DRAFT – For Discussion Only**

### **City of St. John’s Corporate and Operational Policy Manual**

<b>Policy Title:</b> Respectful Workplace Policy	<b>Policy #:</b> 03-05-19 (To be assigned)
<b>Last Revision Date:</b> N/A	<b>Policy Section:</b> Human Resources > Employee Conduct
<b>Policy Sponsor:</b> Director, Human Resources	

#### **1. Policy Statement**

The purpose of this policy is to confirm the City’s commitment to creating and maintaining a healthy, safe, inclusive, and Respectful Workplace. “Be Respectful” and “Create a Positive Environment” are two of the City’s core values. The City recognizes its responsibility to build and maintain a Respectful Workplace where everyone has the right to be treated with dignity and respect, and Employees can complete their duties without fear of Bullying, Discrimination, Harassment, or Violence.

#### **2. Definitions**

**“Abuse of Authority”** means an individual using the authority or power related to their position with the intention of negatively affecting an Employee by potentially compromising an Employee’s job performance, career, or wellbeing.

**“Affiliated Entity”** means any organization, group, foundation, club, or corporation that is affiliated wholly or partially with the City, including but not limited to St. John’s Sports and Entertainment Limited, Newfoundland and Labrador Coastal Railway Museum, The V.P. Foundation Inc., or St. John’s Transportation Commission.

**“Allegation”** means any informal, verbal or written claim received by the appropriate investigative authority in any matter whatsoever.

**“Bullying”** means a form of Harassment that involves the deliberate, persistent attempt to intimidate, demean, torment, control, isolate, or harm another person physically or mentally.

**“Complaint”** means a signed written document alleging that a person has engaged in conduct that is contrary to the provisions of this policy.

**“Discrimination”** shall have the same meaning as defined by Section 2(d) of the Human Rights Act, 2010, that is, “‘Discrimination’ includes the conduct described in subsections 11 (1) and (2) and 12 (1), section 13, subsections 14 (1), (4) and (5) and 16 (1), sections 17 and 18, subsection 19 (1) and section 20 (of the Human Rights Act, 2010)”.

**“Disrespectful Behaviour”** means any action, conduct, or comment that can reasonably be expected to cause humiliation, offense, or other physical or psychological injury, including, but not limited to, Harassment, Discrimination, Sexual Harassment, Sexual Solicitation, and Violence.

**“Employee”** means any person employed by the City of St. John’s as a permanent, term, part-time, casual, contract, seasonal, temporary, or student worker.”

**“Family Violence”** means one or more of the following acts or omissions committed against an Employee or their family member by another family member:

- a) an assault that consists of the intentional application of force that causes the Employee to fear for their safety but does not include an act committed in self-defence;
- b) an intentional, reckless or threatened act or omission that causes bodily harm or damage to property;
- c) an intentional, reckless or threatened act or omission that causes a reasonable fear of bodily harm or damage to property;
- d) forcible physical confinement without lawful authority;
- e) sexual assault, sexual exploitation or sexual molestation, or the threat of sexual assault, sexual exploitation or sexual molestation;
- f) conduct that causes the Employee to reasonably fear for their safety, including following, contacting, communicating with, observing or recording a person;

- g) conduct that causes psychological or emotional harm or a reasonable fear of that harm, including a pattern of behaviour the purpose of which is to undermine the psychological or emotional well-being of the Employee or their family member;
- h) conduct that controls, exploits, or limits the applicant's access to financial resources for the purpose of ensuring the applicant's financial dependency; and
- i) the deprivation of food, clothing, medical attention, shelter, transportation, or other necessities of life."

**"Harassment"** shall have the same meaning as "workplace harassment" as defined by Section 22(2) of the Occupational Health and Safety Regulations, 2012, under the Occupational Health and Safety Act, that is "inappropriate vexatious conduct or comment by a person to a worker that the person knew or ought to have known would cause the worker to be humiliated, offended or intimidated."

**"Inclusion"** means a process of ensuring that all people, regardless of differences, are welcome, belong, and are meaningfully engaged in the Workplace/community.

**"Member"** means a member of Council as defined in Section 5 of the City of St. John's Act.

**"Poisoned Work Environment"** means inappropriate comments or conduct which may not be directed specifically at an individual, but which nonetheless create a degrading, offensive, or uncomfortable work environment.

**"Reprisal"** means any measure taken or threatened against a person as a result of making or being suspected of making an Allegation or Complaint, or participating in or being suspected of participating in an investigation.

**"Respectful Workplace"** means a Workplace that values diversity and Inclusion; safety; dignity of a person; courteous conduct; mutual respect; fairness and equality; and collaborative working relationships.

**"Sexual Harassment"** means Harassment that involves any unsolicited material, comments, gestures, or physical contact of a sexual nature that the

individual knows or ought reasonably to know to be unwelcome, objectionable, or offensive. Sexual Harassment includes Sexual Solicitation and may involve favours or promises of favours with the threat of Reprisal for refusing.

**“Sexual Solicitation”** shall have the same meaning as defined by Section 18 of the Human Rights Act, 2010, that is,

“(1) A person in a position of power shall not make a sexual advance to a Person upon whom then may confer benefit or advancement.

(2) A person in a position of power shall not deny benefit or advancement to another for the rejection of a sexual advance.” **“Union/Association”** means CUPE Local 1289, CUPE Local 569, NAPE Local 7808, and/or IAFF Local 1075.

**“Vexatious”** means being a source of irritation or annoyance.

**“Violence”** shall have the same meaning as “violence” in Section 22(2) of the Occupational Health and Safety Regulations, 2012, under the Occupational Health and Safety Act, that is “the attempted or actual exercise of physical force to cause injury to a worker and includes threatening statements or behaviour which gives a worker reason to believe that he or she is at risk of injury.”

**“Volunteer”** means any individual that provides service on a volunteer basis for the City or Affiliated Entity.

**“Workplace”** means any location where a City Employee, Member, or person is carrying out occupational duties or is in receipt of City Services, including those locations and activities that are not on City premises. This may include a social function; training and conferences; during travel; at restaurants, hotels, or meeting facilities being used for business purposes; and during telephone, email, or other communications, including use of social networking sites (e.g., Facebook, Twitter, LinkedIn).

### **3. Policy Requirements**

The City is committed to working in collaboration with its Employees, Unions/Associations, Members, and Affiliated Entities to provide a Respectful Workplace by:

- a) promoting and maintaining a common understanding of the expectations and behaviours considered appropriate and inappropriate in the Workplace and in the delivery of or access to City services;
- b) taking action to prevent and address inappropriate behaviour in the Workplace;
- c) ensuring no disciplinary action is taken against a person for making an Allegation or Complaint in good faith;
- d) ensuring all Employees, Members, and persons are held accountable for violations of this policy to the extent possible;
- e) recognizing that conflicts or disagreements may occur and these issues can be resolved in a respectful manner that contributes to a healthy and productive Workplace;
- f) committing to responding in a timely manner to Allegations and Complaints made in relation to this Policy and to resolve issues diligently, openly, honestly, and with appropriate consideration for privacy and confidentiality; and
- g) ensuring programs, policies, systems, facilities, and services are designed and administered to foster the full Inclusion of diverse individuals and groups in accordance with the provisions of all applicable legislation.

### **3.1 Respectful / Appropriate Workplace Behaviours**

Employees, Members, and persons are expected to conduct themselves in an appropriate manner and shall not engage in Disrespectful Behaviour in the Workplace. Appropriate behaviours support and create a Respectful Workplace and are consistent with meeting business objectives. Appropriate behaviours include, but are not limited to:

- a) being polite, courteous, fair, and respectful of others, and acting with integrity;
- b) engaging in open and respectful communication;
- c) respecting perspectives and opinions of others; and/or
- d) recognizing and valuing the diversity among City Employees and persons and fostering inclusiveness in the Workplace.

### **3.2 Inclusive, Barrier-Free Employment**

- a) The City is committed to providing inclusive, barrier-free employment, which is free from Discrimination as prohibited under all applicable legislation.



- b) The City acknowledges its duty to accommodate persons or groups protected from Discrimination under the Human Rights Act, 2010. The goal of the City's policy is to foster an inclusive community and Workplace.
- c) The City's commitment extends to all aspects of employment and use of City facilities. This includes, for example, providing a safe and designated space for medical requirements (e.g., diabetics) and expectant or nursing mothers (e.g., breastfeeding).

### **3.3 Disrespectful Workplace Behaviours**

Disrespectful Behaviour will not be tolerated in the Workplace. Disrespectful Behaviour does not need to be intentional to be prohibited and may create a Poisoned Work Environment. The City shall determine, in its sole discretion, what is to be considered Disrespectful Behaviour. Disrespectful Behaviours may include, but are not limited to:

- a) all forms of Harassment, including verbal, physical, sexual, emotional, and psychological;
- b) name calling, ridicule, or derogatory gestures that are vindictive, demeaning, insulting, humiliating, or mocking in nature;
- c) frequent use of profanity or abusive language;
- d) deliberate and repeated mis-gendering by referring to a person using terms or pronouns that do not align with the person's affirmed gender;
- e) angry yelling/shouting or blow-ups;
- f) intimidating behaviours, such as, shaking fists, slamming doors, throwing objects, or targeting individual(s) in humiliating practical jokes;
- g) deliberately damaging or tampering with a person's personal belongings or work equipment;
- h) deliberately excluding, socially isolating, or shunning a person;
- i) spreading malicious rumors or gossip, or cyber-bullying;
- j) displaying or posting offensive or intimidating messages (e.g., social media, text, email, posters); and/or
- k) Abuse of Authority.

#### **3.3.1 Harassment**

Harassment will not be tolerated in the Workplace. A single comment or action is not Harassment unless it is repeated or serious enough to have a lasting harmful effect. Harassment does not require an intention to harm.

### **3.3.2 Workplace Violence**

Violence will not be tolerated in the Workplace. Violence may include, but is not limited to:

- a) physically aggressive behaviours including hitting, shoving, pushing, kicking, throwing an object at someone, physically restraining someone, or any other form of physical or sexual assault;
- b) physically threatening behaviour such as shaking a fist at someone, finger pointing, destroying property, or wielding a weapon;
- c) intimidating behaviours such as slamming fists on a desk;
- d) making threatening comments over the phone, leaving threatening notes, or sending threatening emails;
- e) stalking behaviour, such as following or maintaining surveillance of another Employee;
- f) direct threats that clearly indicate an intent to do harm (e.g., “I am going to make you pay for what you did to me”);
- g) conditional threats (e.g., “If you don’t get off my back, you will regret it.”); and/or
- h) veiled threats involving body language, verbal comments, or behaviours that leave the impression of intention to harm (e.g., “Do you think anyone would care if someone beat you up?”).

### **3.3.3 Family Violence**

The City recognizes that Family Violence may impact Employees in the Workplace. Section 23(2) of the Occupational Health and Safety Regulations, 2012 under the Occupational Health and Safety Act requires that if the City becomes aware or ought reasonably to be aware that Family Violence that would likely expose an Employee to a physical injury may occur in the Workplace, the City shall take every precaution reasonable in the circumstances for protection of the Employee.

The City shall meet this legal responsibility in a manner that:

- a) is sensitive to, and supportive of, the needs of Employees who are in Family Violence situations;
- b) provides access to information regarding resources to support the physical safety, emotional health, and basic material and financial needs of Employees; and
- c) is protective of the health and safety of all Employees that may be placed at risk as a result of Family Violence situations impacting the

Workplace while respectful of the privacy rights of the Employee in a Family Violence situation.

### **3.3.4 Discriminatory Harassment**

Discriminatory Harassment will not be tolerated in the Workplace. It involves inappropriate conduct or comments based on prohibited grounds in the Human Rights Act, 2010, which a reasonable person would consider to be humiliating, demeaning, or intimidating. Prohibited grounds include race, colour, nationality, ethnic origin, social origin, religious creed, religion, age, disability, disfigurement, sex, sexual orientation, gender identity, gender expression, marital status, family status, source of income, political opinion, or any other ground included in the Human Rights Act, 2010.

Discriminatory Harassment may include, but is not limited to:

- a) offensive comments, jokes, or behaviour that belittle or ridicule a person's membership in one of the protected grounds;
- b) imitating a person's accent, speech, or mannerisms;
- c) persistent or inappropriate questions about whether a person is pregnant, has children, or plans to have children; and/or
- d) inappropriate comments or jokes about an individual's age, sexual orientation, personal appearance, or weight.

### **3.3.5 Sexual Harassment**

Sexual Harassment will not be tolerated in the Workplace. It may include, but is not limited to:

- a) unwelcome remarks, jokes, innuendos, propositions, or taunting about a person's body, attire, gender, sexual orientation, or practices;
- b) displaying or circulating offensive pictures or materials;
- c) Sexual Solicitation or an implied or expressed threat of Reprisal for refusal to comply with a sexually-oriented request;
- d) unwanted physical contact such as touching, patting, or pinching, with an underlying sexual connotation;
- e) leering (suggestive staring) at a person's body; and/or
- f) sexual assault.

### **3.3.6 Abuse of Authority**

Abuse of Authority will not be tolerated in the Workplace. Abuse of Authority may be blatant or subtle and may include, but is not limited to:

- a) intimidation, threats, blackmail, and/or coercion, including silencing Employees to cover up inappropriate behaviour;

- b) undermining or impeding someone's efforts by deliberately withholding information that is required to do their job or setting unrealistic goals with impossible deadlines.

### **3.4 Exceptions**

Disrespectful Behaviour excludes the following and/or similar legitimate actions:

- a) appropriate exercise and delegation of managerial authority, including legitimate performance reviews or matters within the normal disciplinary processes of the City;
- b) disagreements, misunderstandings, or normal Workplace conflict that may occur between individuals, or differences of opinion between co-workers;
- c) friendly teasing or bantering that is mutually acceptable and not offensive to others;
- d) requesting medical documents in support of an absence from work;
- e) work-related change of location, co-workers, scheduling, and/or job assignment and duties; and/or
- f) implementing health and safety measures or inspecting Workplaces;
- g) the legitimate use of disciplinary actions and/or other managerial responsibility essential to achieving efficiency of daily organizational operations.

## **4. Application**

### **4.1 Stakeholders**

The policy applies to the following stakeholders:

- a) Employees;
- b) contractors providing services for or to the City;
- c) suppliers providing materials to the City;
- d) students;
- e) volunteers;
- f) Members; and
- g) all persons accessing City services or City-operated facilities.

## **4.2 Disrespectful Actions by Non-Employees**

This policy also applies to situations where Employees are threatened with and/or subjected to Harassment, Discrimination, or Violence in the Workplace from individuals who are not Employees, such as members of the public and suppliers.

## **5. Responsibilities**

### **5.1 All Employees** of the City are responsible for:

- a) ensuring their behaviour is respectful and appropriate at all times at the Workplace, including but not limited to, refraining from Violence, Discrimination, or any other form of Harassment in the Workplace;
- b) accepting responsibility for their own behaviours and their impact on others;
- c) attempting to resolve differences with other Employees in a respectful manner;
- d) reporting situations, observations, or experiences of Violence, Discrimination, or any other form of Harassment that threaten or perceive to threaten a safe work environment;
- e) contacting their supervisor, manager, Human Resources, or other resource for assistance in resolving an issue when needed;
- f) immediately informing a manager/supervisor or the authorities (Royal Newfoundland Constabulary or Security) if there is an imminent threat or risk of Violence that could compromise a person's safety.
- g) participating fully in any interventions under this policy and identifying any medical restrictions or limitations to such participation, if applicable; and
- h) cooperating with any investigator and maintaining confidentiality at all times during any Workplace investigation; and

### **5.2 All managers who supervise Employees** are responsible for, in addition to the duties in Section 5.1:

- a) actively fostering respectful interactions in the Workplace by ensuring all Employees and volunteers under their supervision are aware of the

policy, setting clear expectations, and modelling desired behaviour to support a respectful, safe, and inclusive Workplace.

- b) informing all Employees and volunteers under their supervision who may be exposed to the risk of Violence of the nature of the risk and the precautions that may be taken, including a duty to provide information related to the risk of Violence from persons who have a history of violent behaviour and whom Employees are likely to encounter in the Workplace subject to the provisions of Access to Information and Protection of Privacy Act, 2015 and other applicable laws
- c) establishing procedures and work environment arrangements which support a respectful, inclusive, and accessible work environment and eliminate or minimize the risk of Violence, Discrimination, or any other form of Harassment, including acts or threats of Reprisal;
- d) participating in training relating to Harassment prevention and ensuring compliance with this Policy in their area of responsibility;
- e) taking all concerns raised under this policy seriously and addressing them in a prompt, confidential, and impartial manner and in compliance with the established procedures;
- f) immediately notifying Human Resources when becoming aware of Violence, Discrimination, or any other form of Harassment, regardless of whether the Employee involved wishes to pursue a formal Complaint;
- g) seeking assistance or advice as needed from Human Resources for constructive intervention when witnessing or becoming aware of conflict or disrespectful conduct in the Workplace;
- h) complying with the Code of Ethics By-Law (once enacted) and any relevant City complaints procedures.
- i) providing support to Employees experiencing or witnessing Family Violence in the Workplace and making them aware of resources (internal and external to the City) that are available to assist those affected by Family Violence (Note: a Resource list is an appendix to this policy).

**5.3 Human Resources** is responsible for supporting a Respectful Workplace environment by:

- a) working with managers and supervisors to implement this policy;
- b) providing any necessary training, support, and guidance to Employees and managers regarding policy interpretation, proper Complaint handling, and how to deal with violations of this policy;

- c) assessing concerns about conflict and disrespectful conduct, and determining and managing the appropriate process to address those concerns;
- d) taking every reasonable precaution to protect an Employee in cases where Human Resources becomes aware, or ought reasonably to be aware, of Family Violence that would likely expose an Employee to physical or psychological harm in the Workplace;
- e) providing conflict management services such as facilitated discussions, mediation, and coaching, when possible;
- f) addressing Respectful Workplace Complaints made against persons and determining if a formal investigation and/or external investigator is warranted;
- g) undertaking impartial, informal, and formal investigations as appropriate;
- h) ensuring that the process for reporting and responding to incidents of Violence, Discrimination, or any other form of Harassment, is communicated, maintained, and followed;
- i) ensuring Workplace Violence risk assessments are conducted to determine whether the nature of the Workplace, the type of work, or the conditions of work may place Employees at risk of Violence; and
- j) taking all reasonable and practical measures to minimize or eliminate risks identified through the risk assessment process, Workplace inspections, or the occurrence of a Workplace Violence incident.

**5.4 The Inclusion Services Division, Department of Community Services** is responsible for supporting a Respectful Workplace environment by:

- a) providing support to Human Resources on Inclusion and accommodation initiatives for Employees; and
- b) providing/facilitating training for managers and/or teams to enhance Inclusion and the acceptance of diversity.

**5.5 Union/Association Executives** are responsible for:

- a) ensuring their own behaviour complies with this policy;
- b) encouraging respectful conduct in the Workplace and guiding the behaviour of others;

- c) providing advice, support, and assistance to Union/Association members as needed;
- d) supporting Respectful Workplace training initiatives; and
- e) ensuring Union/Association members' rights under their collective agreement are protected.

## 6. References

- Code of Ethics By-Law
- Collective Agreements:
  - [City of St. John's and CUPE 1289 \(Inside Workers\)](#)
  - [City of St. John's and CUPE 569 \(Outside Workers\)](#)
  - [City of St. John's and NAPE \(Bay Bulls Big Pond Water Treatment Workers\)](#)
  - City of St. John's and IAFF 1075 (Fire Fighters)
- [Family Violence Protection Act](#)
- [Human Rights Act, 2010](#)
- [Occupational Health and Safety Act](#)
- [Occupational Health and Safety Regulations, 2012](#)
- Reference list for Family Violence supports
- Breastfeeding Protocol

## 7. Approval

- Policy Sponsor: Director, Human Resources
- Policy Writer: Human Resources Advisor
- Date of Approval from
  - Corporate Policy Committee: June 23, 2019
  - Senior Executive Committee:
  - Committee of the Whole:
- Date of Approval from Council:



## **8. Monitoring and Contravention**

- a) The Department of Human Resources shall monitor the application of this policy.
- b) Any contravention of this policy and/or associated procedures shall be reported to:
  - i. the City Solicitor;
  - ii. the City Internal Auditor; or
  - iii. in the case of an Employee or Volunteer, to their direct supervisor or the Director of Human Resources.
- c) The City may take appropriate action, which may include, but is not limited to legal action and discipline, including dismissal.
- d) Any members of the public, volunteers, visitors to City facilities, or individuals conducting business with the City/Affiliated Entity who violate this policy may be subject to City action, including, but not limited to, prohibiting access to City facilities, prohibiting volunteering in future City endeavours, discontinuing business with individuals or organizations, issuing trespass notices, or reporting the matter to the relevant law enforcement agency.

### **8.1 Malicious or Frivolous Complaints**

Filing a fraudulent or malicious Complaint shall be considered a violation of this policy. Complaints that are found to be frivolous, malicious, or made in bad faith shall not be tolerated and the complainant shall be subject to appropriate disciplinary action or denial of service.

### **8.2 Reprisal**

- a) Everyone has the right to report, in good faith, incidents of Disrespectful Behaviour without fear of Reprisal.
- b) Reprisal by any Employee, Member, or person against anyone involved in informal, internal, or external formal Complaint processes shall not be tolerated and may be subject to discipline, up to and including dismissal or denial of City services.

### **8.3 Protection of Statutory Rights**

This policy does not affect the rights of an Employee, Member, or person under the Human Rights Act, 2010; the Occupational Health and Safety Act; the Criminal Code (Canada); and/or any other applicable legislation.

### **9. Review Date**

Initial Review: 3 years, Subsequent Reviews: 5 years

# ST. JOHN'S





The background image shows a serene park setting. In the foreground, there is a lush green lawn with long, dark shadows of trees cast across it. A row of wooden benches is positioned along the edge of a calm blue lake. To the right, a two-story building with light blue siding and a dark roof stands near the water. Bare tree branches frame the top and left sides of the image. The sky is a pale, clear blue.

# **Sustainability Planning Framework**

# Direction



# 1

## A SUSTAINABLE CITY

A city that is sustainable today and for future generations; economically, environmentally and financially.

### CLIMATE EMERGENCY

Mitigation, Adaptation and Resilience

## Envision St. John's Municipal Plan: City Vision

"St. John's will have a future of continued economic prosperity and diversity, where citizens have a strong sense of identity and appreciation for their cultural, natural and built heritage and the arts. The city has active, healthy citizens, living in affordable, accessible, complete neighbourhoods. St. John's attracts and welcomes investment, residents and visitors from the region, the province, and around the world."

# Sustainability

Governance & Integrated Planning

Financial Sustainability



Source: Urban Sustainability Framework

**A Sustainable City Demonstrates:**

1. Robust economic growth, prosperity, competitiveness
2. Protection and conservation of natural resources
3. Fostering overall city resilience, while reducing greenhouse gas emissions
4. Inclusiveness and livability

Source: Global Platform for Sustainable Cities (GPSC)



# Resilience and Climate Action

*It is felt that climate change, its economic impact, and the maintenance of ecosystem services are the cornerstone of today's and for future sustainability in St. John's.*

## Why?

- Impacts can undermine efforts to progress sustainable goals now and for future generations

Economic exposure from being left behind or sector over-reliance

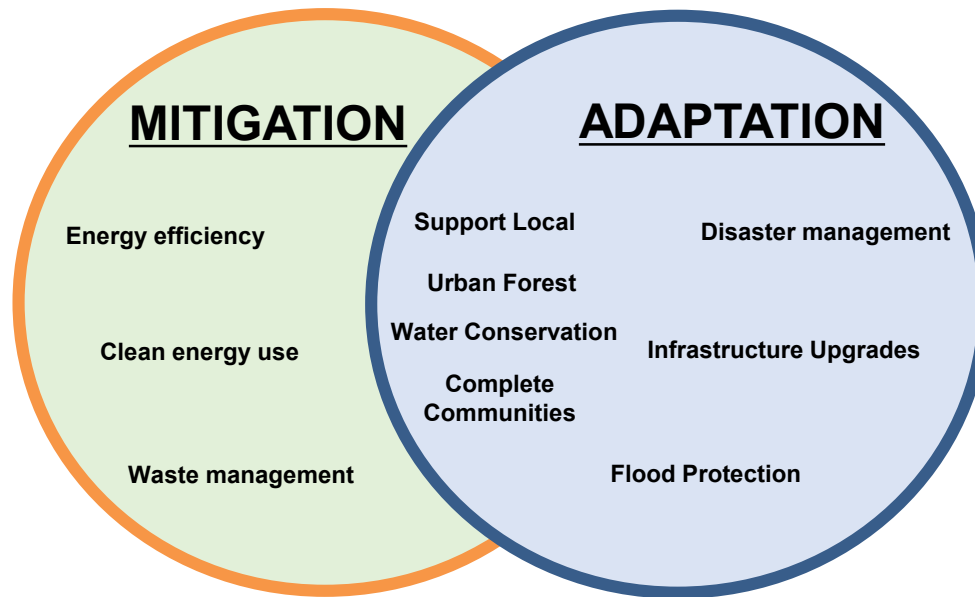
Increases inequality as vulnerable populations lose more when disasters strike

Uncertainties from changes in ecosystem services

- (e.g., flood protection, water filtration, disease control, pollination)

# Approach to Sustainability

**Low Carbon Resilience (LCR)** is an approach that focuses on integrating climate change strategies that reduce greenhouse gas emissions (mitigation) and reduce vulnerability to climate change impacts (adaptation).



*Strategically aligning climate adaptation and emissions reduction can enhance the effectiveness of both strategies, avoid risks, and generate economic, ecological, and social benefits.*



# Co-Benefits

## Looking Beyond Addressing Climate Change

**Support for low-income and disadvantaged communities** – When implemented carefully, actions such as local job training, subsidy programs for energy efficiency, land use planning, public transportation, local habitat and recreation.

**Economic stability** – looking ahead helps the community prepare for potential shifts in both climate and economic changes.

**Public Health** – some actions that reduce GHGs also promote healthier lifestyles, and air quality indoor and outdoor.

**Quality of life and well-being** – benefits can be achieved from job development, home comfort improvement through energy efficiency, psychological benefits from connection to nature.

# Plan Development Timeline

## Initiate

- Solidify support from Council and Community
- Define working teams by developing an Expert Panel and an Inter-dept. Working Group
- Community open house to ask the community to identify the characteristics of the City that they are most proud of and define the vision of St. John's in 2030.

## Assessment

- Inventory current Community and Corporate greenhouse gas emissions
- Climate Profile for St. John's
- Vulnerability & Risk Assessment

## Community Conversations

- Open house and public survey to identify key priorities and concerns for addressing climate change mitigation and adaptation

## Planning: Objective and Target Setting

- Corporate inter-departmental group scopes objectives, targets and actions to mitigate corporate emissions, as well as financing opportunities
- Sustainability Team takes feedback from community, technical experts, and city staff community and other stakeholders to develop proposed community mitigation and adaptation goals, strategies, actions, as well as partnership and financing opportunities.
- Proposed goals, strategies, and actions are presented to the community for feedback

## Adoption & Implementation

- Draft one presented to public
- Final Plan & Adoption of Plan

# Proposed Guiding Principles

## Commitment

- Demonstrate proactive leadership to sustain progress

## Inclusiveness

- Actively engage and foster shared responsibility for action

## Relevance

- Develop locally-relevant goals and solutions

## Integration

- Integrate mitigation and adaptation considerations throughout decision making

## Evidence Based

- Consider current climate science, knowledge, and best management practices, while committing to ongoing learning

## Risk-Based

- Use a risk-based approach to manage uncertainty in decision making

# Stakeholders

## Council

- Provide governance and leadership
- Provide perceptions and ideas through engagement process
- Formal review and adoption of the plan

## Expert Panel

- Provide analysis, opinion and recommendations
- Analyze issues and strategies as requested
- Support implementation of finalized plan

## Sustainability Coordinator

- Coordinate planning process
- Manage writing of the plan
- Coordinate implementation

## General Public

- Participate in public meetings
- Provide perceptions and ideas online and in-person

## Sustainability Plan

## Multi-Stakeholder Sustainability Team

- Identify possible impacts
- Participate in community workshops
- Develop community goals, targets, and actions

## Inter-Departmental Sustainability Team

- Analyze Corporate issues
- Research best practices
- Develop Corporate goals, targets and actions



# Sustainability Budget

**\$100K earmarked in 2020 budget**

- To leverage funding currently available to put forward proposals to implement “Sustainability Momentum Actions” throughout the planning process
  - These opportunities will be brought to council independently as they arise.
- To support engagement throughout the planning process



# ST. JOHN'S



# DECISION/DIRECTION NOTE

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**Title:** Bowring Park Bridge Replacement Alternative

**Date Prepared:** December 2, 2019

**Report To:** Committee of the Whole

**Councillor and Role:** Ian Froude

**Ward:** 5

**Decision/Direction Required:**

Replace the bridge crossing the Waterford River, opposite 308 Waterford Bridge Rd., with two observation decks.

**Discussion – Background and Current Status:**

In January 2019, the Department of Planning, Engineering and Regulatory Services initiated an inspection of the bridge crossing the Waterford River at the Whales Back Falls. Results identified the structure to be unsafe and it was subsequently closed.

The 12.4 m. long bridge connected a series of trails on both the north and south sides of the river and was used as a viewing platform to watch river, fish and bird activity.

There are two additional bridges connecting the north and south banks of the river; one at the Cowan Ave. intersection (12.0 m.) and another at the Rose Garden (12.5 m.). The Whales Back Bridge was situated mid – way between the two.

Replacement of the Whales Back Bridge with a similar structure is estimated at \$182,000 - \$275,000, pending style and construction method.

As the river crossing requirements are adequately addressed by the two (2) existing bridges, an opportunity exists to fulfill viewing roles through the construction of observation decks, one on each side of the river, at the current bridge abutments. Each deck would be approximately 6.7 sq. m. in size.

The estimated cost for the removal of the existing bridge and installation of decks is \$43,000.





## Location of Bridge



## Whales Back Bridge



# ST. JOHN'S



1. Budget/Financial Implications
  - Bridge removal and replacement with similar construction: \$182,000 - \$275,000
  - Bridge removal and replacement with Observation Decks: \$43,000
2. Partners or Other Stakeholders
  - NA
3. Alignment with Strategic Directions/Adopted Plans
  - A Sustainable City
  - A City That Moves
  - A Connected City
4. Legal or Policy Implications
  - Existing structure is currently closed due to safety concerns. Removal is recommended.

5. Privacy Implications
  - NA
6. Engagement and Communications Considerations
  - Engagement with general public occurred in spring 2019 with no interest identified.
  - Bowring Park Foundation has been involved in discussions regarding options.
7. Human Resource Implications
  - NA
8. Procurement Implications
  - Public Procurement Act to apply
9. Information Technology Implications
  - NA
10. Other Implications
  - NA

**Recommendations:**

- The decommissioned Whale's Back Bridge be removed.
- The Whale's Back Bridge be replaced with two (2) observation decks.
- The observation deck project, at a cost of \$43,000 be referred to the 2020 Capital Works program, for consideration by Council.

**Prepared by/Date: Brian Head, Manager Parks and Open Spaces**

**Approved by/Date: Lynnnann Winsor, Deputy City Manager Public Works**

**December 4, 2019**

**Attachments:**

**ST. JOHN'S**

# INFORMATION NOTE

---

**Title:** Youth Engagement Strategy and Youth Engagement Action Team (YEAT) Update

**Date Prepared:** Dec. 4, 2019

**Report To:** Committee of the Whole, Dec. 11, 2019

**Councillor and Role:** Mayor Breen, Governance and Strategic Priorities and Councillor Burton, Youth

**Ward:** N/A

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**Issue:** Provide Council with an update on the progress of the Youth Engagement Strategy, the work of YEAT to date and revised timelines

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

The City's new Strategic Plan, [Our City, Our Future](#), sets out a strategic direction to create a Connected City. Within this direction, a goal to increase and improve opportunities for residents to connect with each other and the city is outlined. This goal and direction help drive the city's vision to be progressive and a place where people want to live and feel they belong. Improving youth engagement is one way the City can do this.

To advance the development of a youth engagement strategy, Council approved (CD# R2019-07-08/9) the establishment of a short-term Youth Engagement Action Team (YEAT) in June. The group is to consider such matters as the city's approach to engagement, City communications to youth, issues/topics of interest to youth, how to best maximize the role of the existing Youth Advisory Committee as a voice for youth, identify barriers to youth participation and solutions to address them. To date the following activities have been undertaken:

- Organizational Performance and Strategy staff met with the Youth Advisory Committee to discuss the youth strategy and the creation of YEAT – Oct. 1, 2019
- Open call for YEAT membership and promotion of opportunity
- Selection of Team
- Two YEAT meetings – Nov. 28<sup>th</sup> and Dec. 3.
  - Topics covered included:
    - Who is missing from the team?
    - Demographics – who's living in the city
    - What public engagement is and recent City projects and their involvement
    - Collaboration tools used or needed to do the work
    - Supports needed from the City, information needs
    - Current barriers to youth engagement
    - Current communications practice and marketing to youth

# ST. JOHN'S

- Topics/areas of interest to youth
- Role of Youth Advisory Committee in advancing a youth engagement strategy
- Facebook group for YEAT established

YEAT members have indicated preference to complete the work in early 2020 due to competing priorities, time of year and some gaps in membership which will need to be filled in the next few weeks.

Next steps:

Plan familiarization session with Council and staff for early 2020. Bring YEAT back together to develop action plan to advance strategy with recommendations. Goal is to have a completed report by end of February 2020.

### **Key Considerations/Implications:**

1. Budget/Financial Implications:  
Operating budget from Organizational Performance and Strategy is being used to cover any costs associated with meetings including transportation and food.
2. Partners or Other Stakeholders:  
Aside from internal stakeholders, YEAT will identify external stakeholders who may be able to support or advance this work.
3. Alignment with Strategic Directions/Adopted Plans:  
Strategic Direction: Connected City, GOAL: Increase and improve opportunities for residents to connect with each other and the City  
Initiative: Undertake a Youth Engagement Strategy to improve youth participation in City engagement efforts
4. Legal or Policy Implications:  
None expected at this time
5. Privacy Implications:  
None expected at this time
6. Engagement and Communications Considerations:  
A robust communications plan was used to recruit members for YEAT. The Team will develop suggested communications and engagement approaches as part of their ongoing work.
7. Human Resource Implications:  
None anticipated.

8. Procurement Implications:  
None anticipated at this time.
9. Information Technology Implications:  
None anticipated at this time.
10. Other Implications:  
N/A

**Conclusion/Next Steps:** YEAT will continue to meet early in 2020, outline its action plan to complete its work and bring forward a report with recommendations to Council in early 2020.

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

Approved by/Date: Derek Coffey, Deputy City Manager, Finance and Administration

# DECISION/DIRECTION NOTE

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**Title:** Application to Amend Land Use within the Planned Mixed Development 1 (PMD1) Zone for the development of Townhouses/Semi-Detached Dwellings in the Galway Residential Area  
REZ1800020  
725 Southlands Boulevard (Donegal Run)  
Applicant: Galway Residential GP Incorporated

**Date Prepared:** December 3, 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 an application to amend Schedule B-Land Use Map, within the Planned Mixed Development 1 (PMD-1) Zone to allow a mix of Townhouses and Semi-Detached Dwellings along Donegal Run (Road 7) in the Galway residential area.

**Discussion – Background and Current Status:**

The City has received an application from Galway Residential GP Incorporated for an amendment to Schedule B-Land Use Map, within the Planned Mixed Development 1 (PMD-1) Zone. The PMD-1 Zone allows multiple uses, while the Schedule B-Land Use Map identifies where each of these specific uses are located within the Galway residential area. The developer has proposed to change the exiting land use along Donegal Run (Road 7) from Single Unit Dwellings to Townhouses and Semi-Detached Dwellings. A Municipal Plan amendment is not required.

The PMD-1 Zone was originally created in 2015 to encourage higher density, mixed-use development, and to provide a creative method for land use planning and design for the Galway residential area. The developer is proposing the land use change based on market feedback, which has indicated significant demand for lower priced housing options other than single family homes. The current Galway Master Plan has limited opportunities to meet this demand. Both the current Municipal Plan and Envision St. John's (City's draft Plan) encourage higher density, mixed use development. The mix of uses within the Galway residential area also meets the intent of the overall neighbourhood and helps provided diverse housing form for various income levels.

At this time, the exact number of lots and configuration of Townhouses and/or Semi-Detached Dwellings has yet to be determined. The Schedule B-Land Use Map amendment would allow the developer to adjust the mix of townhouses and semi-detached dwellings along Donegal

ST. JOHN'S

Run to meet market demand. The lot configuration must meet the City's zone and snow volume requirements per lot, which will determine the number of lots along the street. Final design and review of the lot layout and street network would occur prior to development approval.

Due to increased density along Donegal Run, sidewalks are required along both sides of the street. Therefor Appendix C – Galway Road Cross Section/Transportation Plan, also needs to be amended; Donegal Run was changed to reflect the proper cross section requirements.

Appendix D – Parkland & Pedestrian Trail Plan was also updated to show the neighbourhood trail connection between Terry Lane, Claddagh Road and Road 9. This revised trail connection creates better linkages between the surrounding streets and the Village Green.

**Key Considerations/Implications:**

1. Budget/Financial Implications: Not applicable.
2. Partners or Other Stakeholders:  
Neighbouring Municipalities and property owners.
3. Alignment with Strategic Directions/Adopted Plans:  
City'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:  
An amendment to the St. John's Development Regulations is required to rezone the property.
5. Privacy Implications: Not applicable.
6. Engagement and Communications Considerations:  
Advertisement 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 Council consider the proposed change in land use from Single Unit Dwellings to Townhouses and Semi-Detached Dwellings along Donegal Run within the Planned Mixed Development 1 (PMD-1) Zone. It is recommended that the application be advertised for public review and comment. Following advertisement, the proposed amendment would be referred to a Regular Meeting of Council for consideration of adoption.

**Prepared by/Signature:**

Lindsay Lyghtle Brushett, MCIP – Planner III

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

**Approved by/Date/Signature:**

Ken O'Brien, MCIP – Chief Municipal Planner

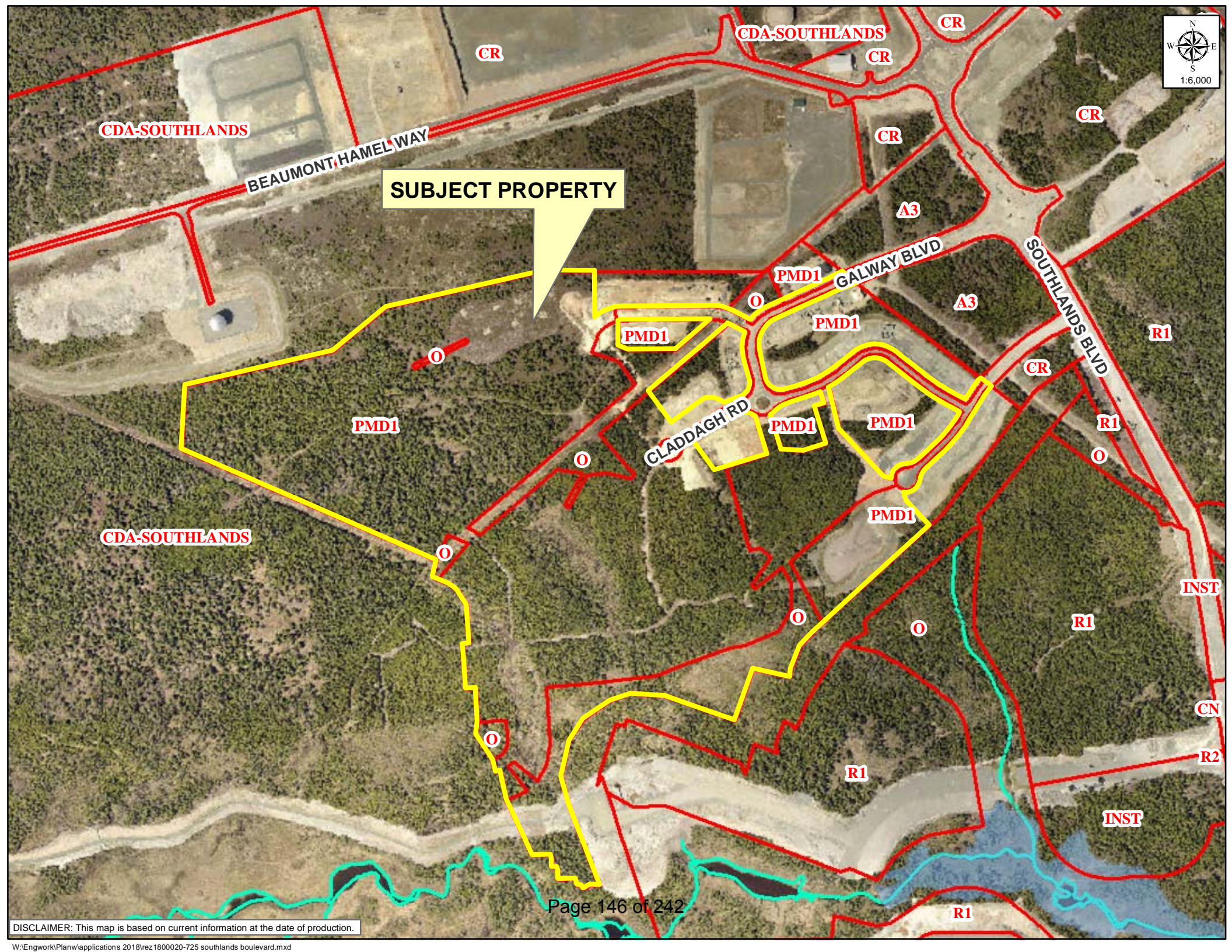
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LLB/dlm

**Attachments:**

Zoning Map  
Schedule B Galway Land Use Plan  
Schedule C Galway Road Cross Section/Transportation Plan  
Schedule D Parkland & Pedestrian Trail Plan



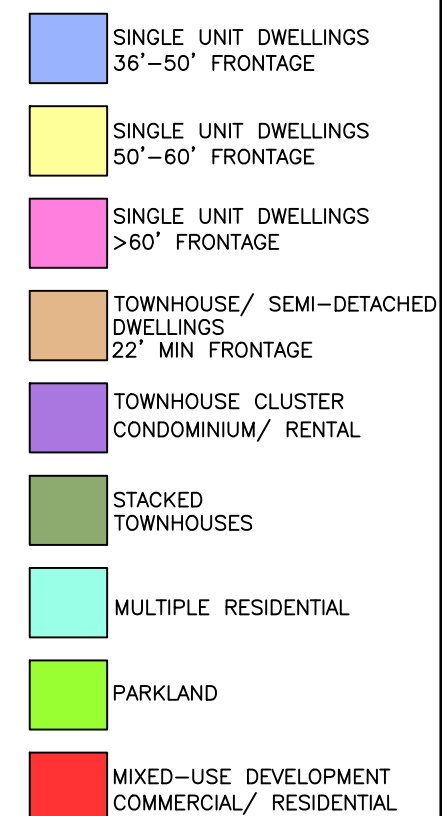


**SUBJECT PROPERTY**







 TRAIL

Note: Lot Lines identified are conceptual only and subject to final development approval

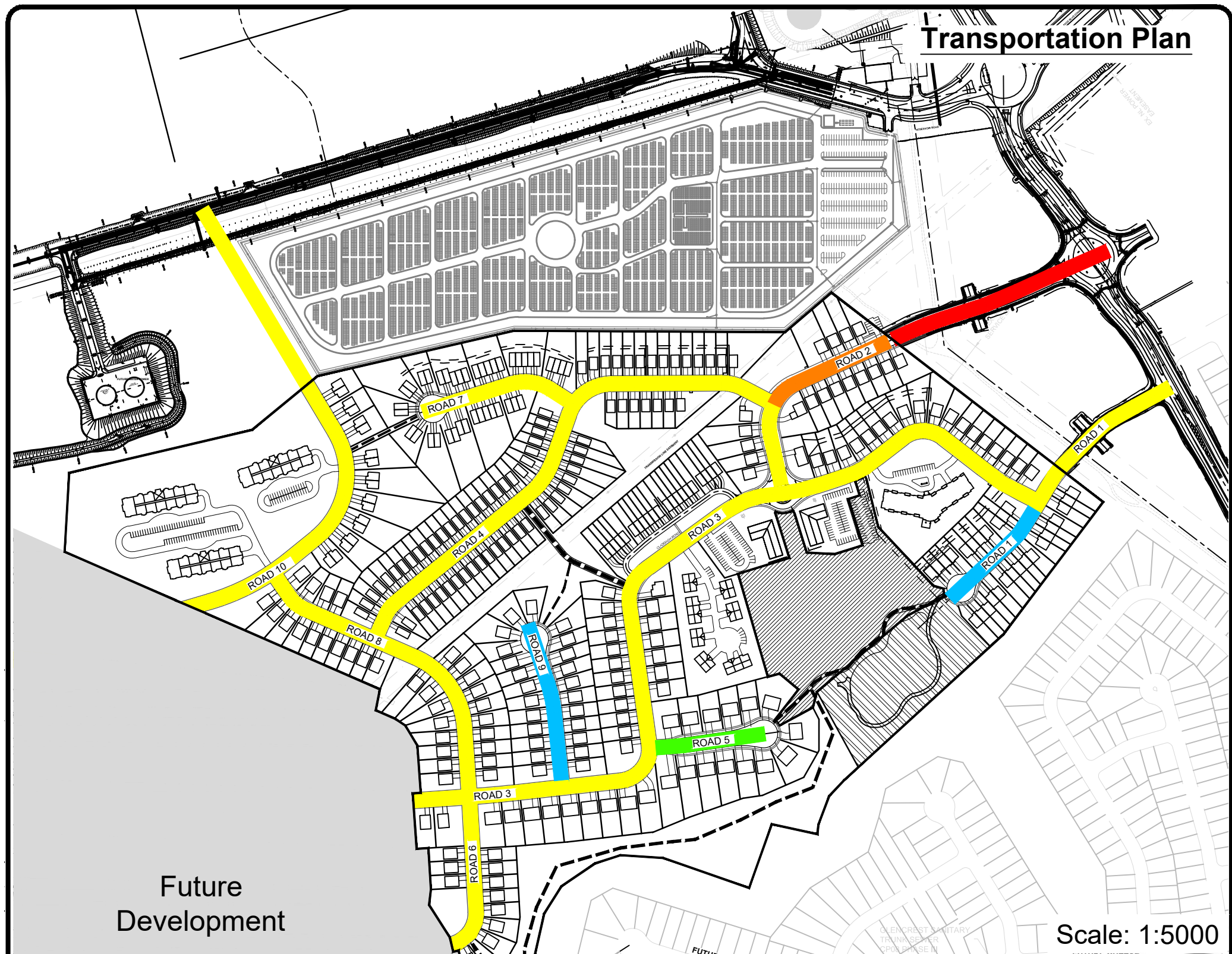
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**December 2, 2019**

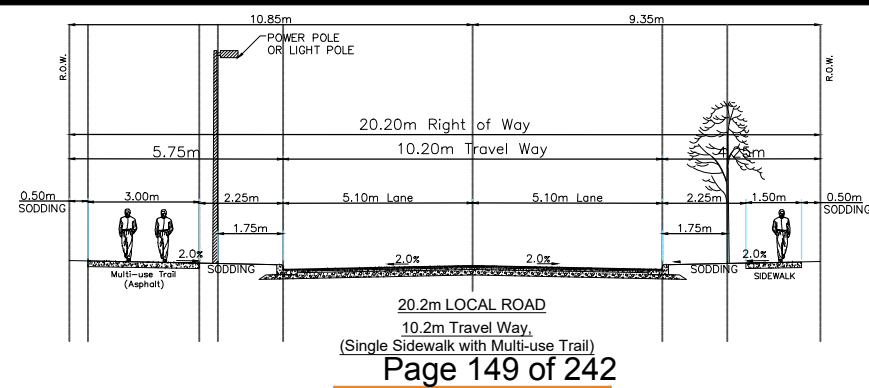
PROJECT

# GALWAY LAND USE PLAN

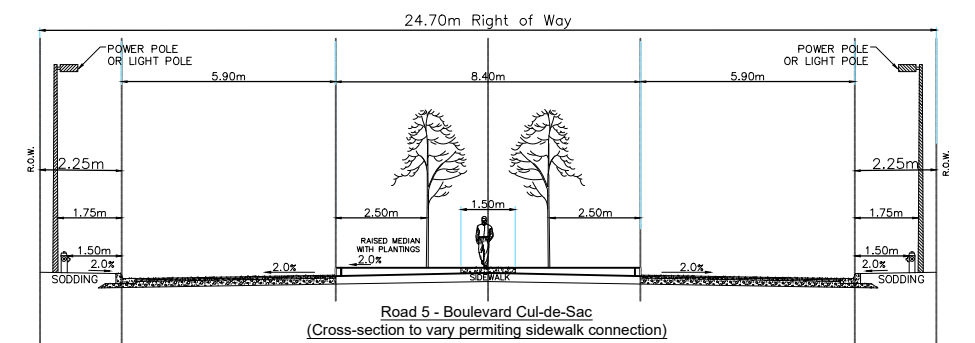
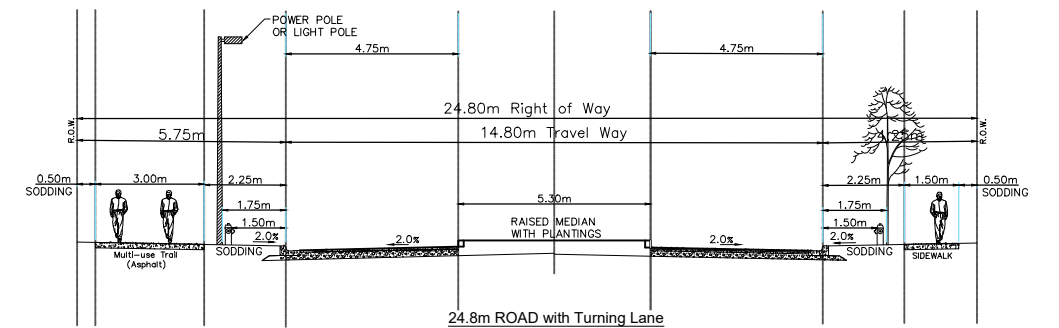
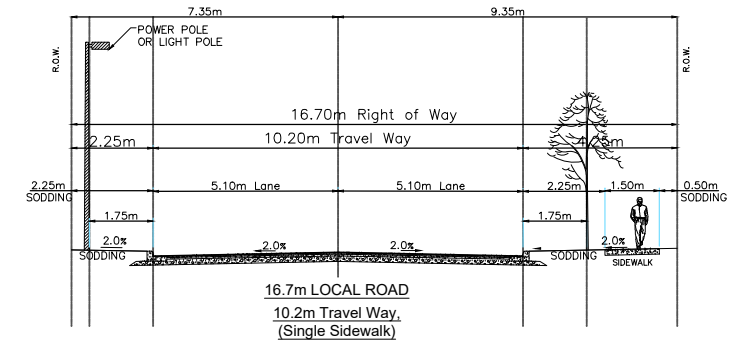
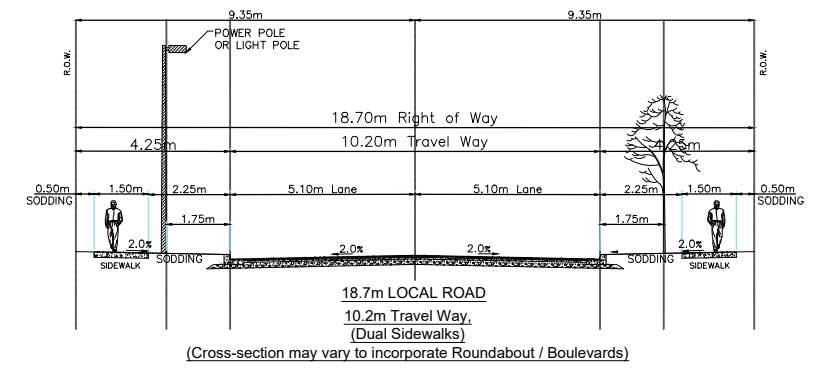




Note: Location of street trees within ROW to be determined.



### GALWAY ROAD CROSS SECTIONS



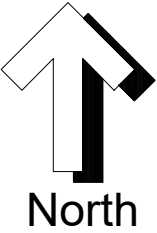


Parkland  
&  
Pedestrian  
Trail Plan

 Parkland

 Trail

Note: Trail width and  
surface material will be  
determined at the  
development stage.



N.T.S.

December, 2019



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<b>Title:</b>	Construction Funding for Roundabout at Allendale and Prince Philip
<b>Date Prepared:</b>	December 4, 2019
<b>Report To:</b>	Committee of the Whole
<b>Councillor/Theme:</b>	Sandy Hickman- Transportation
<b>Ward:</b>	4

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## **Decision/Direction Required:**

Direction is required to solicit funding from the Provincial Government to build a roundabout at Allendale and Prince Philip.

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

The Memorial University Area Traffic Study was commissioned in 2014, by the City of St. John's, Memorial University of Newfoundland and the Provincial Department of Community Services with a purpose to examine the longer-term transportation infrastructure needs in and around the University area. This partnership was formed based on the premise that there are four major parties that have a vested interest and responsibility for the traffic conditions in the study area. Each of these four parties sat on the project steering committee:

- i. The City of St. John's
- ii. Memorial University of Newfoundland
- iii. Eastern Health - Health Sciences Centre, General Hospital and Janeway Children's Health and Rehabilitation Centre
- iv. Government of Newfoundland and Labrador - Confederation Building

The MUN Traffic Study final recommendations were collaboratively prioritized with the interested parties. The attached Decision Note outlines the prioritized recommendations and proposed funding split leading to the study's approval by Council in 2017. The attached presentation provides an up-to-date overview of the top 10 priorities, and highlights progress and upcoming opportunities.

The roundabout at Allendale and Prince Philip Drive is the top priority infrastructure project recommended by the MUN Traffic Study. In September 2017, Harbourside Transportation Consultants was retained to prepare the detail design and cost estimate tender-ready package for the construction of this roundabout (CD# R2017-09-25/17). Now being wrapped up, this work represents a tender-ready construction package for the roundabout.

**Key Considerations/Implications:**

**1. Budget/Financial Implications**

The preparation of a roundabout detail design and cost estimate cost \$39,675.00 (including HST), and exploring an option with multi-use underpasses cost an additional \$13,800 (CD# R2017-09-25/17). This work was funded entirely by the City of St John's.

The attached MUN Traffic Study Decision Note proposed that costs for the Allendale & Prince Philip roundabout be split 75%/25% between the Provincial Government and the City of St John's respectively. The attached letter was sent to the Provincial Government to solicit funding for recommendations of the MUN Area Traffic Study. At an in-person meeting that followed this letter, it was decided to pursue funding for a Transit Terminal through the Public Transit Infrastructure Funding (PTIF) program.

No funding has been allocated for construction of this project by any of the interested parties.

Roundabout construction is estimated to cost in excess of \$2 million, a final estimate is expected by mid December 2019.

**2. Partners or Other Stakeholders**

Memorial University of Newfoundland

Eastern Health - Health Sciences Centre, General Hospital and Janeway Children's Health and Rehabilitation Centre

Government of Newfoundland and Labrador - Confederation Building

General public

**3. Alignment with Strategic Directions/Adopted Plans**

This does not directly address any of the actions identified in the 2019 Action Plan for the 2019 – 2022 City of St. John's Strategic Plan. However, it does support goal M2 to "Improve safety for all users on a well-maintained street network."

**4. Legal or Policy Implications**

n/a

**5. Privacy Implications**

n/a

**6. Engagement and Communications Considerations**

Public engagement related to the project was completed as part of the MUN area Traffic Study.

## Decision/Direction Note

### Construction Funding for Roundabout at Allendale and Prince Philip

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A communications plan is required to keep the public informed of traffic changes well in advance of, and during the construction of this project. As this intersection sees a high volume of local and regional traffic, communication tactics must be coordinated and promoted with partners such as MUN, Eastern Health and the provincial government.

#### **7. Human Resource Implications**

Staff time is required to pursue funding, procurement and manage construction.

#### **8. Procurement Implications**

A tender-ready package is prepared for construction.

#### **9. Information Technology Implications**

n/a

#### **10. Other Implications**

n/a

#### **Recommendations:**

Prepare a letter to the Minister of Transportation and Works to request cost sharing for construction of a roundabout at Allendale and Prince Philip.

#### **Prepared by/Date:**

Marianne Alacoque, Transportation System Engineer

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

#### **Approved by/Date:**

Garrett Donaher, Manager – Transportation Engineering

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

#### **Attachments:**

MUN Traffic Study Decision Note (June 14, 2019)

MUN Traffic Study Overview Presentation (December 2019)

Letter to Minister of Transportation and Works, Re: MUN Area Traffic Study (February 19, 2018)



# DECISION/DIRECTION NOTE

**Title:** MUN Area Traffic Study

**Date Prepared:** June 14, 2017

**Report To:** His Worship the Mayor and Members of Council

**Councillor and Role:** Councillor Sandy Hickman, Project Representative

**Ward:** Ward 4

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## **Decision/Direction Required:**

To accept the MUN Area Traffic Study Final Steering Committee Report, its recommendations, and approve next steps toward implementation.

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

The Memorial University Area Traffic Study was commissioned in 2014, by the City of St. John's, Memorial University of Newfoundland and the Provincial Department of Community Services with a purpose to examine the longer term transportation infrastructure needs in and around the University area. This partnership was formed based on the premise that there are four major parties that have a vested interest and responsibility for the traffic conditions in the study area. The Study Area is shown in an attachment to this briefing note. The four interested parties are:

- i. The City of St. John's
- ii. Memorial University of Newfoundland
- iii. Eastern Health - Health Sciences Centre, General Hospital and Janeway Children's Health and Rehabilitation Centre
- iv. Government of Newfoundland and Labrador - Confederation Building

Each of these four parties contributed equally to the funding of the study and sat on the project steering committee.

The focus of the terms of reference were on

- traffic performance / congestion on the roads in the study area
- pedestrian safety on the MUN campus and crossing the roads in the study area
- public transit and transportation demand management
- a review of the recommendations from the 2007 MUN Campus Master Plan

The study started with data gathering and consultation. The nine groups below were identified as key stakeholders and their input was sought:

- i. Newfoundland Department of Transportation and Works
- ii. Eastern Health
- iii. MUN – Facilities Management Division

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- iv. Metro Bus
- v. MUN Students Union (Graduate and Undergraduate)
- vi. C.A. Pippy Park Commissions
- vii. Bicycle Newfoundland
- viii. Provincial Department for Advanced Education and Skills
- ix. Health and Community Services

A project website with an interactive map for providing feedback was also created and an online survey was conducted to better understand the needs of the public in the area.

The culmination of the consultation work, technical analysis, steering committee guidance, and close work with key stakeholders has resulted in the identification and prioritization of key recommendations from the study. This list is found in the attached Project Prioritization and Funding Table and complemented by the attached Summary of Key Recommendations. A description of these key recommendations follows.

The traffic analysis was performed at two levels of detail. First a detailed analysis focused on six of the key intersection in the study area was completed. The remaining 14 intersections were evaluated using a high level analysis to identify improvements that may be required in the long term. These two groups of intersections are shown in the Study Area figure attached.

#### *Short Term Infrastructure*

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Short Term Infrastructure recommendations are highlighted in the attachments using green.

Based on the detailed traffic analysis it was found that major intersection improvements are required in the short term along Prince Philip Drive. Prince Philip Drive is already served by large intersections controlled by traffic signals. Modifications to satisfy the traffic requirements were investigated but no reasonable solutions were identified. These intersections were tested with roundabout control as opposed to traffic control signals and found to operate well under those conditions. Three roundabouts are recommended along Prince Philip Drive in the short term, at:

- i. Allendale Road
- ii. Clinch Crescent (east) / Westerland Road
- iii. Thorburn Road

Along Elizabeth Avenue the need for a few turning lane improvements were identified for the short term. These improvements would take place at the intersection of Westerland Road and at the intersection of Allendale Road / Bonaventure Avenue.

Though not an infrastructure project, a recommendation was made to study the intersection of Freshwater Road at Stamps Lane / Oxen Pond Road as this is currently a bottleneck in the local road network. In fact, issues at this intersection are known to spill back onto Elizabeth Avenue. This study has been initiated at a staff level by Transportation Engineering and will

be brought to Council when complete. Infrastructure recommendations in the area are likely to stem from this study.

#### *Roundabout at Prince Philip Drive and Allendale Road*

The roundabout at Prince Philip Drive and Allendale Road is the first planned infrastructure project to stem from the MUN Area Traffic Study. In 2017 the City of St. John's Council approved funding to complete a design and full project cost estimate for this roundabout.

The desire has been expressed by some to use this project to highlight the possibilities for forward looking design. This video shows how in some cases a grade separation can be used to provide for pedestrian and cyclist passage separate from vehicle traffic:

<https://youtu.be/XpQMgbDJPok?t=242>

When the design contract is awarded council will be given the option to include this type of treatment as an additional piece of work on top of the basic design recommended by the MUN Area Traffic Study.

#### *Long Term Infrastructure*

Long Term Infrastructure recommendations are highlighted in the attachments using blue.

The long term traffic analysis identified many other improvements that should be protected for as they may be required in the future. These projects include:

- Multiple roundabouts throughout the network
- Corridor upgrades along Clinch Crescent and Prince Philip Drive
- A new roadway Link through Pippy Park
- Gateway features and other street landscaping

#### *Pedestrian Safety*

Pedestrian Safety recommendations are highlighted in the attachments using yellow.

A thorough review of MUN campus pedestrian crossings was conducted. In addition the need to provide separate crossing facilities for pedestrians travelling between buildings on the north and south side of Prince Philip Drive was assessed.

Three key recommendations resulted from this assessment. First, to provide a new pedway link between the Education Building and the new Core Science Facility. This would be immediately adjacent Prince Philip Drive and Clinch Crescent (east) / Westerland Road. A second pedway link between the new Core Science Facility and the Health Sciences Complex (via the Parking Garage on Artic Avenue) completes a key pedestrian desire line. Finally, several minor adjustments to pedestrian markings and signage throughout Campus are recommended.

#### Pedway between Core Science Facility and Parking Garage

The MUN Area Traffic Study found that this connection would greatly benefit those visiting MUN and the Health Sciences Complex. This link would complete a weather protected pedestrian network completely separated from traffic that extends from the Health Sciences Complex through the Core Science Facility to the main MUN Campus. In addition the recommended Transit Terminal could be located to directly tie into this pedestrian network providing vastly improved transit options for people visiting the Health Sciences Complex and MUN.

Eastern Health (in a letter attached) has expressed concern with this link. They feel that the intention of the Parking Garage is to serve Eastern Health and MUN needs within the Health Sciences Complex and that providing this link would detract from that.

Based on MUN records the Parking Garage was constructed based on parking needs being expressed by both Eastern Health and Memorial University. The Parking Garage is constructed on Memorial University land and is operated by Memorial University. Memorial University and Eastern Health have an agreement in place governing the shared use of the parking garage, which recognizes that Eastern Health's use of the garage is subject to Memorial University's parking needs. At present Eastern Health has availability for overflow employee parking on the 4th floor of the garage with the remaining balance of the garage divided between permit and pay and display spaces, controlled by the University.

It appears that there is a misunderstanding with respect to the use of the Parking Garage on Artic Avenue that is influencing opinions on this pedway link. Based on the justifications for this link the connection to the Parking Garage is a tertiary issue. There is a strong case for the pedway link regardless of the use of the Parking Garage. As such, it has been included within the project prioritization and funding table despite the concerns of Eastern Health.

#### Pedway Costs

St. John's Conference Centre (SJCC) pedway to Delta Hotel is about 83m and was tendered for \$1.65M.

Core Science Facility Pedway was given a high level estimate of \$4.5M. This was based on a 75m long pedway of much higher quality than a basic connection like the SJCC pedway.

A high level estimate to remove and reconstruct the 87.5m pedway connecting the Chemistry Building and the Earth Sciences Building was \$4M. Costs are higher than may otherwise be expected on this pedway due to the removals cost being included in the estimate.

Based on this experience the cost of a pedway is expected to be between \$20,000 per linear metre and \$60,000 per linear metre. The pedway from the Core Science Facility to the parking garage would be fairly basic and about 120m long. A cost of \$25,000 per linear metre leads to an estimate of \$3M for this pedway. The pedway from the parking garage to the Health Sciences Complex (at the future Animal Care Building) would likely demand a

higher level of quality and would be about 75m long. A cost of \$40,000 per linear metre leads to an estimate of \$3M for this pedway as well. However, Eastern Health would like to take advantage of this pedway construction to provide redundancy for critical services from their physical plant east of Clinch Crescent. The cost of this aspect of the project are unknown but would increase the project total substantially.

### *Transit and TDM*

Transit and TDM recommendations are highlighted in the attachments using orange.

Transportation Demand Management (TDM) is the implementation of a variety of initiatives designed to lower the number of vehicles on the road at peak times. These may include:

- improving alternative transportation options such as transit or walking/cycling
- offering incentives to leave your car at home such as carpooling incentives
- increasing the perceived cost of choosing to travel via personal vehicle such as by increasing parking fees

A wide variety of public transit service enhancements and TDM measures are discussed and recommended in this section. Two of the key recommendations in this section ranked very highly in the prioritization. These are:

- i. implement a universal transit pass (U-pass) program
- ii. construct a Transit Terminal on MUN campus

These two recommendations are closely related and support many of the minor recommendations of the Transit and TDM section. The additional key recommendations to implement transit priority and enhance scheduling resources also go hand in hand with these primary recommendations. In fact, transit priority is already being pursued by Metrobus and Transportation Engineering as a method to improve reliability of transit service.

### *General Network Improvements*

General Network Improvements are highlighted in the attachments using pink.

Many infrastructure projects around the study area were identified that are not required in the short term to alleviate traffic congestion issues. While not strictly required these projects offer a variety of benefits to the travelling public and people in and around the MUN Campus. The five key projects identified in this category are described below.

#### *Elizabeth Avenue Corridor Upgrade*

This project would see a new enhanced cross section for the length of Elizabeth Avenue between Freshwater Road and Allendale Road / Bonaventure Avenue. This cross section would maintain only one lane in each direction but would include additional landscaping, a multi-use trail, access management, and roundabouts to smooth traffic flow and provide a safer more pleasant environment along the front of MUN Campus.

Because of the size of this project it has the most tie-ins to other projects in the priority list.

#### Morrissey Road Realignment and Adjustments

This project would see Morrissey Road at Prince Philip Drive closed and Morrissey Road re-routed to the east where it would join Prince Philip Drive at a new roundabout controlled intersection.

An important part of this project is the desire to create a multi-purpose underpass along the existing Morrissey Road to Livyer's Loop alignment. This would serve as a grade separated connection for pedestrians, cyclists, and possible maintenance vehicles. Feasibility has not been confirmed and no costing for this portion of the project has been estimated.

#### Westerland Road Realignment

Realigning Westerland Road would involve closing the existing alignment and building a new road along the western edge of the MUN Campus that would connect Prince Philip Drive at University Avenue with Elizabeth Avenue at Whiteway Street.

This relocation of Westerland Road eliminates a large number of vehicle – pedestrian conflicts by moving the vehicle traffic outside of the main campus area.

#### Russell Road Realignment

A simple realignment of Russell Road to connect to Elizabeth Avenue opposite Rodney Street. This improves traffic operations in the area and facilitates the access management required as part of the Elizabeth Avenue Corridor Upgrade. It does however impact the building at 208 Elizabeth Avenue which is owned by MUN and used for offices.

#### Turn Lane Upgrades at Mt. Scio Road and Allendale Road

Left turn lanes on Mt. Scio Road have been identified as a short term improvement in this study and have been requested by the public previously. While not essential this is a relatively low cost improvement that will allow this intersection to operate reasonably well into the future.

### Key Considerations/Implications:

#### *1. Budget/Financial Implications*

The estimated cost for surface works in the short term infrastructure priority list is \$22.6M. **This does not represent the full costs for the identified projects. This estimate does not include property acquisition, utility relocation, work required on underground services, etc.** Some projects in the list are mutually exclusive and the recommended Transit Terminal is a major investment that has not been costed.

The financial component of the decision recommended in this briefing note is to approve the proposed funding splits so that they can be forwarded to the MUN Board of Regents and then a joint funding request be submitted to the Province.

**2. *Partners or Other Stakeholders***

Eastern Health, MUN, and the Provincial Department of Community Services have been the City's partners on this study. Many other groups have been consulted as stakeholders in the MUN Area.

**3. *Alignment with Strategic Directions/Adopted Plans***

The process followed in the completion of this study and the recommendations that stem from it support the following strategic directions and goals:

Neighbourhoods Build our City

Promote a safe and secure city

Improve neighbourhood-level services

A Culture of Cooperation

Improve multi-level government relations

Create effective City-education collaborations

Fiscally Responsible

Explore cost-sharing programs/foundations/models

Responsive and Progressive

Create a culture of engagement

**4. *Legal or Policy Implications***

There are several recommendations in the MUN Area Traffic Study report that support a more progressive transportation policy than is currently in place at the City. However, these are not necessarily actionable without further review by City council on individual questions over time.

**5. *Engagement and Communications Considerations***

Upon adoption of the study it would be prudent to provide the public with access to the study report and summary of recommendations. A public notice may be required in coordination with MUN and possibly other study partners.

**6. *Human Resource Implications***

n/a

**7. *Procurement Implications***

None at this time.

**8. *Information Technology Implications***

n/a

**9. *Other Implications***

This decision represents a commitment to major traffic improvements in the study area.  
However, at this stage the individual projects are still unfunded.

**Recommendation:**

That the MUN Area Traffic Study be accepted by Council and incorporated into the City's planning for development and capital works in the area.

Further, that the proposed funding scheme be forwarded to the MUN Board of Regents for their information and following that a joint funding request be prepared by MUN and the City of St. John's to solicit project funding from the Provincial Government.

**Prepared by:**

Garrett Donaher, Transportation Engineer

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

**Approved by:**

Brendan O'Connell, Director of Engineering

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

GD/

**Attachments:**

Study Area

Project Priority and Funding Table

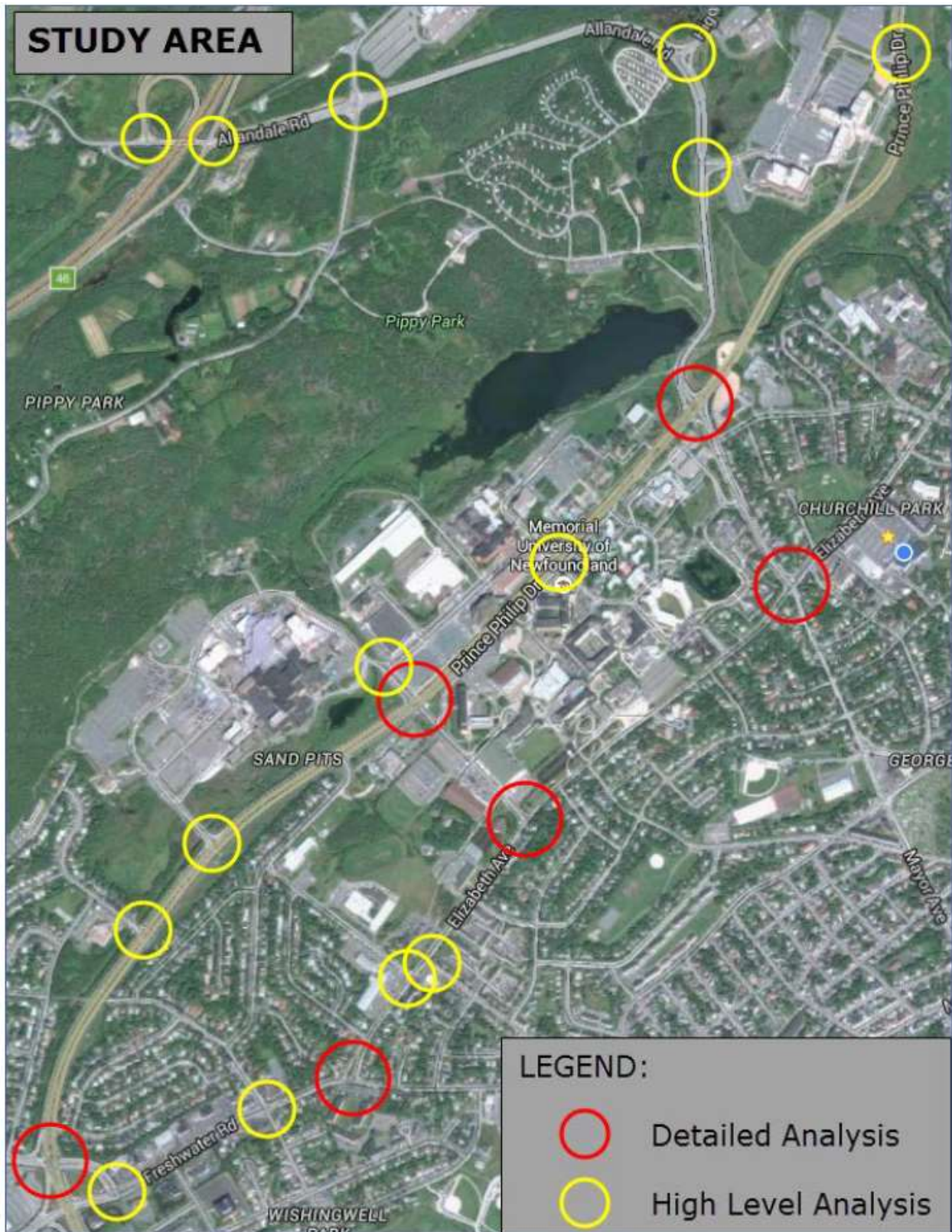
Summary of Key Recommendations

MUN Board of Regents Support

Eastern Health Letters



# STUDY AREA



# PROJECT PRIORITY AND FUNDING TABLE

The table below provides the priority listing of projects based on stakeholder collaboration. The key short term traffic infrastructure improvements are highlighted in green in the first table. The second table contains recommended infrastructure that may be required in the long term (highlighted in blue) but should only be protected for at this point, not actively planned or funded.

Additional highlights in this table are yellow for Pedestrian Safety, orange for Transit and TDM, and pink for General Network Improvements. This highlighting colour scheme matches the colour scheme used in the Summary of Key Recommendations attachment below.

The “Cost Ref” table provides the source of the cost estimate. These references are mostly to the cost summary tables in the executive summary of the study report (Table A and Table B). Other sources are described as needed.

**Road infrastructure costs are estimated based on surface works only. They do not include property acquisition, utility relocation, work required on underground services, etc. They should not be considered as full project costs.** The full project cost for road infrastructure should be estimated at 50% to 100% higher than the cost of the surface works for budgeting purposes. This will vary on a project by project basis and requires more detailed design work to be determined. Similarly, other project costs noted below may only reflect the main component cost and not the full project cost.

With the caveats above on the costs of these projects the values provided below should be considered for the order of magnitude of a project only and not be relied upon for budgeting. The proposed funding split is more important at this stage as the true project estimates would be determined based on future work.

The project funding splits proposed below are based on the original concept of the MUN Area Traffic Study: that there are multiple parties that have a vested interest and responsibility in traffic conditions in the study area. Given that MUN, Eastern Health, and the Government of Newfoundland and Labrador are all provincial entities the proposed splits have been simplified to either the Province or the City. In case where all four interested parties benefit from the proposed project the split is proposed to be ¼ to each resulting in a ¾ share for the Province and a ¼ share to the City. In other cases there may only be one or two interested parties and the splits in these cases have been proposed to reflect that.

From the perspective of the City of St. John's the key short term traffic infrastructure improvements highlighted in green below are the key projects to pursue. The full priority list represents the combined priorities of many stakeholder groups.

Priority	Improvement Item (short term projects)	Cost Estimate	Cost Ref	Funding
1	U-Pass	Revenue neutral		User fee
2	Roundabout Prince Philip Drive and Allandale Road Prince Philip Improvements	\$1.6M \$300K	A.1 ½B.6	75% Province 25% City
3	Pedway Education Building to Core Science Facility	\$4.5M	Pedway Costs	100% Province
4	MUN Transit Terminal	Dependant on scope and location		33% Federal 33% Province 33% City
5	Westerland Road Realignment (including Extension of Irwin's Road and Lambe's Lane) Roundabout at Prince Philip Roundabout at Freshwater Prince Philip Improvements	\$1M \$900K \$600K \$400K	B.ii B.E B.B ½(B.3+B.4)	100% Province 75% P / 25% C 50% P / 50% C 75% P / 25% C
6	Turn Lane Upgrades at Elizabeth Avenue and Bonaventure/Allandale	\$200K	A.4	75% Province 25% City
	Turn Lane Upgrades at Mt. Scio Road & Allendale Road	\$55K	City of St. John's Internal	75% Province 25% City
	Pedestrian Crossings on Campus	Minor improvements not estimated		100% Province
	Oxen Pond Road and Freshwater Road Study (Infrastructure recommendations to follow study)	To be completed by staff		100% City
7	Roundabout Prince Philip Drive and Clinch Crescent (East)/Westerland Road Prince Philip Improvements	\$1.2M \$400K	A.2 ½(B.4+B.5)	75% Province 25% City
8	Prince Philip and Livyer's Loop Roundabout Prince Philip Improvements  Closure of Morrissey Road at Prince Philip and realignment  Multi-purpose Underpass	<u>Parkway</u> \$1.1M \$550K <u>Internal MUN</u> \$250K  Unknown	B.G ½(B.5+B.6)  B.8	<u>Parkway</u> 75% Province 25% City <u>Internal MUN</u> 100% Province
9	Pedway Core Science Facility to Parking Garage Pedway Parking Garage to Health Sciences Complex (excludes service redundancy)	\$3M \$3M	Pedway Costs	100% Province
10	Elizabeth Avenue Corridor Upgrades	\$1.6M	B.1 + B.2	50% Province 50% City
	Russel Road Realignment	Not estimated		50% Province 50% City



Priority	Improvement Item (short term projects)	Cost Estimate	Cost Ref	Funding
11	Roundabout Prince Philip Drive/Columbus Drive and Thorburn Road	\$1.8M	A.3	75% Province 25% City
12	Turn Lane Upgrades at Westerland Road & Elizabeth Avenue	\$150K	A.5	50% Province 50% City

The total for all short term projects is \$22.6M. **This does not represent the full costs for the identified projects. This estimate does not include property acquisition, utility relocation, work required on underground services, etc.** Please note that some projects are mutually exclusive, others are closely tied together, and still others have not been estimated. For example, turn lane improvements along Elizabeth Avenue (#6 and #12 below) would become redundant if the Elizabeth Avenue Corridor improvement project (#10) was advanced. Similarly, the Westerland Road realignment (#5), and roundabouts on Elizabeth Avenue (#13 and #16) are closely tied to the Elizabeth Avenue Corridor improvement project (#10) and should be considered in tandem.

The splits for these projects are proposed to form the basis of a funding request to the Province. This is the key financial component of the current decision. Based on the proposed splits the \$22.6M is divided into approximately \$19.3M to the Province and \$3.3M to the City.

Priority	Improvement Item (Long Term – not to be requested at this time)	Cost Estimate	Cost Ref	Funding
13	Roundabout Elizabeth Avenue and Allandale Road/Bonaventure Avenue	\$1M	B.C	50% Province 50% City
14	Roundabout Prince Philip Drive and Clinch Crescent (West) Prince Philip Improvements	\$900K \$250K	B.D ½B.3	75% Province 25% City
15	Roundabout Clinch Crescent and Arctic Avenue	\$750K	B.I	100% Province
16	Roundabout Freshwater Road and Elizabeth Avenue	\$750K	B.A	100% City
17	Roundabout Allandale Road and Confederation Building Entrance	\$750K	B.L	75% Province 25% City
18	New Clinch Crescent Connector with Mt. Scio Road Roundabout at Clinch Improvements to Clinch	\$3M \$750K \$300K	B.i B.J B.7	100% Province
19	Roundabout Allandale Road and Mt. Scio Road	\$1.2M	B.K	50% Province 50% City
20	Roundabout Allandale Road and Higgins Line	\$750K	B.M	50% Province 50% City

The total for long term projects is \$10.4M. This is for information purposes only. Based on the proposed splits the \$10.4M is divided into approximately \$8.45M to the Province and \$1.95M to the City.



# SUMMARY OF KEY RECOMMENDATIONS

## Short Term Infrastructure

- a) Roundabout at Allendale & Prince Philip
- b) Roundabout at Clinch (east) & Prince Philip
  - includes Irwin's / Pedagogue realignment
- c) Roundabout at Thorburn & Prince Philip
- d) Turn lane upgrade at Westerland & Elizabeth

## Pedestrian Safety

- a) Provide pedway to Core Science Facility from Education Building
- b) Provide pedway to Health Sciences Centre from Core Science Facility via Parking Garage
- c) Upgrade markings and signage for crosswalks

## Long Term Infrastructure

- a) Roundabouts across network
- b) Corridor upgrades
- c) Pippy Park Link
- d) Gateways and other streetscaping

## Transit & TDM

- a) Upgrade to transit terminal
- b) U-pass and eco-pass programs
- c) Transit priority
- d) Enhanced scheduling resources

## General Network Improvements

- a) Elizabeth corridor upgrade
- b) Morrissey realignment & adjustments
- c) Westerland realignment
- d) Russell realignment
- e) Turn lane upgrades at Mt. Scio & Allendale



## MUN Area Traffic Study

summary of key recommendations



# MUN BOARD OF REGENTS SUPPORT



## Board of Regents

St. John's, NL Canada A1C 5S7  
Tel: 709 864 8281  
regents@mun.ca www.mun.ca

April 10, 2017

**TO:** Dr. Gary Kachanoski, President and Vice-Chancellor  
**FROM:** Tina Scott, Secretary to the Board of Regents  
**SUBJECT:** Memorial University Area Traffic Study

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This is to advise that the Board of Regents, through an e-mail poll conducted April 6 – 10, 2017, supported the prioritization of transportation infrastructure needs and authorized the University Administration to work with the City of St. John's to begin applying for funding to advance these priorities as outlined in the background documentation. It is understood that the project specific approvals will be sought from the Board of Regents, as needed, pursuant to the University Capital Projects Policies.

  
Tina Scott  
Secretary to the Board of Regents

**c:** Dr. N. Golfman  
Mr. K. Decker  
Ms. A. Browne

# EASTERN HEALTH LETTERS



Infrastructure Support  
3<sup>rd</sup> Floor, General Hospital  
300 Prince Philip Drive  
St. John's, NL  
Canada A1B 3V6  
Telephone: (709) 777-8172  
Facsimile: (709) 777-7079  
www.easternhealth.ca

APR 24 2017

April 17, 2017

Mr. Jeff Boland  
Director of Facilities Management  
Memorial University of Newfoundland  
230 Elizabeth Avenue  
St. John's, NL  
A1B 3X9

Dear Mr. Boland:

**RE: MEMORIAL UNIVERSITY TRAFFIC STUDY – PEDWAY FROM CORE SCIENCE  
BUILDING TO PARKING GARAGE**

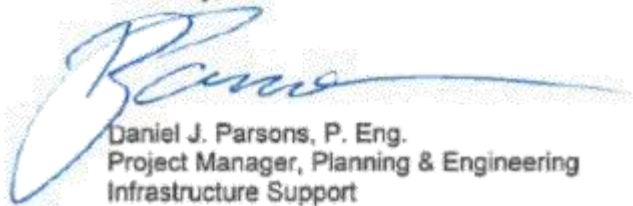
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This letter is in response to the Memorial University (MUN) Traffic Study.

Please be advised that Eastern Health does not support a pedway from the future Core Sciences building to the parking garage. The parking garage was constructed to address parking issues at the Health Sciences Complex only and, as a result, should not be used by staff or visitors of the main MUN campus.

As such, please cease any plans to construct a pedway to the parking garage from the future Core Sciences as there should be no pedestrian traffic requiring a pedway.

Sincerely,



Daniel J. Parsons, P. Eng.  
Project Manager, Planning & Engineering  
Infrastructure Support

DP/sc

cc: George Butt  
Ken Baird  
Grant Vivian



April 17, 2017

Mr. Jeff Boland  
Director of Facilities Management  
Memorial University of Newfoundland  
230 Elizabeth Avenue  
St. John's, NL  
A1B 3X9

Dear Mr. Boland:

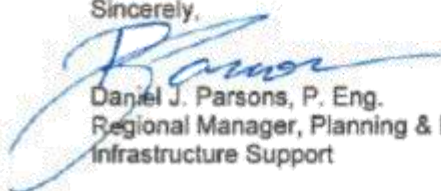
**RE: MEMORIAL UNIVERSITY OF NEWFOUNDLAND TRAFFIC STUDY  
RECOMMENDATIONS**

This letter is in regards to the Memorial University Traffic Study developed by Hatch Consulting. Eastern Health (EH) would like to provide the following list of their priorities:

- 1) New Clinch Crescent Connector with Mt. Scio Road
  - It is anticipated that most of the traffic would benefit from this connector which would divert a large percentage of traffic away from the parkway both coming East (Torrey and Area) and West (Mount Pearl/Paradise/CBS and beyond).
- 2) Pedway – Health Science Centre to Parking Garage
  - In addition to the requirement for pedestrian traffic, a pedway would look to bring critical services from the Annex to the Health Sciences Centre. This pedway would allow for the creation of redundancy in the routing of critical services.
  - This support is only for the connection between the HSC and the parking garage and not the link between the parking garage and the future Core Science Facility.

Eastern Health is willing to support a funding request for the above two (2) recommendations. All other recommendations put forward by the study are not a priority for EH and EH will not support a funding request on their behalf. However, these recommendations will still have an impact on operations at the Health Science Centre; any changes to public transit, road ways and pedestrian traffic that may impact EH patients, visitors and staff should be approved by EH prior to implementation.

Sincerely,



Daniel J. Parsons, P. Eng.  
Regional Manager, Planning & Engineering  
Infrastructure Support

DP/sc

cc: George Butt  
Ken Baird  
Grant Vivian

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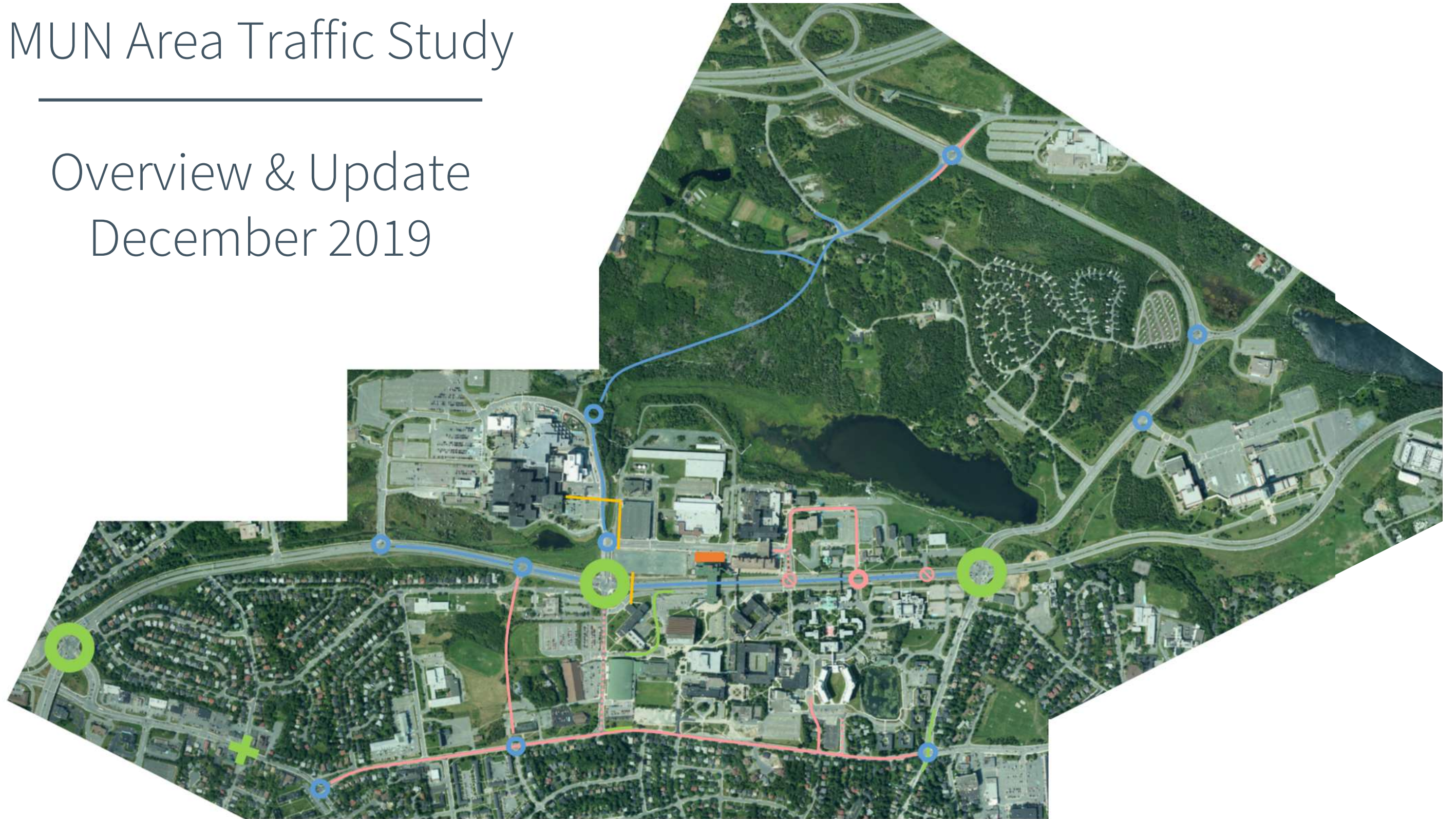
APR 25 2017



# MUN Area Traffic Study

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Overview & Update  
December 2019





## MUN Area Traffic Study

The MUN Area Traffic Study was commissioned in 2014.

The final report was accepted by Council in June 2017 and incorporated into the City's planning for development and capital works in the area.

# MUN Area Traffic Study

Four interested parties are:

- i. The City of St. John's
- ii. Memorial University of Newfoundland
- iii. Eastern Health - Health Sciences Centre, General Hospital and Janeway Children's Health and Rehabilitation Centre
- iv. Government of Newfoundland and Labrador - Confederation Building

# MUN Area Traffic Study

The focus of the terms of reference was on:

- traffic performance / congestion on the roads in the study area
- pedestrian safety on the MUN campus and crossing the roads in the study area
- public transit and transportation demand management
- a review of the recommendations from the 2007 MUN Campus Master Plan



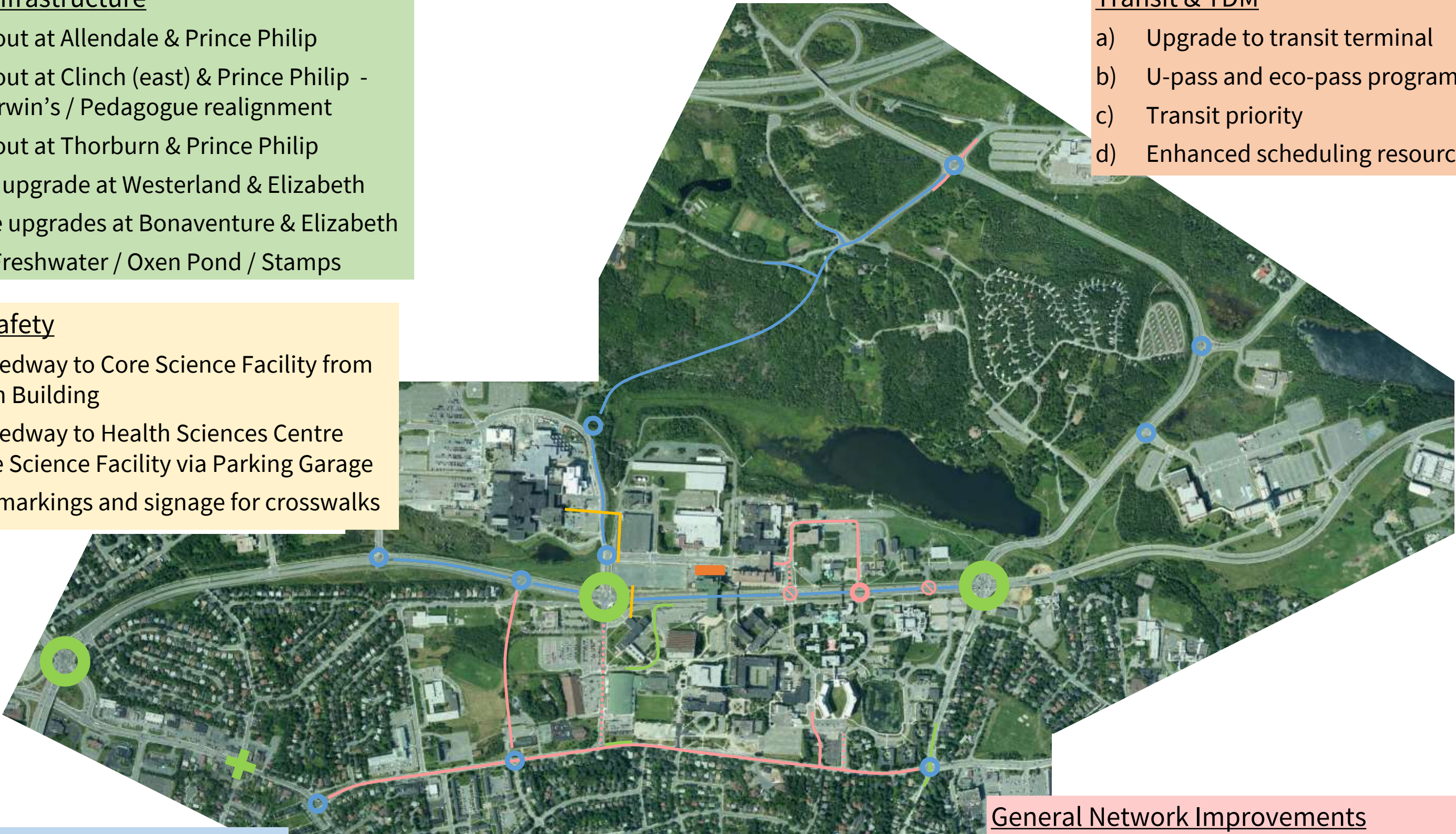
- Short Term Infrastructure
- a) Roundabout at Allendale & Prince Philip
  - b) Roundabout at Clinch (east) & Prince Philip - includes Irwin's / Pedagogue realignment
  - c) Roundabout at Thorburn & Prince Philip
  - d) Turn lane upgrade at Westerland & Elizabeth
  - e) Turn Lane upgrades at Bonaventure & Elizabeth
  - f) Study at Freshwater / Oxen Pond / Stamps

- Pedestrian Safety
- a) Provide pedway to Core Science Facility from Education Building
  - b) Provide pedway to Health Sciences Centre from Core Science Facility via Parking Garage
  - c) Upgrade markings and signage for crosswalks

- Long Term Infrastructure
- a) Roundabouts across network
  - b) Corridor upgrades
  - c) Pippy Park Link
  - d) Gateways and other streetscaping

- Transit & TDM
- a) Upgrade to transit terminal
  - b) U-pass and eco-pass programs
  - c) Transit priority
  - d) Enhanced scheduling resources

- General Network Improvements
- a) Elizabeth corridor upgrade
  - b) Morrissey realignment & adjustments
  - c) Westerland realignment
  - d) Russell realignment
  - e) Turn lane upgrades at Mt. Scio & Allendale





## Short Term Infrastructure

### **2 Roundabout at Allendale & Prince Philip**

- b) Roundabout at Clinch (east) & Prince Philip - includes Irwin's / Pedagogue realignment
- c) Roundabout at Thorburn & Prince Philip
- d) Turn lane upgrade at Westerland & Elizabeth

### **6 Turn Lane upgrades at Bonaventure & Elizabeth**

### **6 Study at Freshwater / Oxen Pond / Stamps**

## Pedestrian Safety

### **3 Pedway to Core Science Facility from Education Building**

- b) Provide pedway to Health Sciences Centre from Core Science Facility via Parking Garage

### **6 Upgrade markings and signage for crosswalks**

## Long Term Infrastructure

- a) Roundabouts across network
- b) Corridor upgrades
- c) Pippy Park Link
- d) Gateways and other streetscaping

## Transit & TDM

### **4 Upgrade to transit terminal**

### **1 U-Pass**

- c) Transit priority
- d) Enhanced scheduling resources

## General Network Improvements

- a) Elizabeth corridor upgrade
- b) Morrissey realignment & adjustments

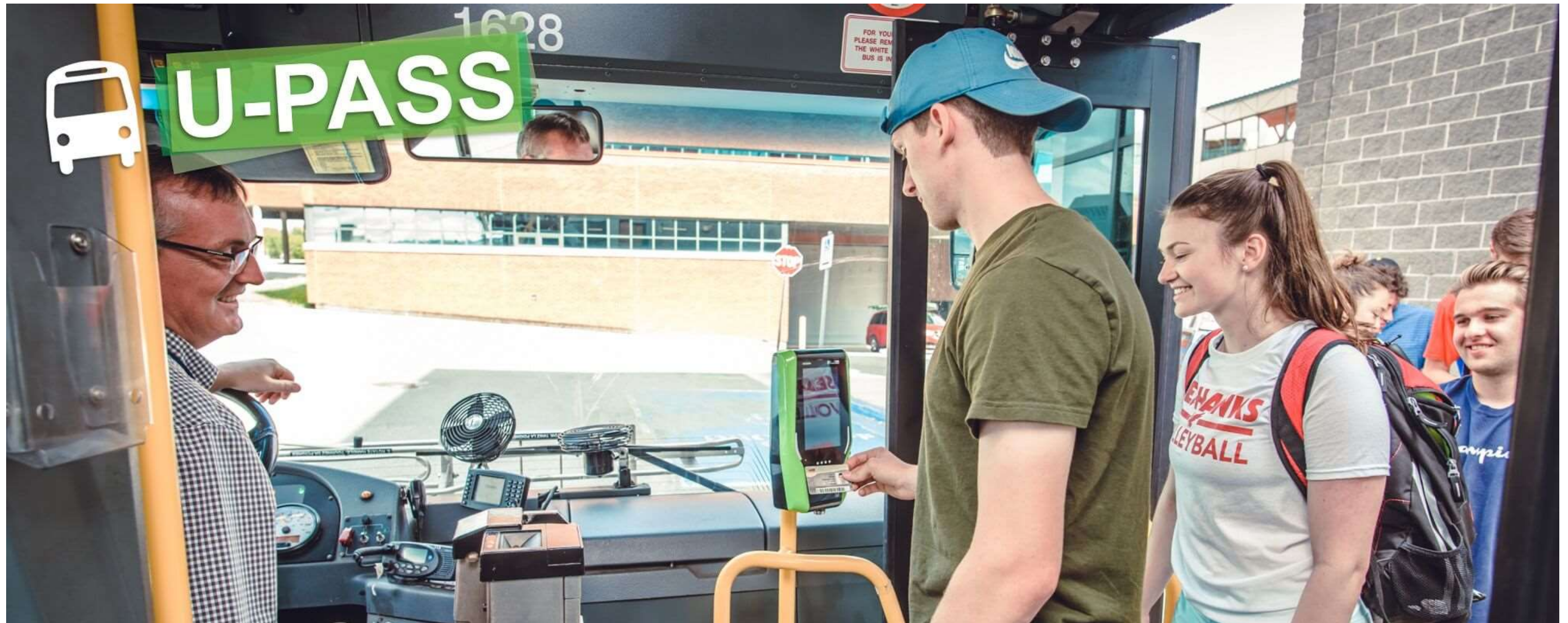
### **5 Westerland realignment**

- d) Russell realignment

### **6 Turn lane upgrades at Mt. Scio & Allendale**

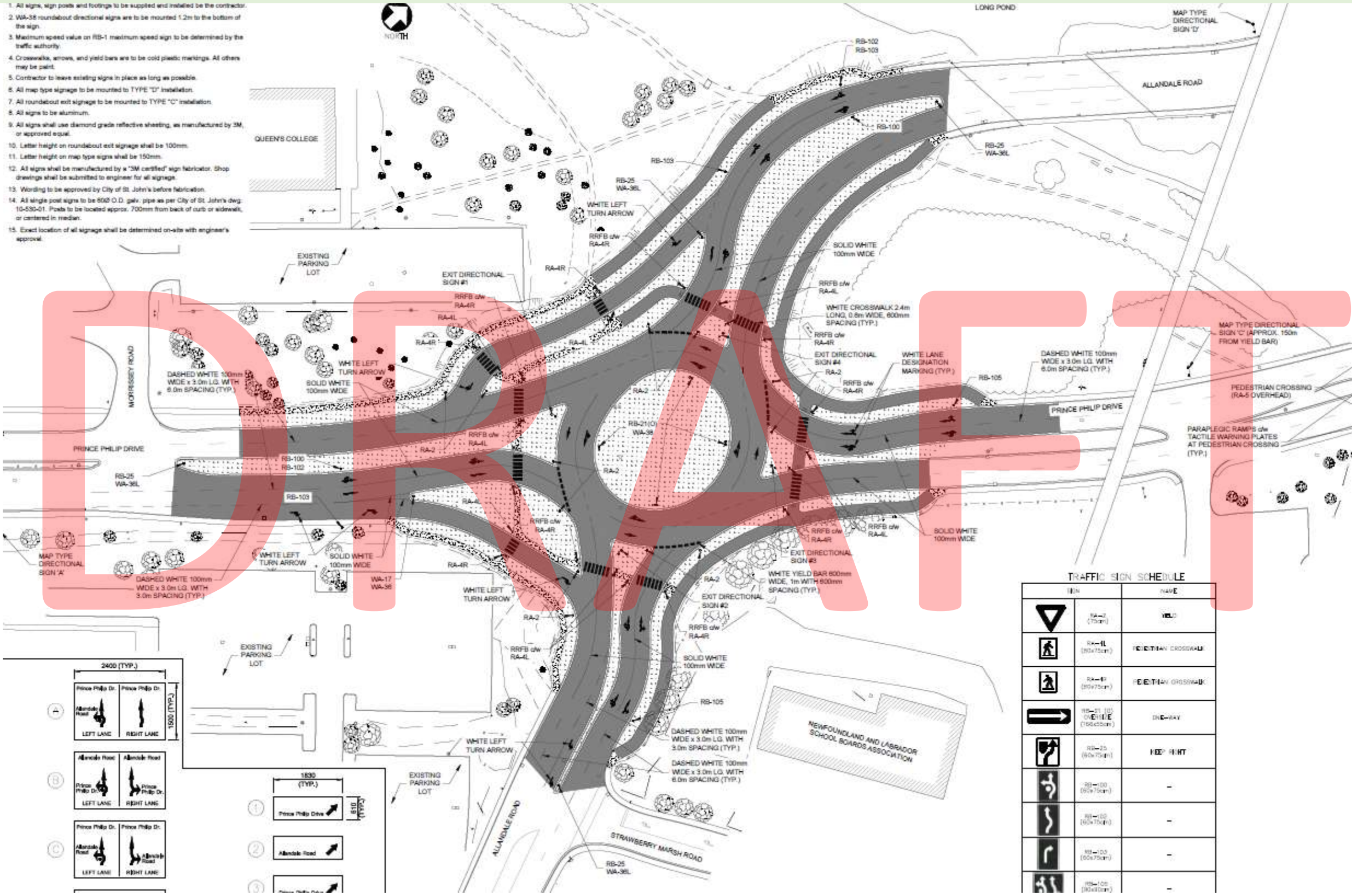


# Priority #1 Student U-Pass



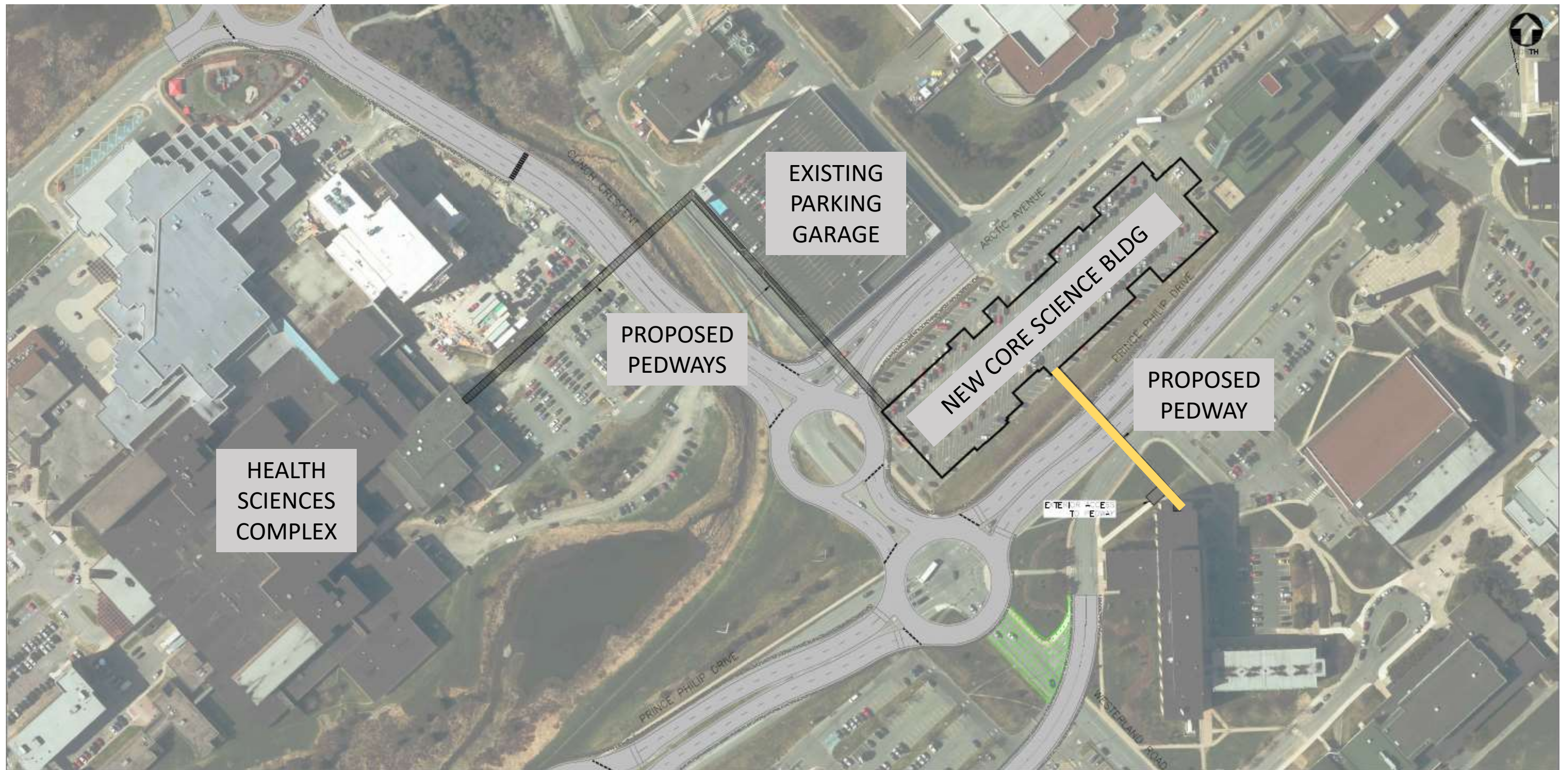


# Roundabout at Allendale & Prince Philip



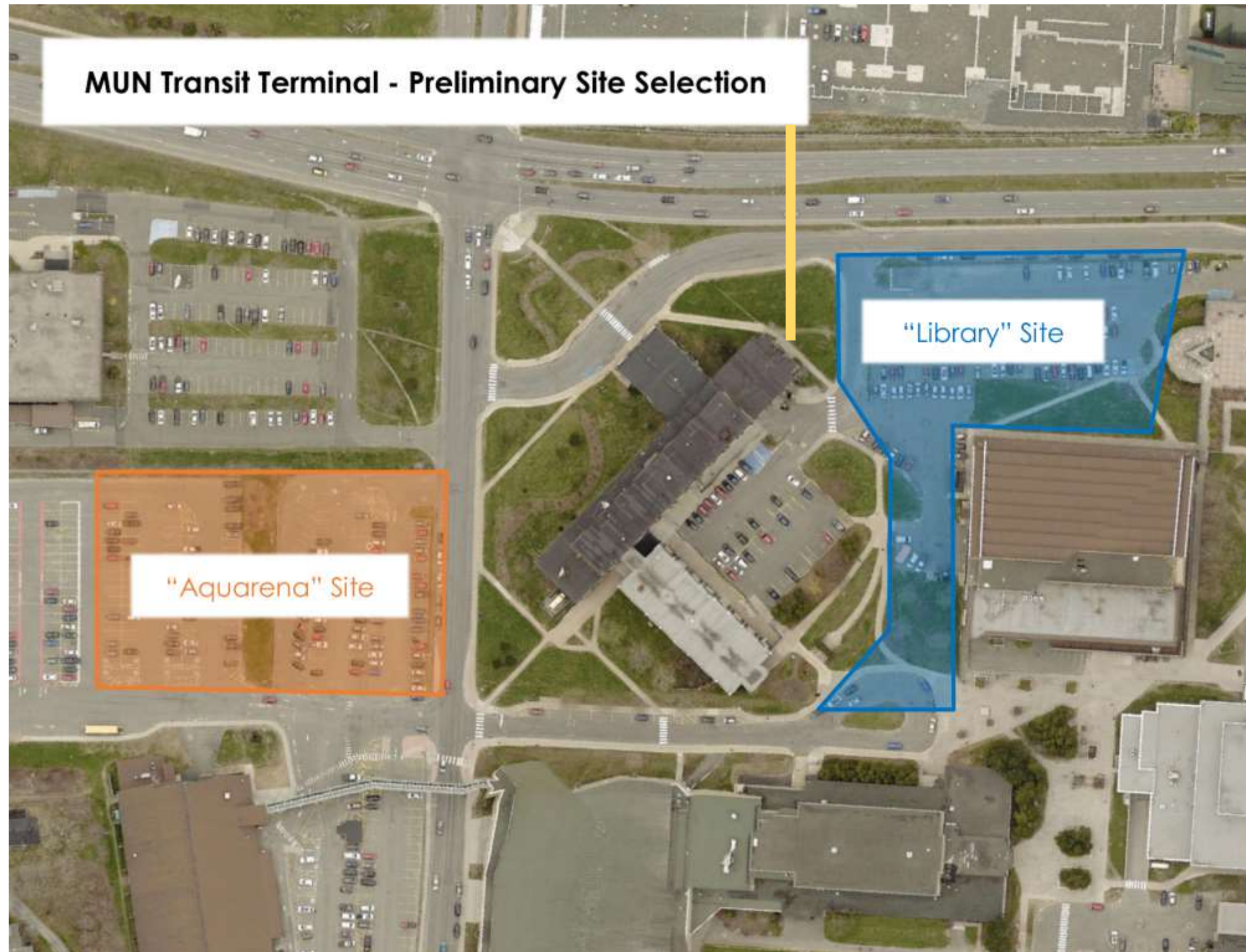


## Priority #3 Pedway between Education & Core Science Facility



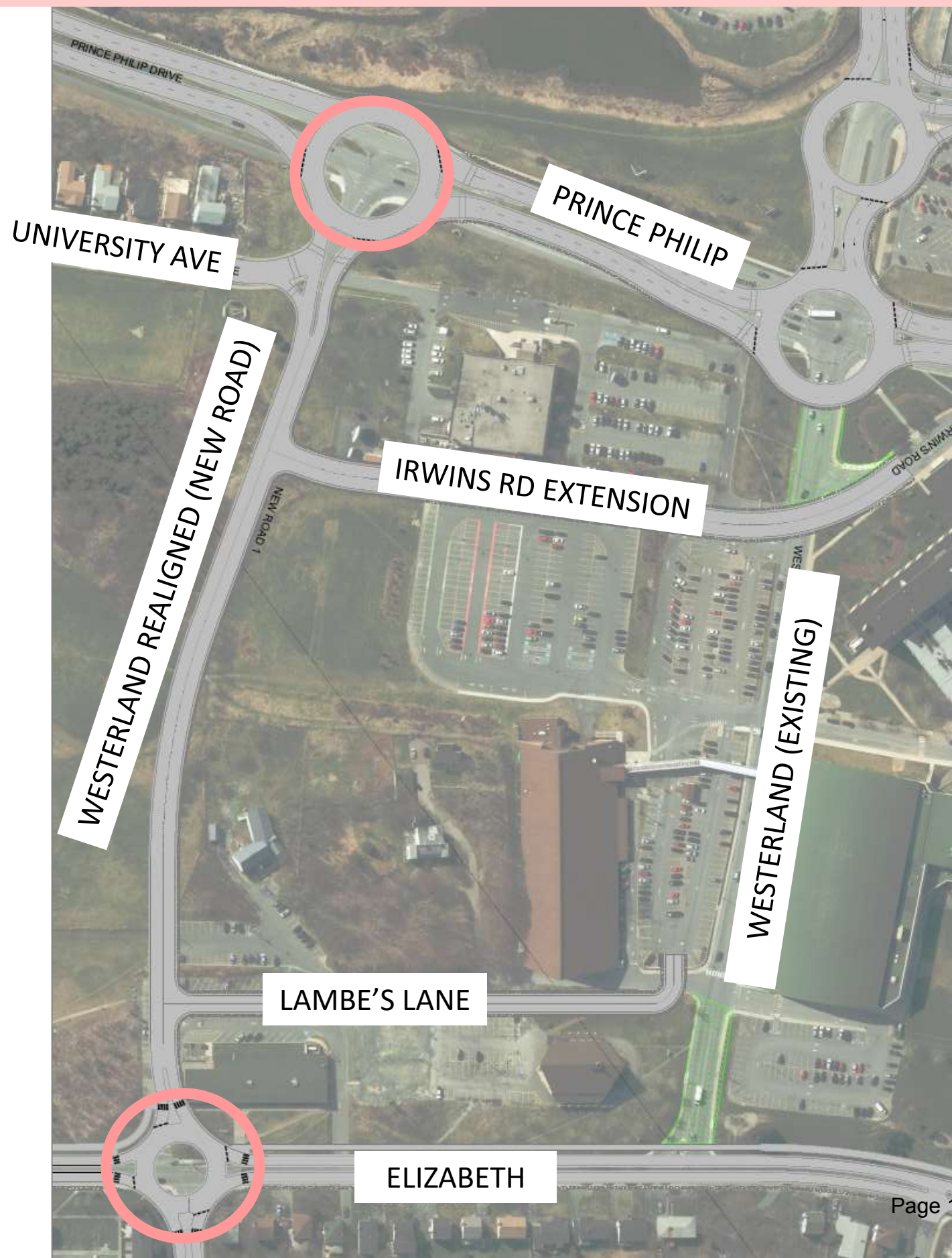


# Priority #4 MUN Transit Terminal





# Priority #5 Westerland Road Realignment



+ Roundabout at Prince Philip

+ Roundabout at Elizabeth

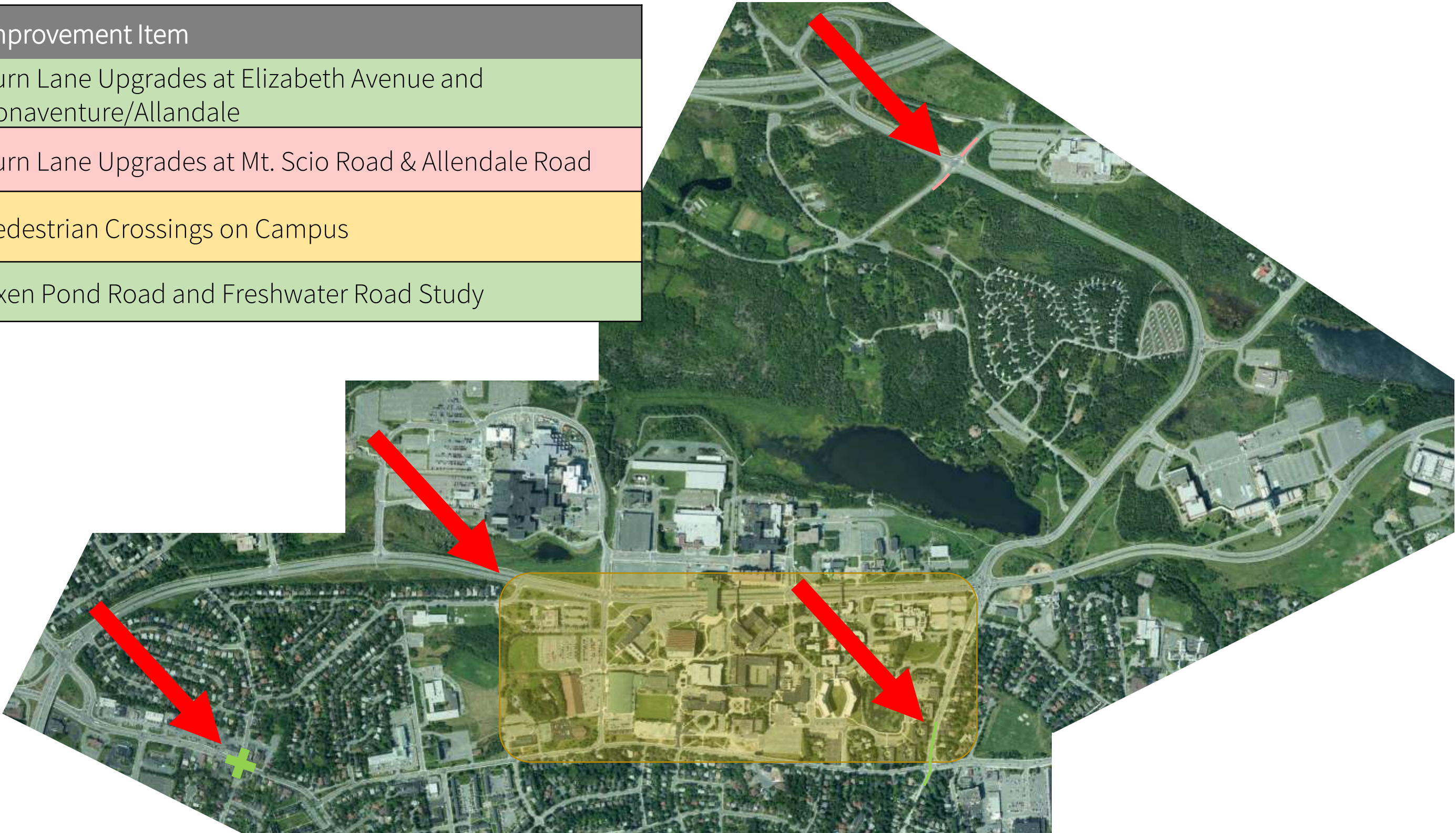


# Crosswalk improvements Installed 2015





Priority	Improvement Item
6	Turn Lane Upgrades at Elizabeth Avenue and Bonaventure/Allendale
	Turn Lane Upgrades at Mt. Scio Road & Allendale Road
	Pedestrian Crossings on Campus
	Oxen Pond Road and Freshwater Road Study



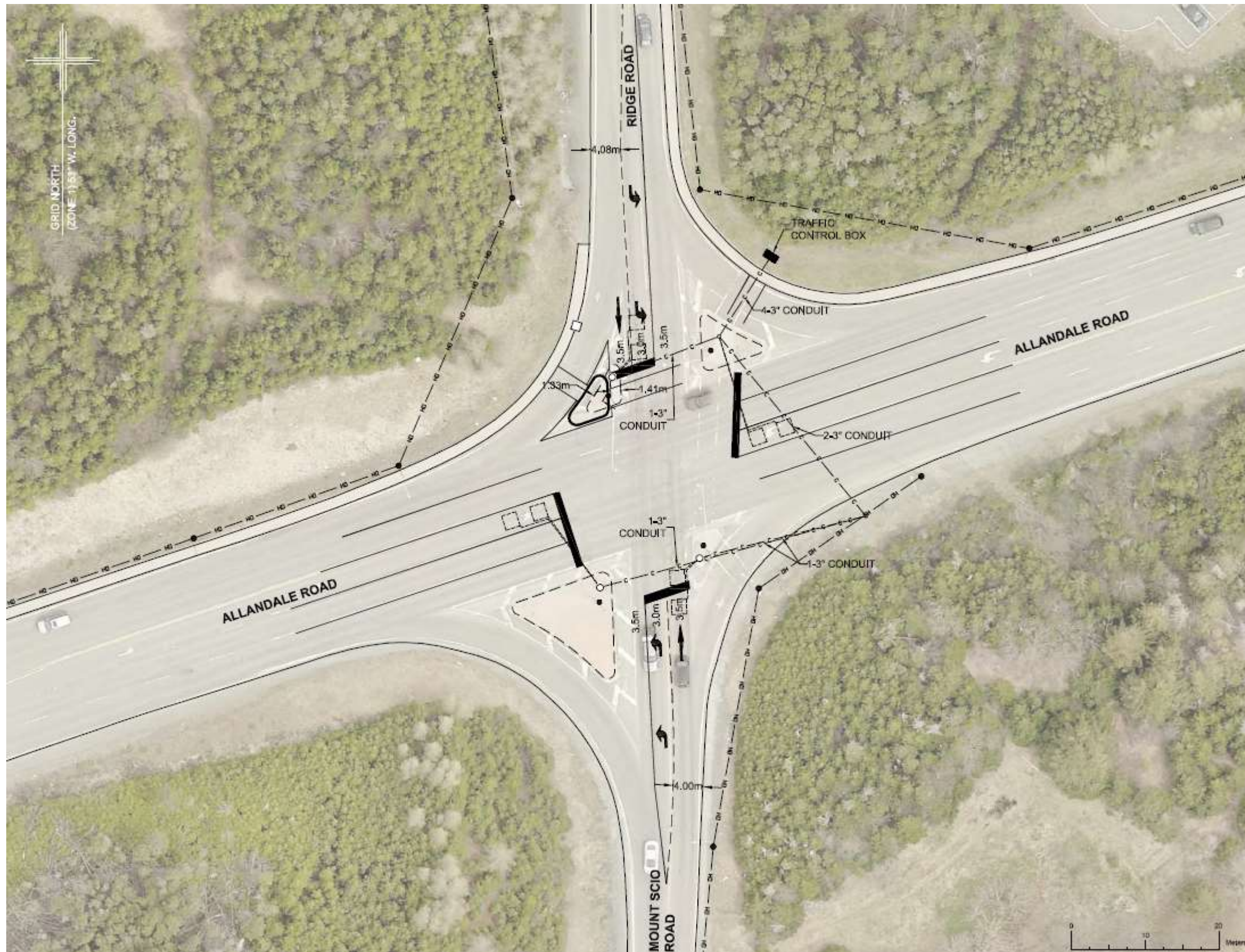


## Priority #6 Turn lane upgrades at Elizabeth & Bonaventure



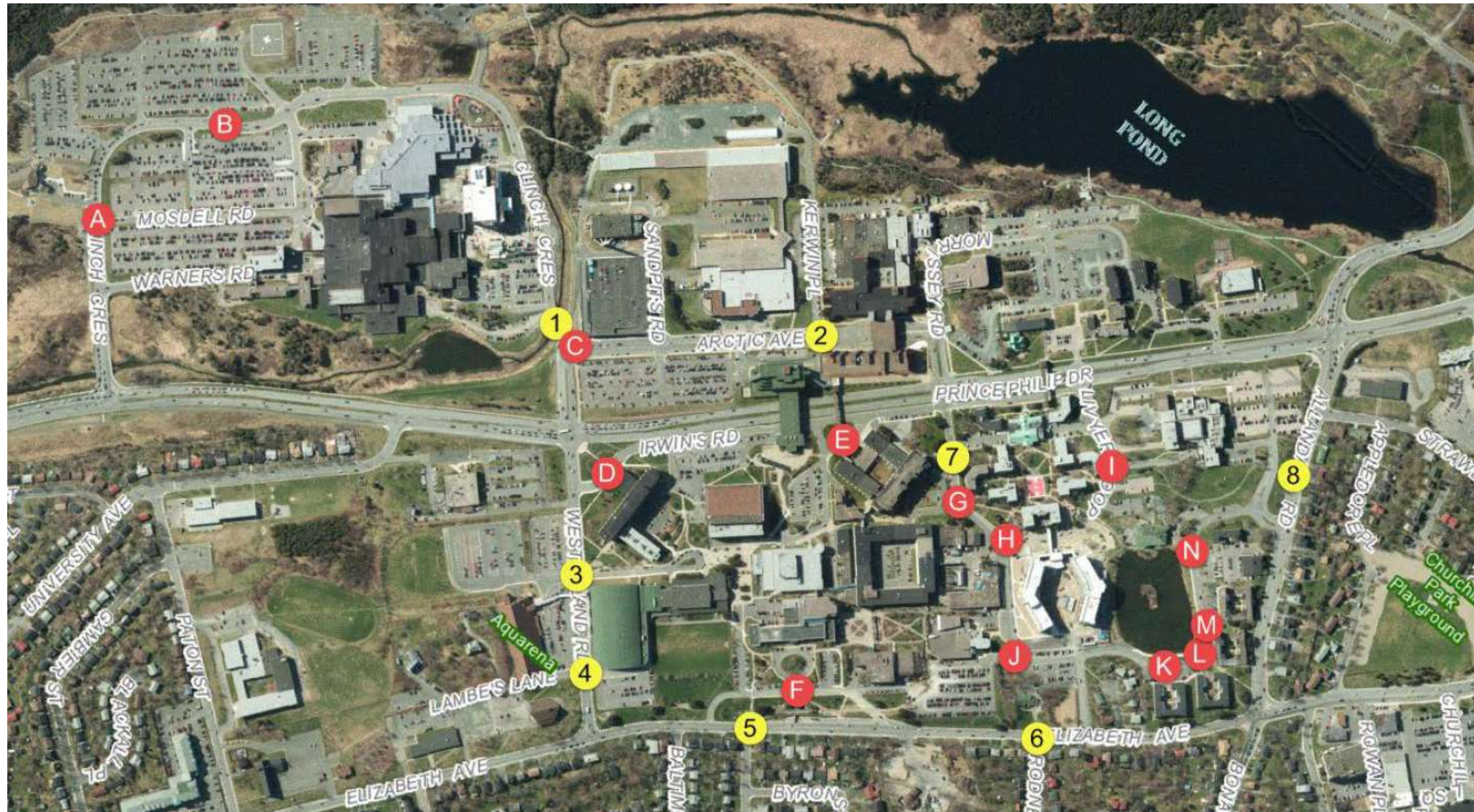


# Priority #6 Turn Lane Upgrades at Mt. Scio Road & Allendale Road



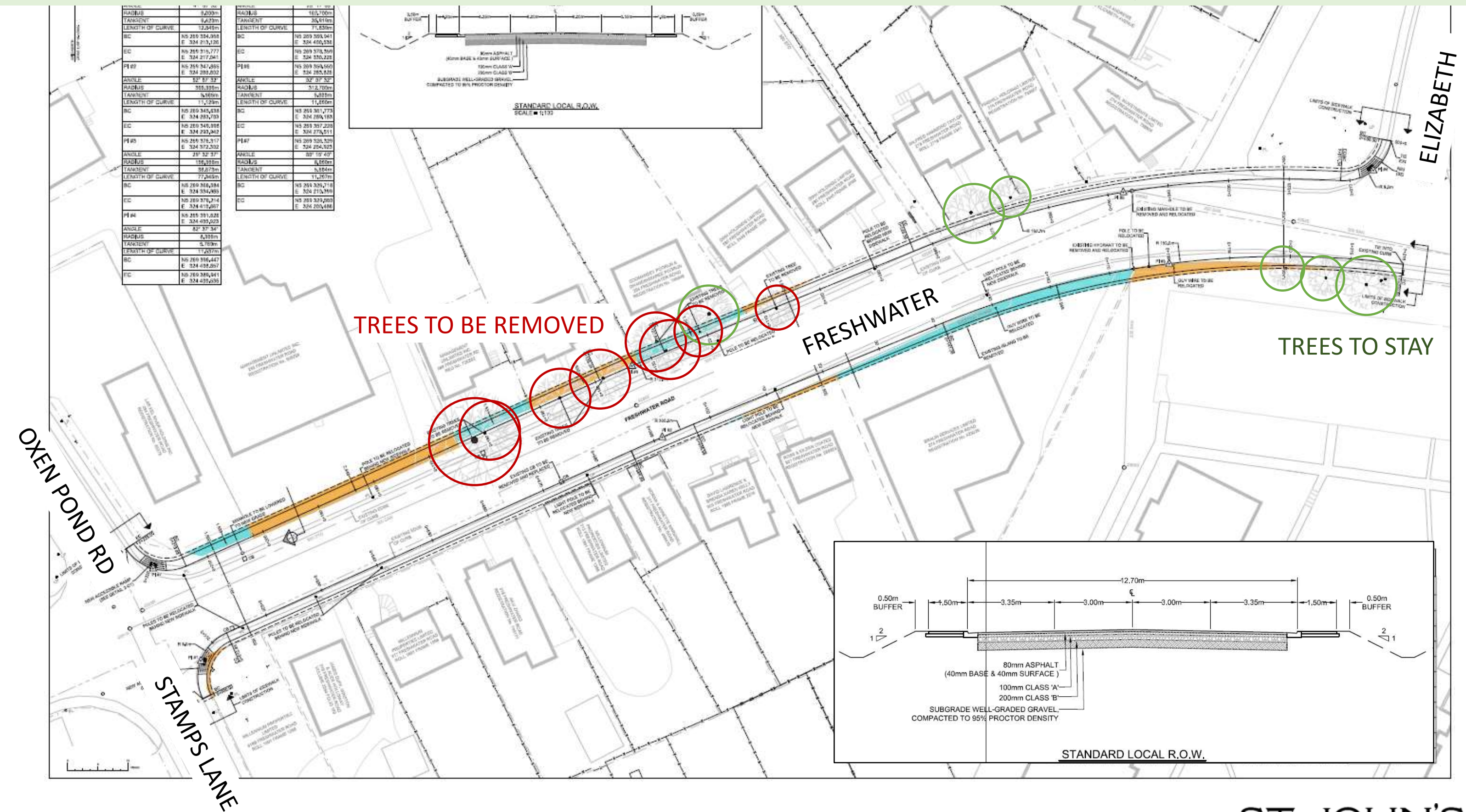


# Priority #6 Pedestrian Crossing Improvements on Campus





# Priority #6 Oxen Pond Road and Freshwater Road Study





Short Term Infrastructure

2

**Roundabout at Allendale & Prince Philip**

b)

Roundabout at Clinch (east) & Prince Philip - includes Irwin's / Pedagogue realignment

c)

Roundabout at Thorburn & Prince Philip

d)

Turn lane upgrade at Westerland & Elizabeth

6

**Turn Lane upgrades at Bonaventure & Elizabeth**

6

**Study at Freshwater / Oxen Pond / Stamps**

Pedestrian Safety

3

**Pedway to Core Science Facility from Education Building**

b)

Provide pedway to Health Sciences Centre from Core Science Facility via Parking Garage

6

**Upgrade markings and signage for crosswalks**

Long Term Infrastructure

a)

Roundabouts across network

b)

Corridor upgrades

c)

Pippy Park Link

d)

Gateways and other streetscaping

Transit & TDM

4

**Upgrade to transit terminal**

1

**U-Pass**

c)

**Transit priority**

d)

**Enhanced scheduling resources**

General Network Improvements

a)

Elizabeth corridor upgrade

b)

Morrissey realignment & adjustments

5

**Westerland realignment**

d)

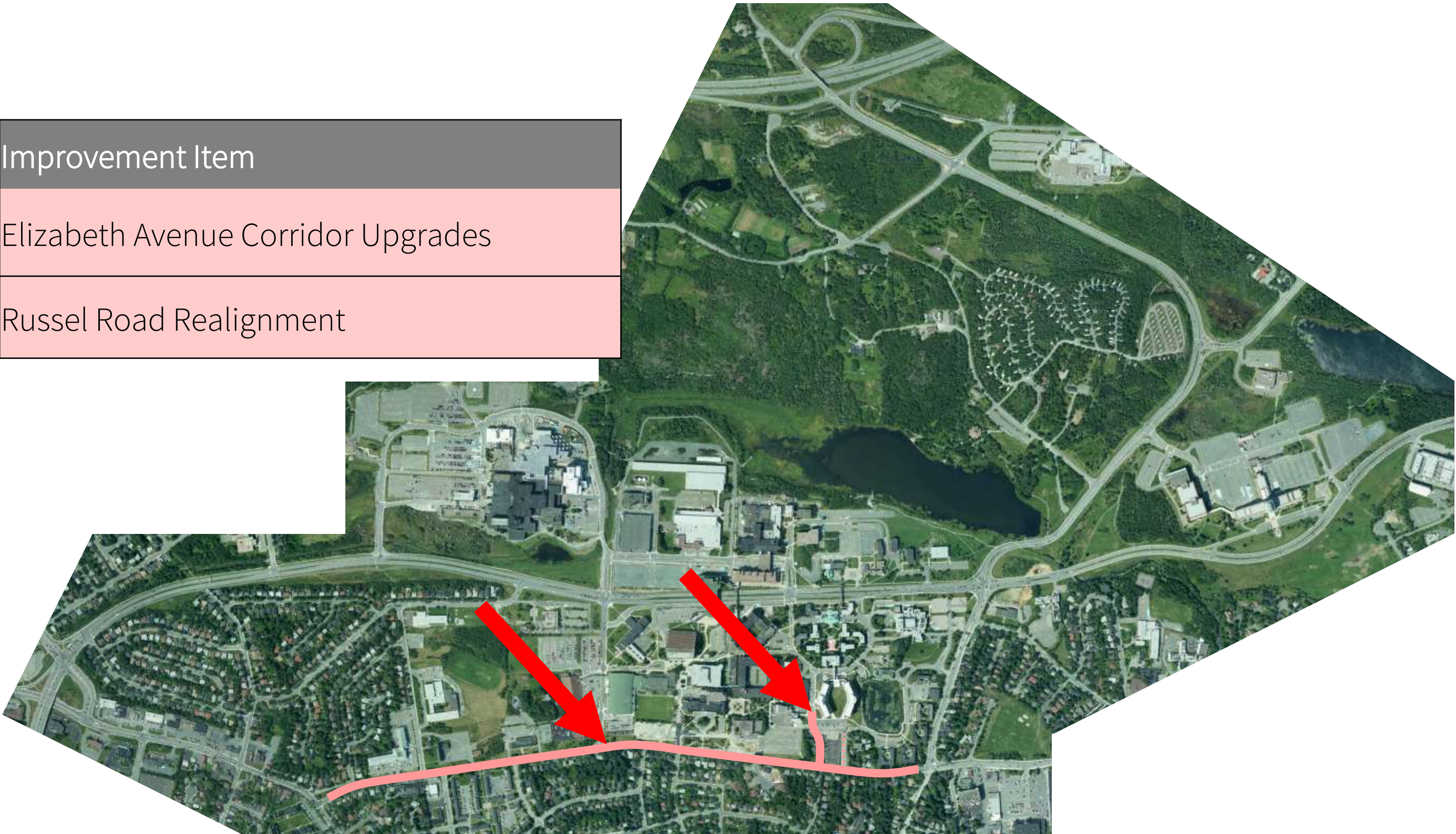
Russell realignment

6

**Turn lane upgrades at Mt. Scio & Allendale**



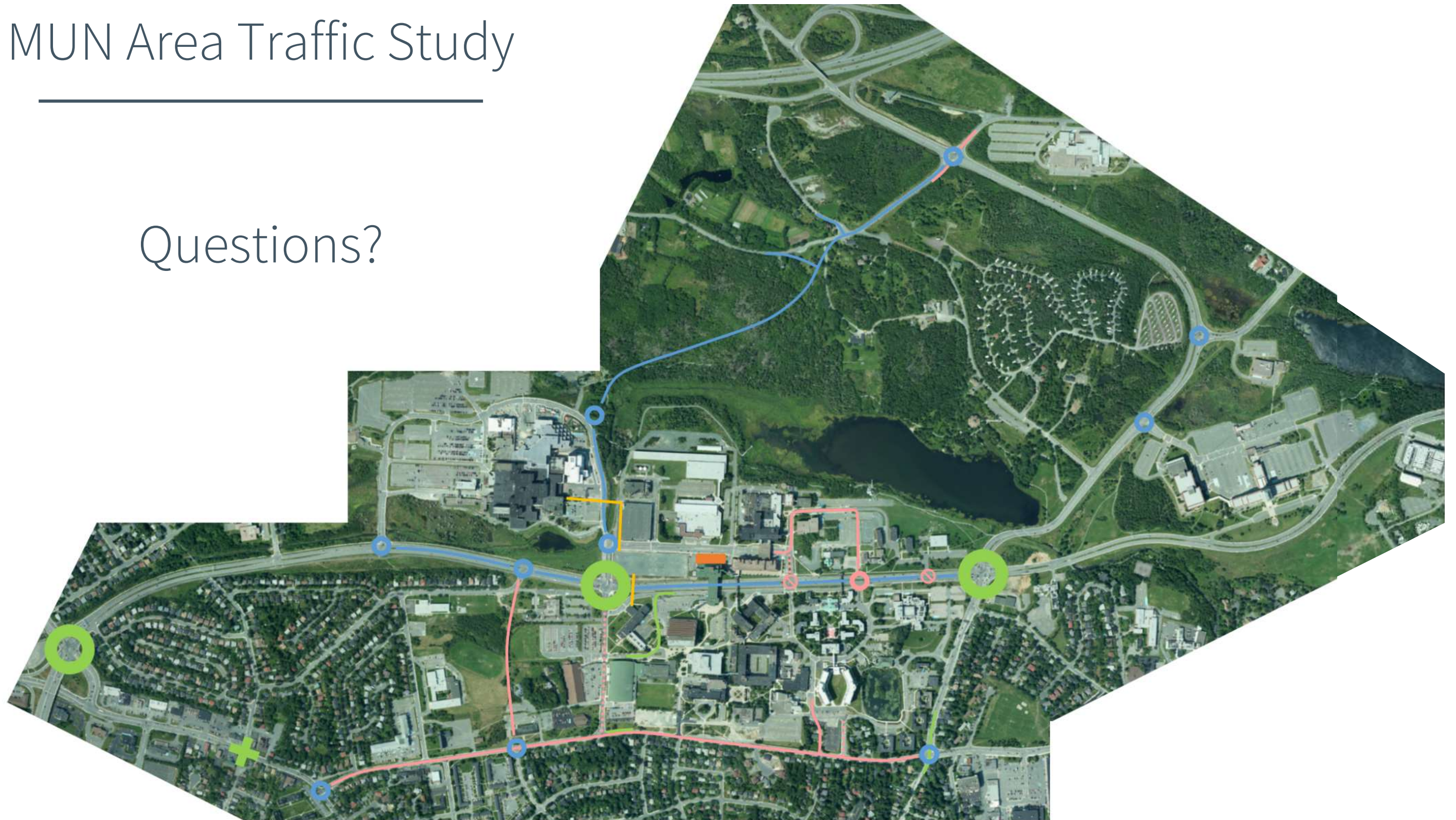
Priority	Improvement Item
10	Elizabeth Avenue Corridor Upgrades
	Russel Road Realignment





# MUN Area Traffic Study

## Questions?

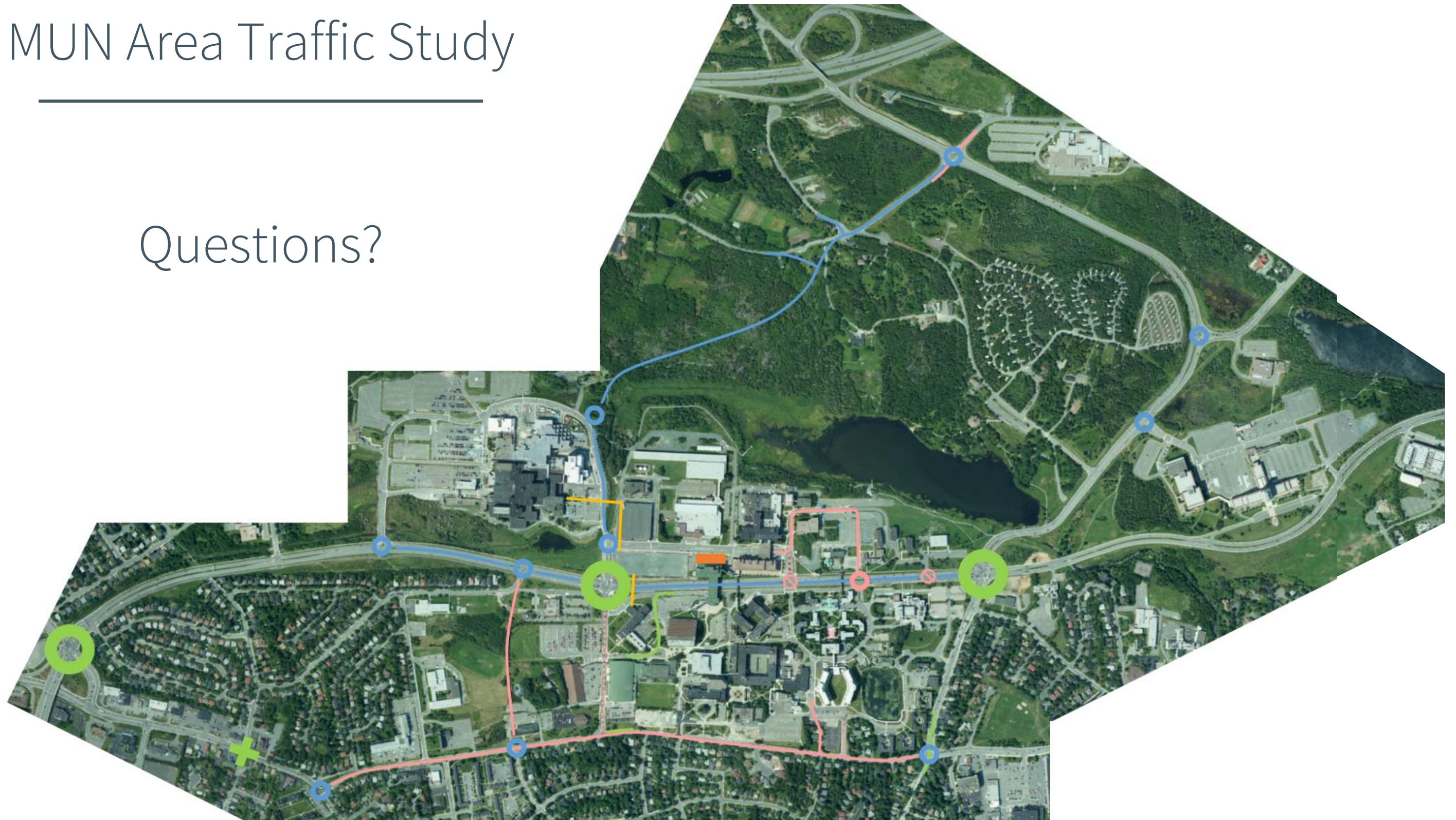


An aerial photograph of the MUN (Memorial University) area in St. John's, Newfoundland. The map is overlaid with various colored lines and markers to indicate traffic study areas. A blue line runs horizontally across the middle of the map, with several blue circles at intersections. A red line runs horizontally below the blue line, also with blue circles at intersections. A green line runs vertically on the left side, with a green circle at its intersection with the blue line. A yellow line runs vertically on the right side, with a yellow circle at its intersection with the blue line. A green cross is located in the bottom left corner. The map shows a mix of urban development, including buildings, parking lots, and roads, as well as green spaces and a large body of water in the center.

# MUN Area Traffic Study

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## Questions?



The image is a composite of three aerial photographs of the MUN (Memorial University) area, showing a traffic study. The top-right photo shows a highway interchange with a blue line and a red line. The bottom-left photo shows a residential area with a green circle and a green plus sign. The central photo shows the main campus area with a blue line, a red line, and several green circles. The text 'MUN Area Traffic Study' is at the top left, and 'Questions?' is below it.



February 19, 2018

Honourable Steve Crocker  
Minister of Transportation and Works  
5th Floor, West Block, Confederation Building  
P.O. Box 8700  
St. John's, NL A1B 4J6

Dear Minister Crocker:

**Re: MUN Area Traffic Study**

The MUN Area Traffic Study was commissioned in 2014, by the City of St. John's, Memorial University and the Provincial Department of Community Services with a purpose to examine the longer term transportation infrastructure needs in and around the University area. This partnership was formed based on the premise that there are four major parties that have a vested interest in, and responsibility for, the traffic conditions in the study area which extends from the intersection of Thorburn Road with Prince Philip Drive in the west to the Confederation Building in the east. The four interested parties are:

- i. The City of St. John's;
- ii. Memorial University of Newfoundland;
- iii. Eastern Health - Health Sciences Centre, General Hospital and Janeway Children's Health and Rehabilitation Centre;
- iv. Government of Newfoundland and Labrador - Confederation Building.

Each of these four parties contributed equally to the funding of the study and participated in the project steering committee.

The final study report identifies a large number of individual recommendations to improve traffic conditions in and around the study area. Of these, twelve key recommendations were identified in the following four categories: Short Term Infrastructure; Pedestrian Safety; Transit and Transportation Demand Management (TDM); and, General Network

Improvements. The MUN Area Traffic Study recommends that all of these projects be pursued in the short to medium term. Many of these key projects are interrelated or mutually exclusive.

An additional eight recommendations were categorized as Long Term Infrastructure. No immediate action is recommended for these Long Term Infrastructure projects but they should be considered in any decision that would impact the ability to implement these in the future.

The City of St. John's and Memorial University have been working together to prioritize the key recommendations identified. These are shown in the table attached in priority order. The category each recommendation falls in is also provided along with a proposed funding split.

Eastern Health, as one of the steering committee members, expressed a strong desire to develop the Pippy Park Link listed as recommendation #18 in the attached table. However, after consideration of the technical justification for this link and the impacts involved, this project was not recommended for further action.

Establishing the funding split is the next step in advancing these recommendations to implementation. The funding split values proposed below have been developed by the City of St. John's and Memorial University based on the following principles:

- i. Work completed along Prince Philip Drive serves the interest of all four original parties and should be split between them equally;
- ii. Eastern Health, Memorial University and the Confederation Building are all provincial parties and so the proposed funding split allocated to these entities is summarized as "Provincial";
- iii. Projects along Elizabeth Avenue serve the interest of the City of St. John's and the Province (representing Memorial University) and should be shared equally by only these two parties;
- iv. Projects that fall fully outside the limits of the City road reservation should be completed by the Province;
- v. Projects that fall toward the periphery of the study area and have no direct benefit to the provincial partners should be completed by the City of St. John's.

The identified key recommendations and proposed funding splits are provided in the table attached.<sup>1</sup> In the interest of time, the City of St. John's has already allocated resources to the advancement of several projects:

- Hired a design consultant to prepare a tender package for a roundabout at Prince Philip Drive and Allandale Road
- Allocated staff time to conducting the recommended study at Freshwater Road and Oxen Pond Road

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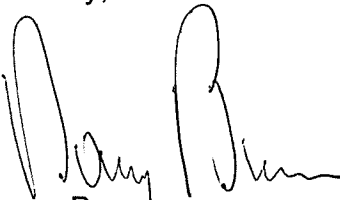
<sup>1</sup> Please note that while the long term infrastructure projects have been included for information, these projects do not form a part of this request for confirmation on the funding split.

- Commenced work to incorporate recommended turn lanes along Elizabeth Avenue in road rehabilitation


At this time we are not seeking funding for the priority projects listed in the attached list. Going forward we will seek to agree on a funding split model and then, as detailed cost estimates are prepared for each project, the partners in this effort will be in a position to seek appropriate funding. Please also find below a link to the Final Study Report.

Please let us know when it would be convenient to meet with you and other appropriate Departmental Representatives to discuss the results of this study in the spirit of pursuing funding to advance the projects identified.

Sincerely,



Danny Breen  
Mayor, City of St. John's



Dr. Gary Kachanoski  
President and Vice-Chancellor,  
Memorial University

C. Honourable Al Hawkins - Minister of Advanced Education, Skills and Labour  
Honourable Dr. John Haggie - Minister of Health and Community Services

**Attachment:**

Table of Key Recommendations from MUN Area Traffic Study

**See also:**

Final Study Report Available Online:

[http://www.stjohns.ca/sites/default/files/files/publication/MUN Area Traffic Study\\_2016.pdf](http://www.stjohns.ca/sites/default/files/files/publication/MUN%20Area%20Traffic%20Study_2016.pdf)

Priority	Recommendation	Category	Funding
1	U-Pass	Transit and TDM	User fee
2	Roundabout Prince Philip Drive and Allandale Road Prince Philip Improvements	Short Term Infrastructure	75% Province 25% City
3	Pedway Education Building to Core Science Facility	Pedestrian Safety	100% Province
4	MUN Transit Terminal	Transit and TDM	33% Federal 33% P / 33% C
5	Westerland Road Realignment (including Extension of Irwin's Road and Lambe's Lane) Roundabout at Prince Philip Roundabout at Freshwater Prince Philip Improvements	General Network Improvements	100% Province 75% P / 25% C 50% P / 50% C 75% P / 25% C
6	Turn Lane Upgrades at Elizabeth Avenue and Bonaventure/Allandale	Short Term Infrastructure	75% Province 25% City
	Turn Lane Upgrades at Mt. Scio Road & Allandale Road	General Network Improvements	75% Province 25% City
	Pedestrian Crossings on Campus	Pedestrian Safety	100% Province
	Oxen Pond Road and Freshwater Road Study (Infrastructure recommendations to follow study)	Short Term Infrastructure	100% City
7	Roundabout Prince Philip Drive and Clinch Crescent (East)/Westerland Road Prince Philip Improvements	Short Term Infrastructure	75% Province 25% City
8	Prince Philip and Livyer's Loop , Closure of Morrissey Road at Prince Philip and realignment, Multi-purpose Underpass	General Network Improvements	<u>Parkway</u> 75% P / 25% C <u>Internal MUN</u> 100% Province
9	Pedway Core Science Facility to Parking Garage Pedway Parking Garage to Health Sciences Complex (Option to include critical services redundancy)	Pedestrian Safety	100% Province
10	Elizabeth Avenue Corridor Upgrades Russel Road Realignment	General Network Improvements	50% Province 50% City
11	Roundabout Prince Philip Drive/Columbus Drive and Thorburn Road	Short Term Infrastructure	75% Province 25% City

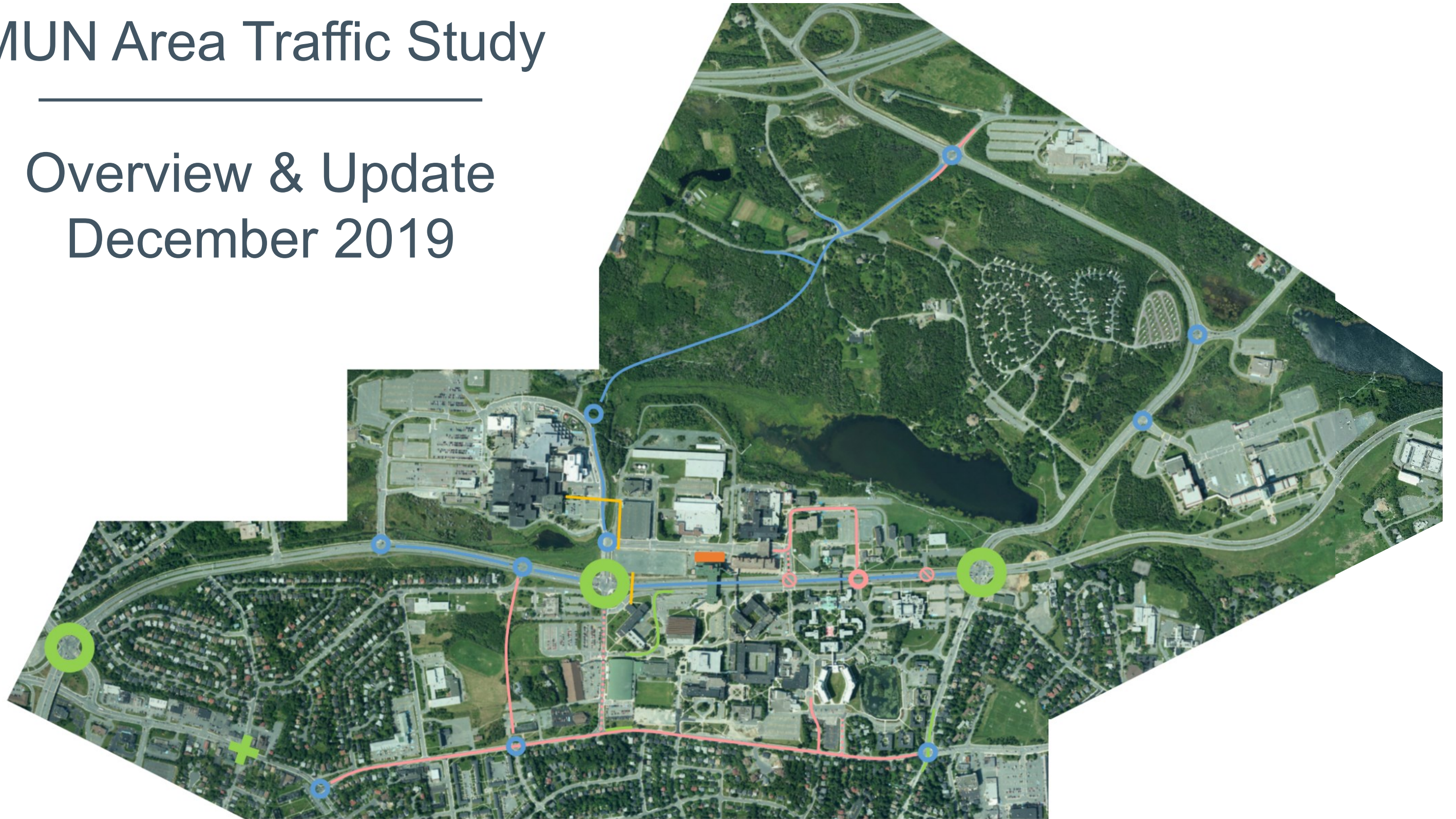
Priority	Recommendation	Category	Funding
12	Turn Lane Upgrades at Westerland Road & Elizabeth Avenue	Short Term Infrastructure	50% Province 50% City
13	Roundabout Elizabeth Avenue and Allandale Road/Bonaventure Avenue	Long Term Infrastructure	50% Province 50% City
14	Roundabout Prince Philip Drive and Clinch Crescent (West) Prince Philip Improvements	Long Term Infrastructure	75% Province 25% City
15	Roundabout Clinch Crescent and Arctic Avenue	Long Term Infrastructure	100% Province
16	Roundabout Freshwater Road and Elizabeth Avenue	Long Term Infrastructure	100% City
17	Roundabout Allandale Road and Confederation Building Entrance	Long Term Infrastructure	75% Province 25% City
18	New Clinch Crescent Connector with Mt. Scio Road Roundabout at Clinch Improvements to Clinch	Long Term Infrastructure	100% Province
19	Roundabout Allandale Road and Mt. Scio Road	Long Term Infrastructure	50% Province 50% City
20	Roundabout Allandale Road and Higgins Line	Long Term Infrastructure	50% Province 50% City



# MUN Area Traffic Study

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## Overview & Update December 2019





## MUN Area Traffic Study

The MUN Area Traffic Study was commissioned in 2014.

The final report was accepted by Council in June 2017 and incorporated into the City's planning for development and capital works in the area.

# MUN Area Traffic Study

Four interested parties are:

- i. The City of St. John's
- ii. Memorial University of Newfoundland
- iii. Eastern Health - Health Sciences Centre, General Hospital and Janeway Children's Health and Rehabilitation Centre
- iv. Government of Newfoundland and Labrador - Confederation Building

# MUN Area Traffic Study

The focus of the terms of reference was on:

- traffic performance / congestion on the roads in the study area
- pedestrian safety on the MUN campus and crossing the roads in the study area
- public transit and transportation demand management
- a review of the recommendations from the 2007 MUN Campus Master Plan



Short Term Infrastructure

- a) Roundabout at Allendale & Prince Philip
- b) Roundabout at Clinch (east) & Prince Philip - includes Irwin's / Pedagogue realignment
- c) Roundabout at Thorburn & Prince Philip
- d) Turn lane upgrade at Westerland & Elizabeth
- e) Turn Lane upgrades at Bonaventure &

Pedestrian Safety

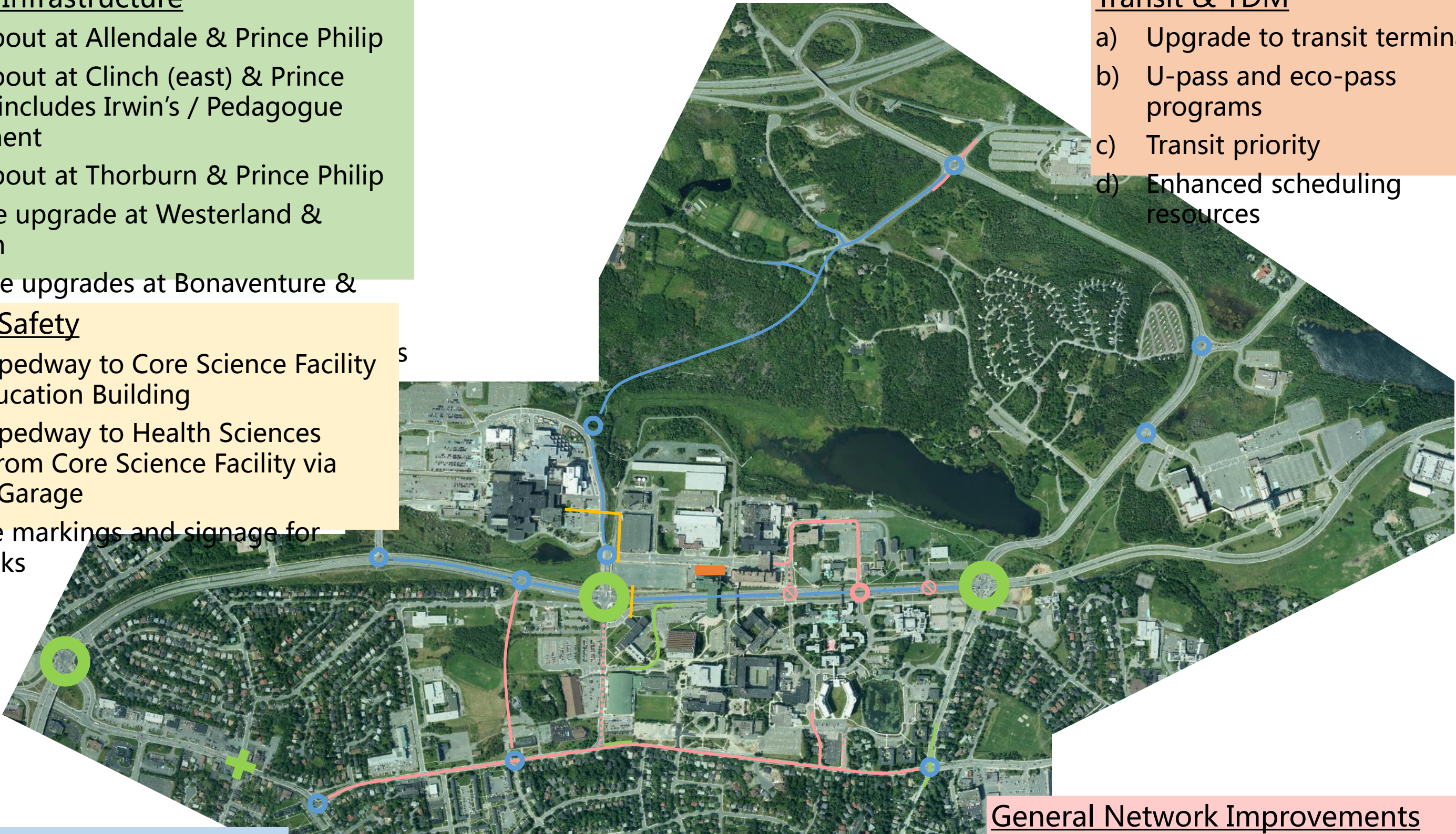
- a) Provide pedway to Core Science Facility from Education Building
- b) Provide pedway to Health Sciences Centre from Core Science Facility via Parking Garage
- c) Upgrade markings and signage for crosswalks

Long Term Infrastructure

- a) Roundabouts across network
- b) Corridor upgrades
- c) Pippy Park Link
- d) Gateways and other streetscaping

Transit & TDM

- a) Upgrade to transit terminal
- b) U-pass and eco-pass programs
- c) Transit priority
- d) Enhanced scheduling resources



General Network Improvements

- a) Elizabeth corridor upgrade
- b) Morrissey realignment & adjustments
- c) Westerland realignment
- d) Russell realignment
- e) Turn lane upgrades at Mt. Scio & Allendale



## Short Term Infrastructure

### **2 Roundabout at Allendale & Prince Philip**

- b) Roundabout at Clinch (east) & Prince Philip - includes Irwin's / Pedagogue realignment
- c) Roundabout at Thorburn & Prince Philip
- d) Turn lane upgrade at Westerland & Elizabeth

### **6 Turn Lane upgrades at Bonaventure & Elizabeth**

### **1) Study at Freshwater / Oxen Pond / Stamps** Pedestrian Safety

### **3 Pedway to Core Science Facility from Education Building**

- b) Provide pedway to Health Sciences Centre from Core Science Facility via Parking Garage

### **6 Upgrade markings and signage for crosswalks**

## Long Term Infrastructure

- a) Roundabouts across network
- b) Corridor upgrades
- c) Pippy Park Link
- d) Gateways and other streetscaping

## Transit & TDM

### **4 Upgrade to transit terminal**

### **1 U-Pass**

- c) Transit priority
- d) Enhanced scheduling resources

## General Network Improvements

- a) Elizabeth corridor upgrade
- b) Morrissey realignment & adjustments

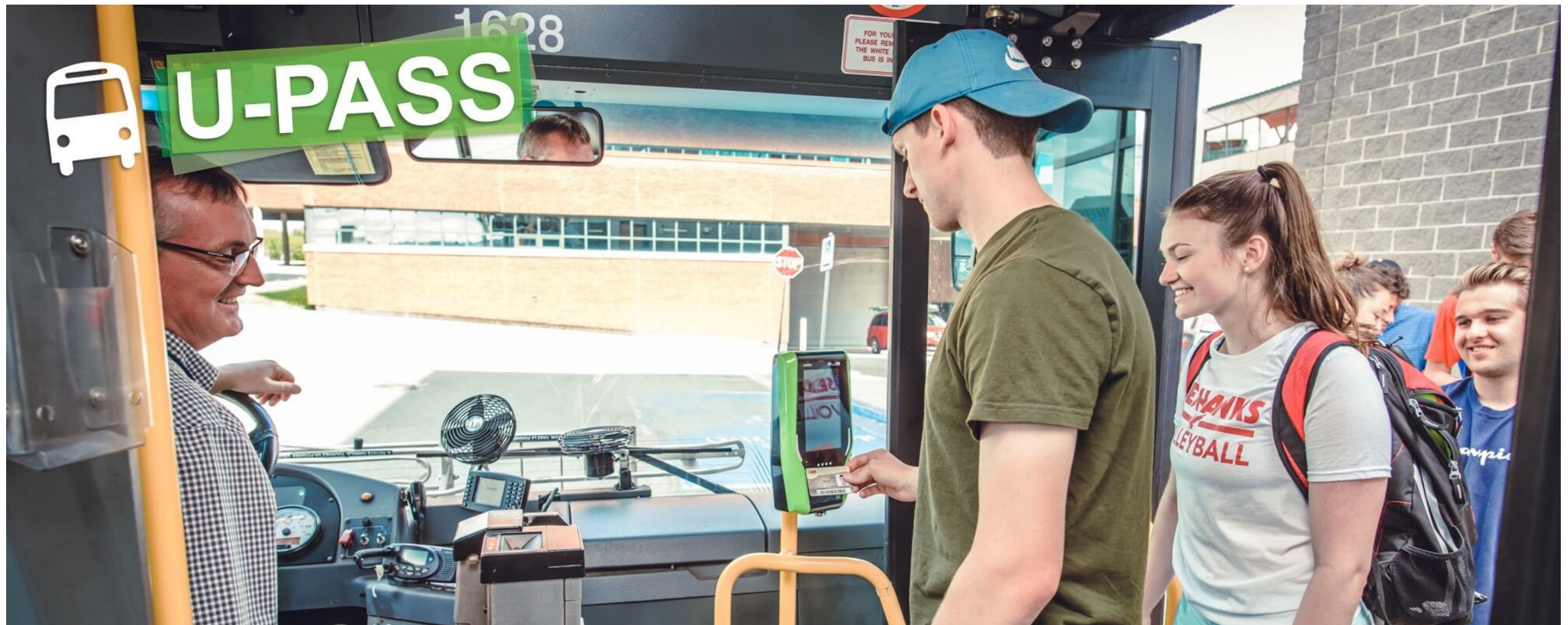
### **5 Westerland realignment**

- c) Russell realignment

### **6 Turn lane upgrades at Mt. Scio & Allendale**

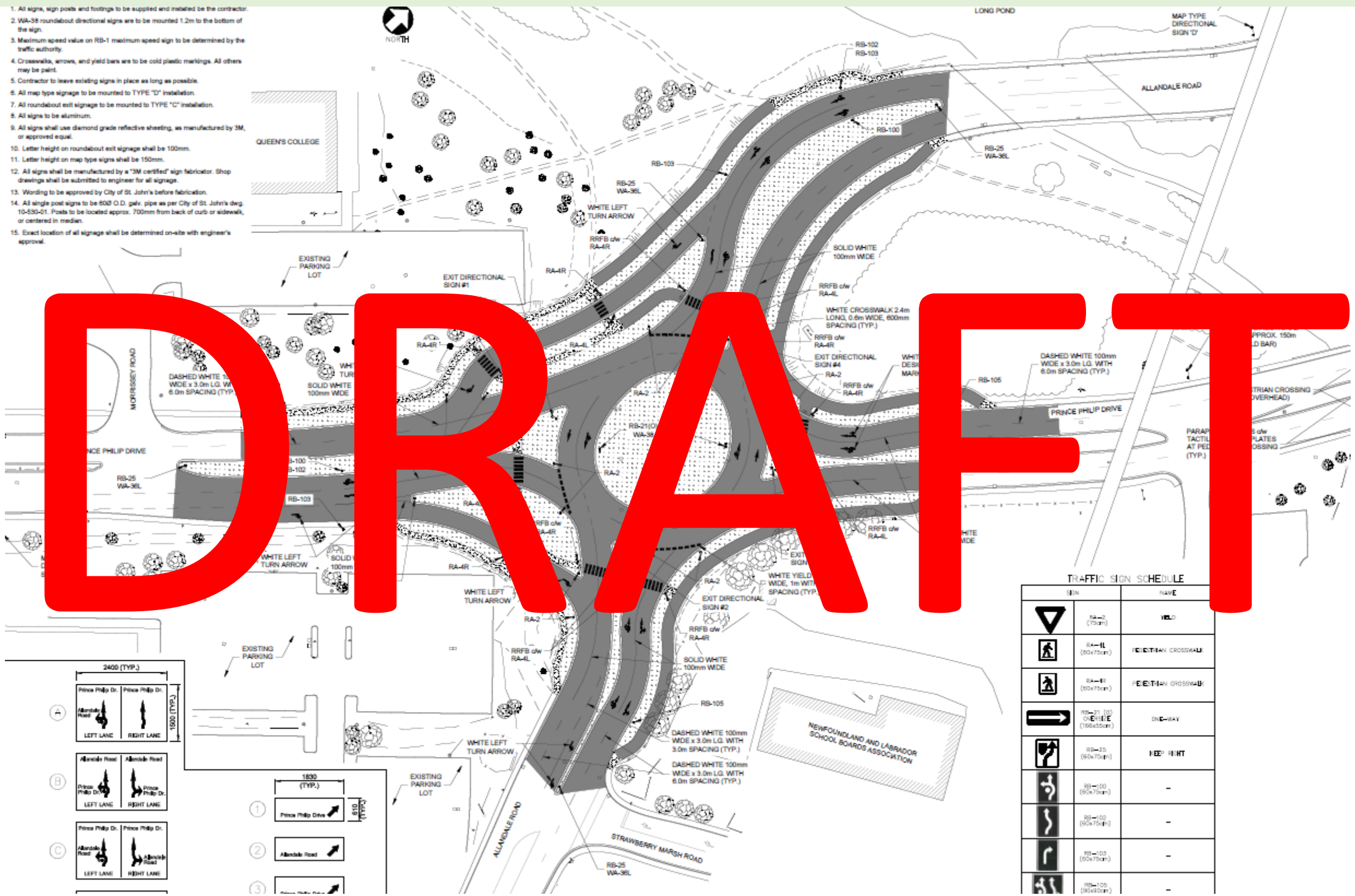


# Priority #1 Student U-Pass



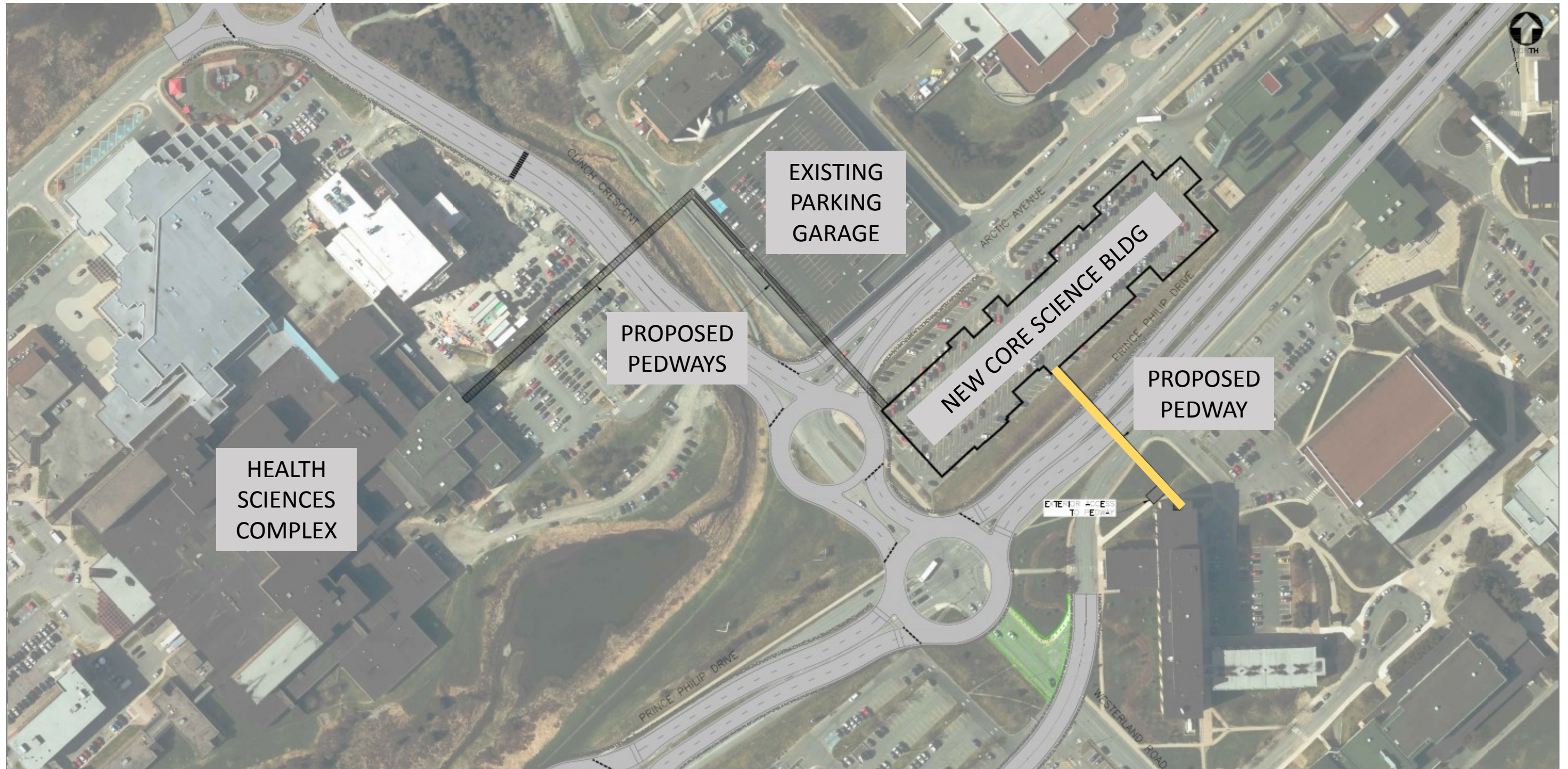


# Priority #2 Roundabout at Allendale & Prince Philip



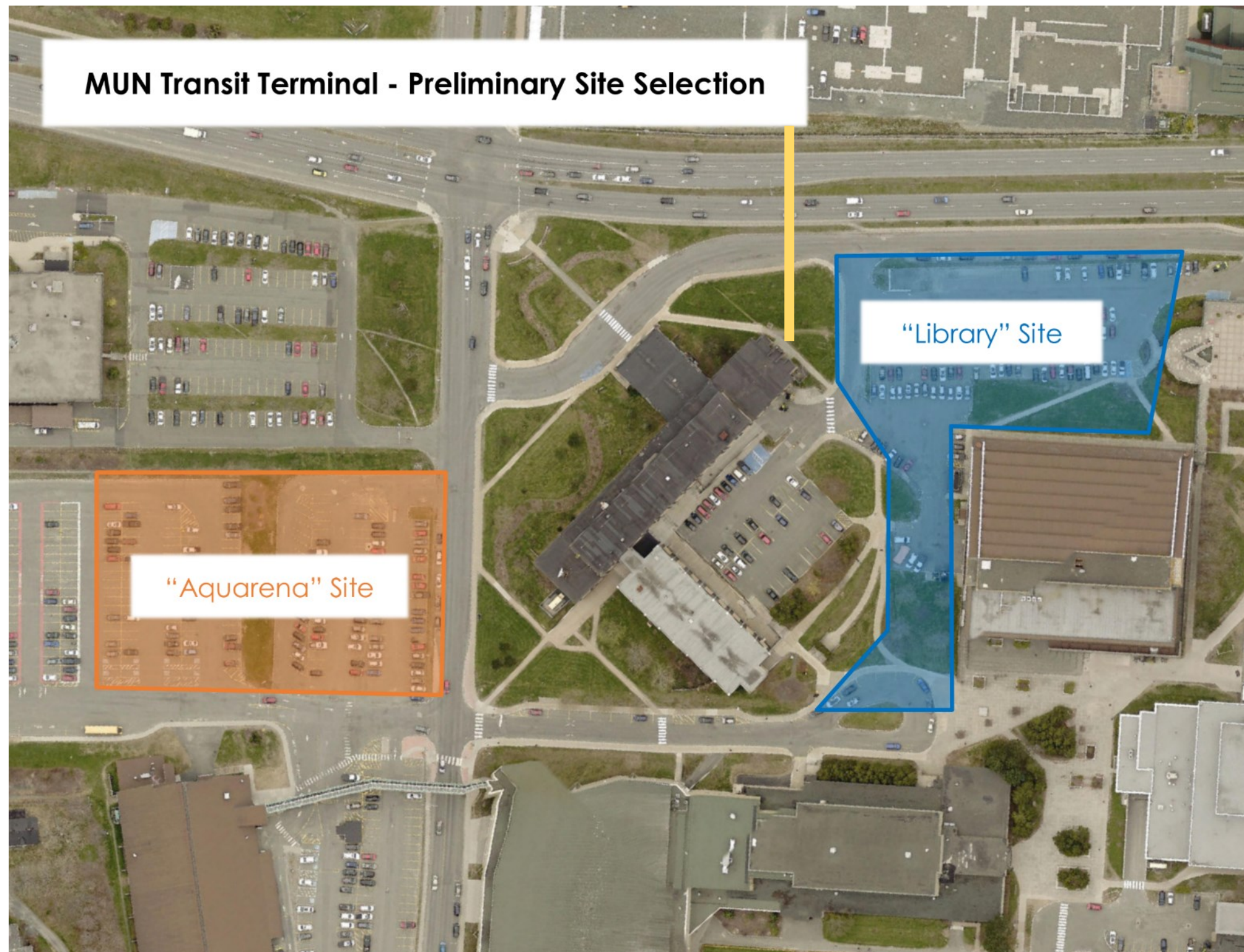


# Priority #3 Pedway between Education & Core Science Facility



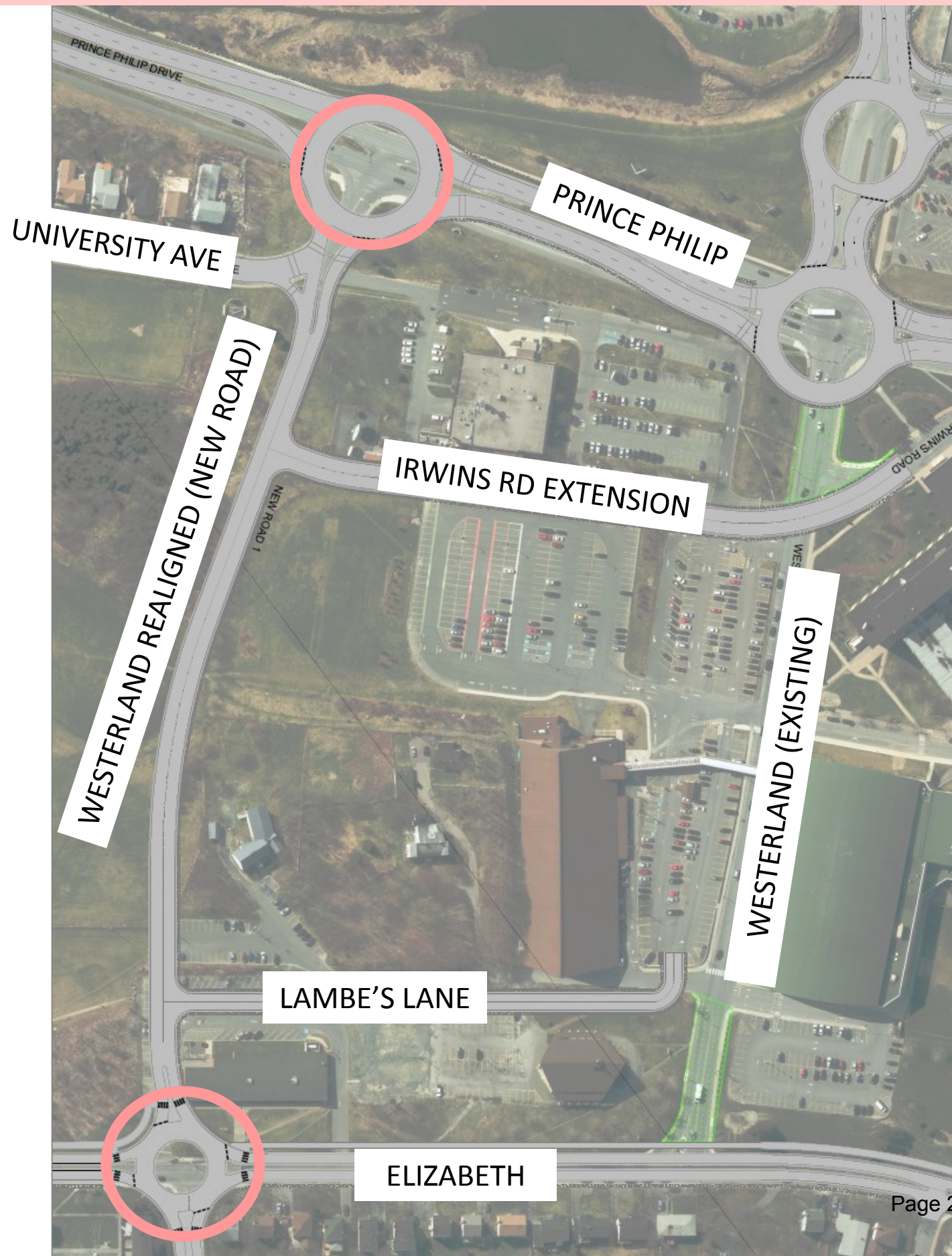


# Priority #4 MUN Transit Terminal





# Priority #5 Westerland Road Realignment



+ Roundabout at Prince Philip

+ Roundabout at Elizabeth

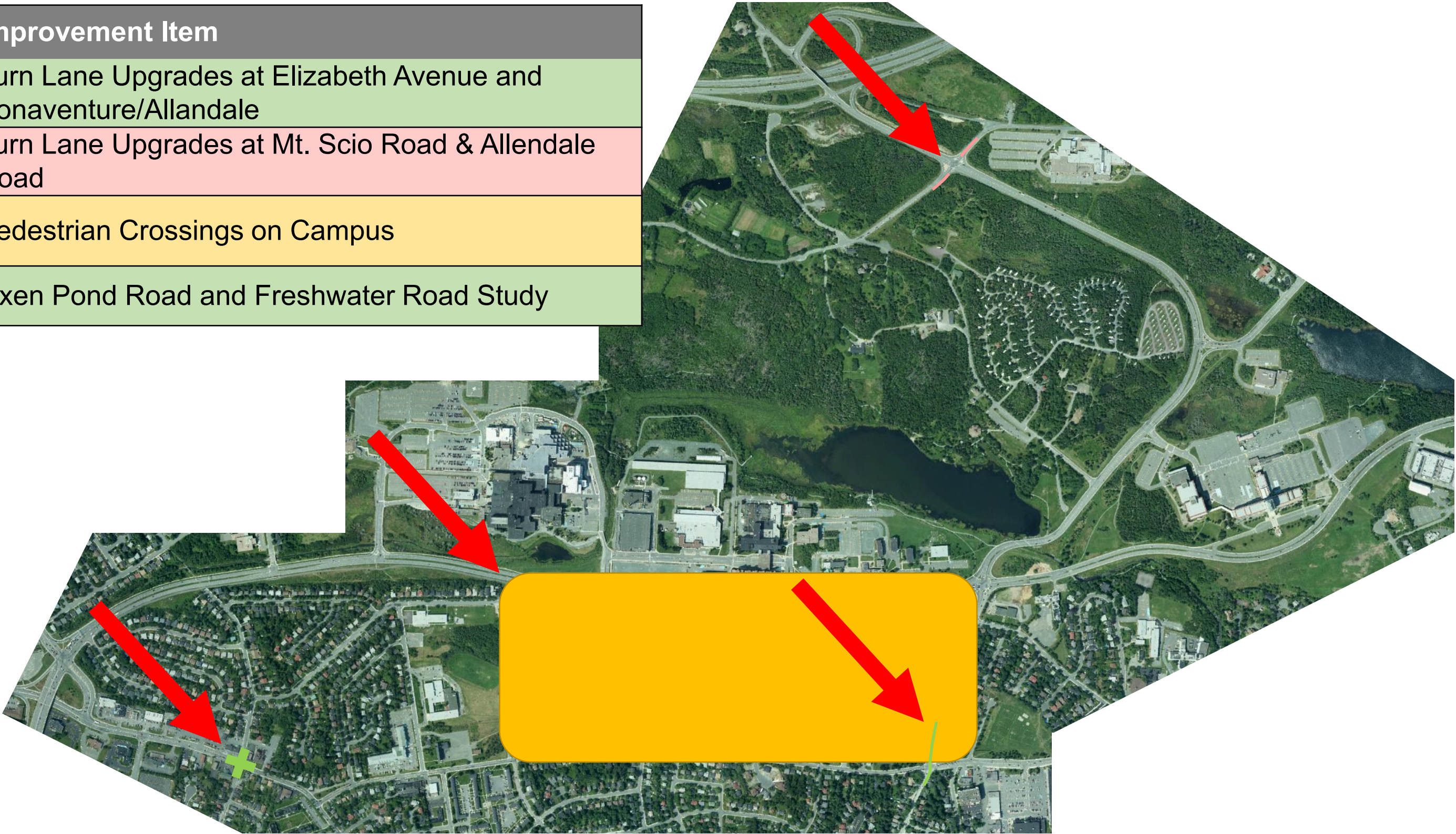


# Crosswalk improvements Installed 2015



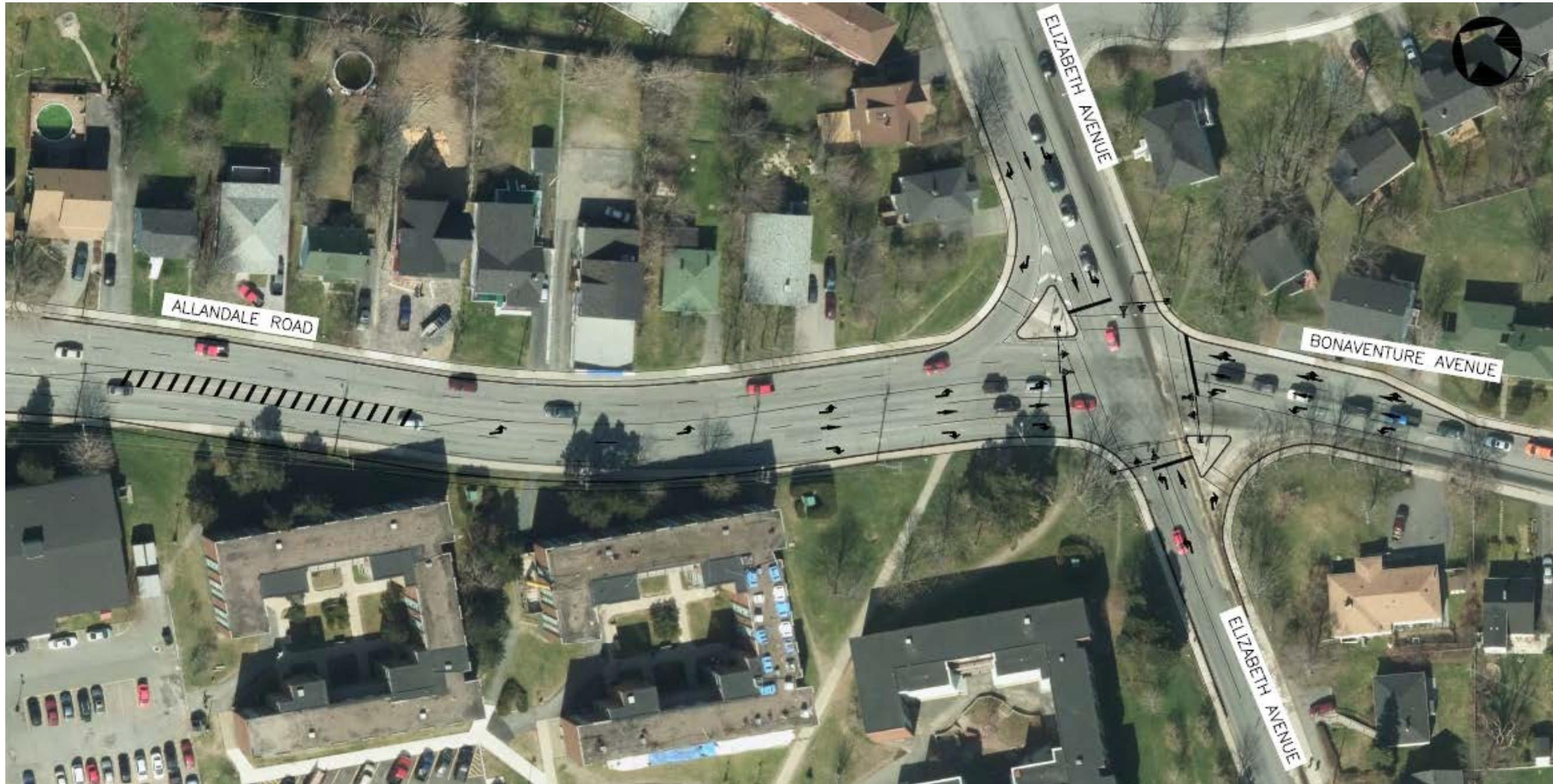


Priority	Improvement Item
6	Turn Lane Upgrades at Elizabeth Avenue and Bonaventure/Allendale
	Turn Lane Upgrades at Mt. Scio Road & Allendale Road
	Pedestrian Crossings on Campus
	Oxen Pond Road and Freshwater Road Study



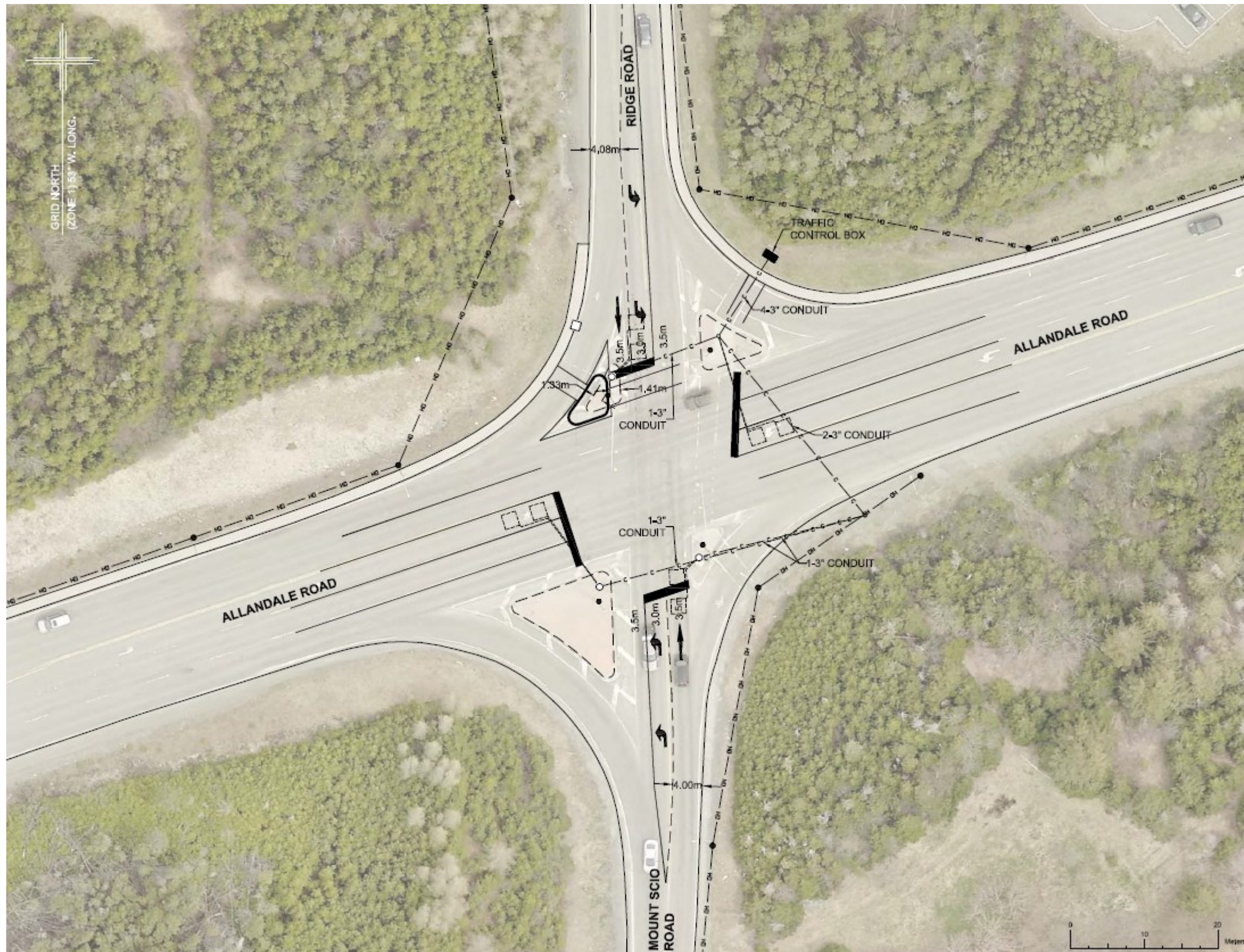


## Priority #6 Turn lane upgrades at Elizabeth & Bonaventure





# Priority #6 Turn Lane Upgrades at Mt. Scio Road & Allendale Road



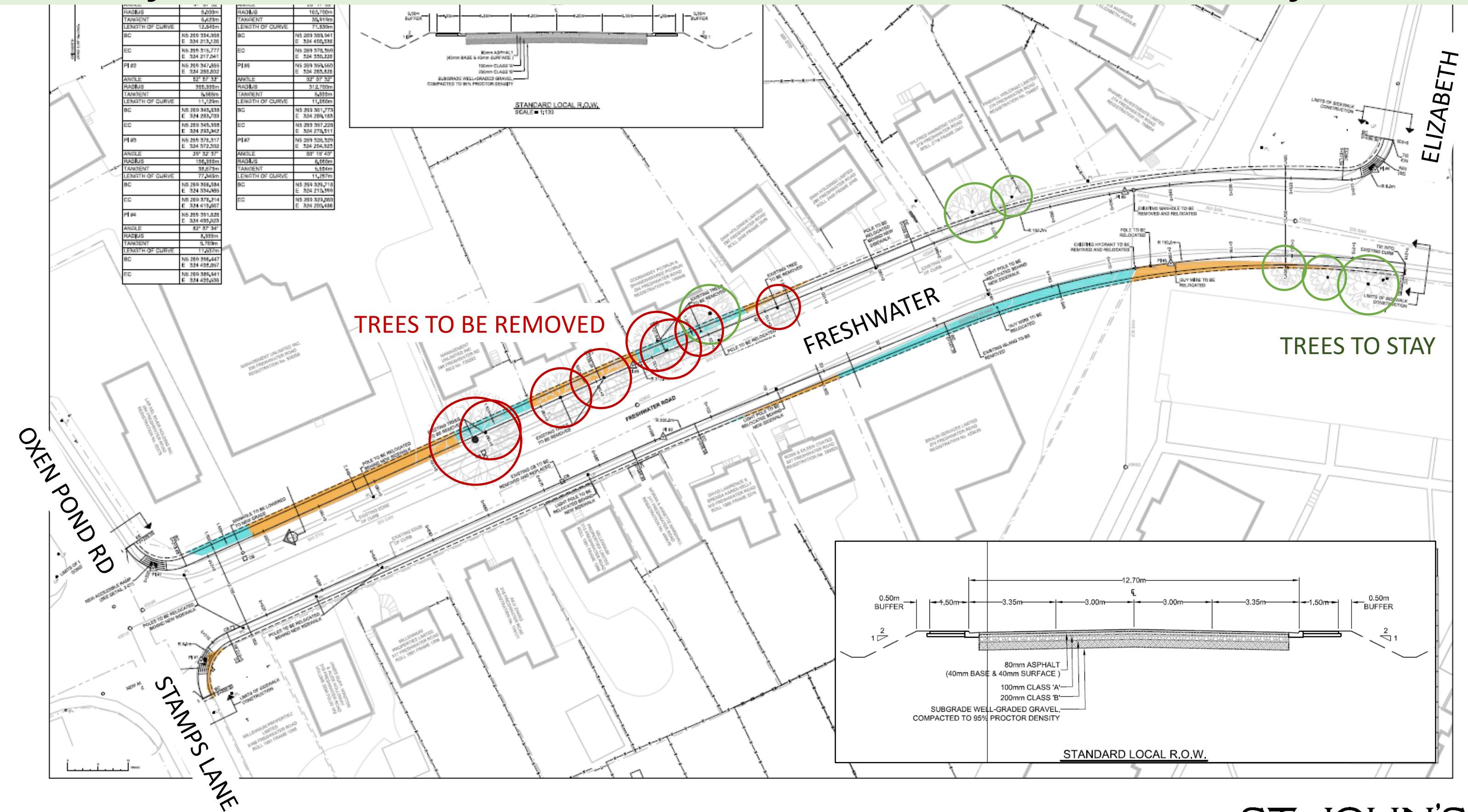


# Priority #6 Pedestrian Crossing Improvements on Campus





# Priority #6 Oxen Pond Road and Freshwater Road Study





Short Term Infrastructure

**2 Roundabout at Allendale & Prince Philip**

- b) Roundabout at Clinch (east) & Prince Philip - includes Irwin's / Pedagogue realignment
- c) Roundabout at Thorburn & Prince Philip
- d) Turn lane upgrade at Westerland & Elizabeth

**6 Turn Lane upgrades at Bonaventure & Elizabeth**

**1 Study at Freshwater / Oxen Pond / Stamps**

Pedestrian Safety

**3 Pedway to Core Science Facility from Education Building**

- b) Provide pedway to Health Sciences Centre from Core Science Facility via Parking Garage

**6 Upgrade markings and signage for crosswalks**

Long Term Infrastructure

- a) Roundabouts across network
- b) Corridor upgrades
- c) Pippy Park Link
- d) Gateways and other streetscaping

Transit & TDM

**4 Upgrade to transit terminal**

**1 U-Pass**

**c) Transit priority**

**d) Enhanced scheduling resources**

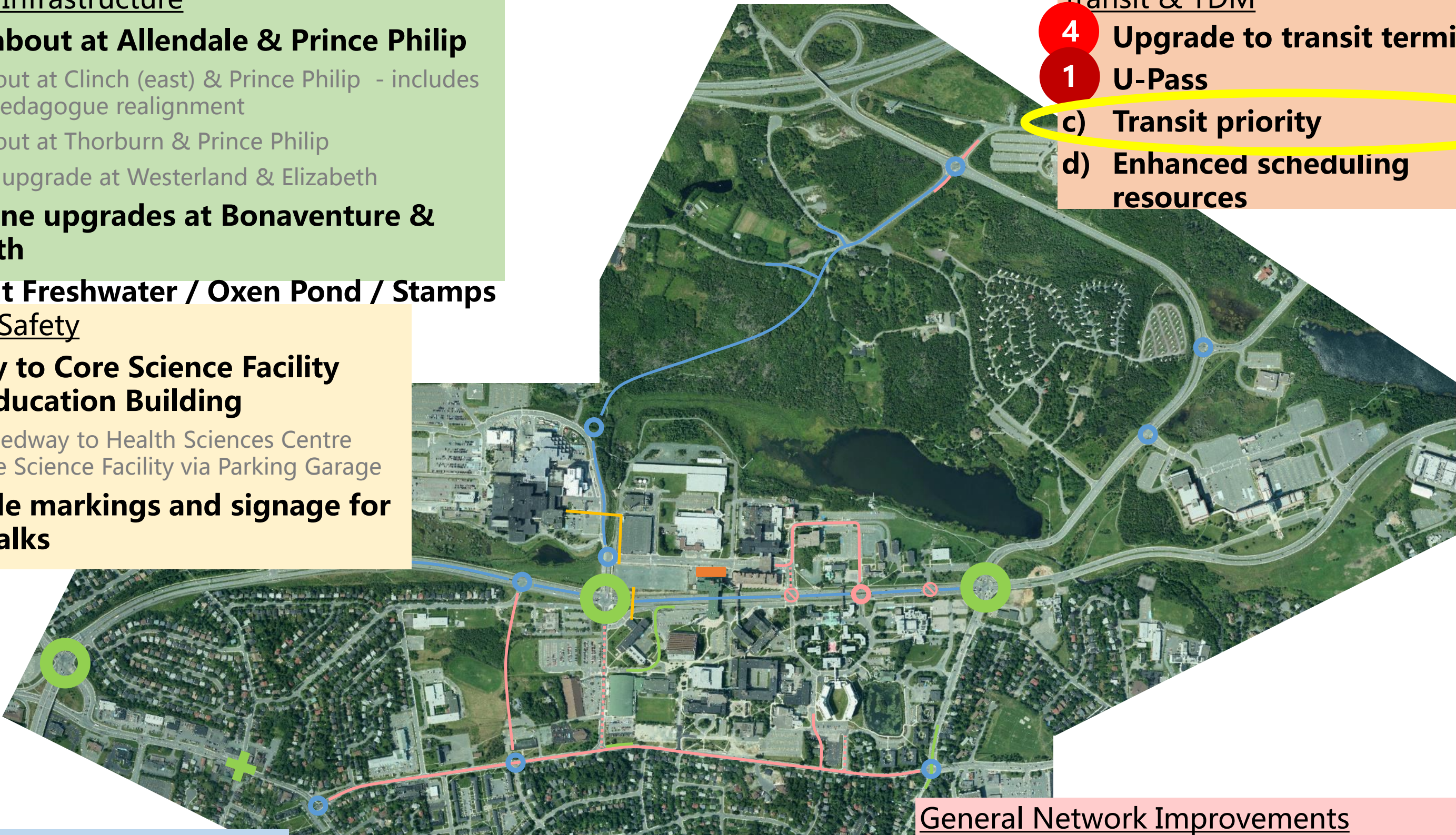
General Network Improvements

- a) Elizabeth corridor upgrade
- b) Morrissey realignment & adjustments

**5 Westerland realignment**

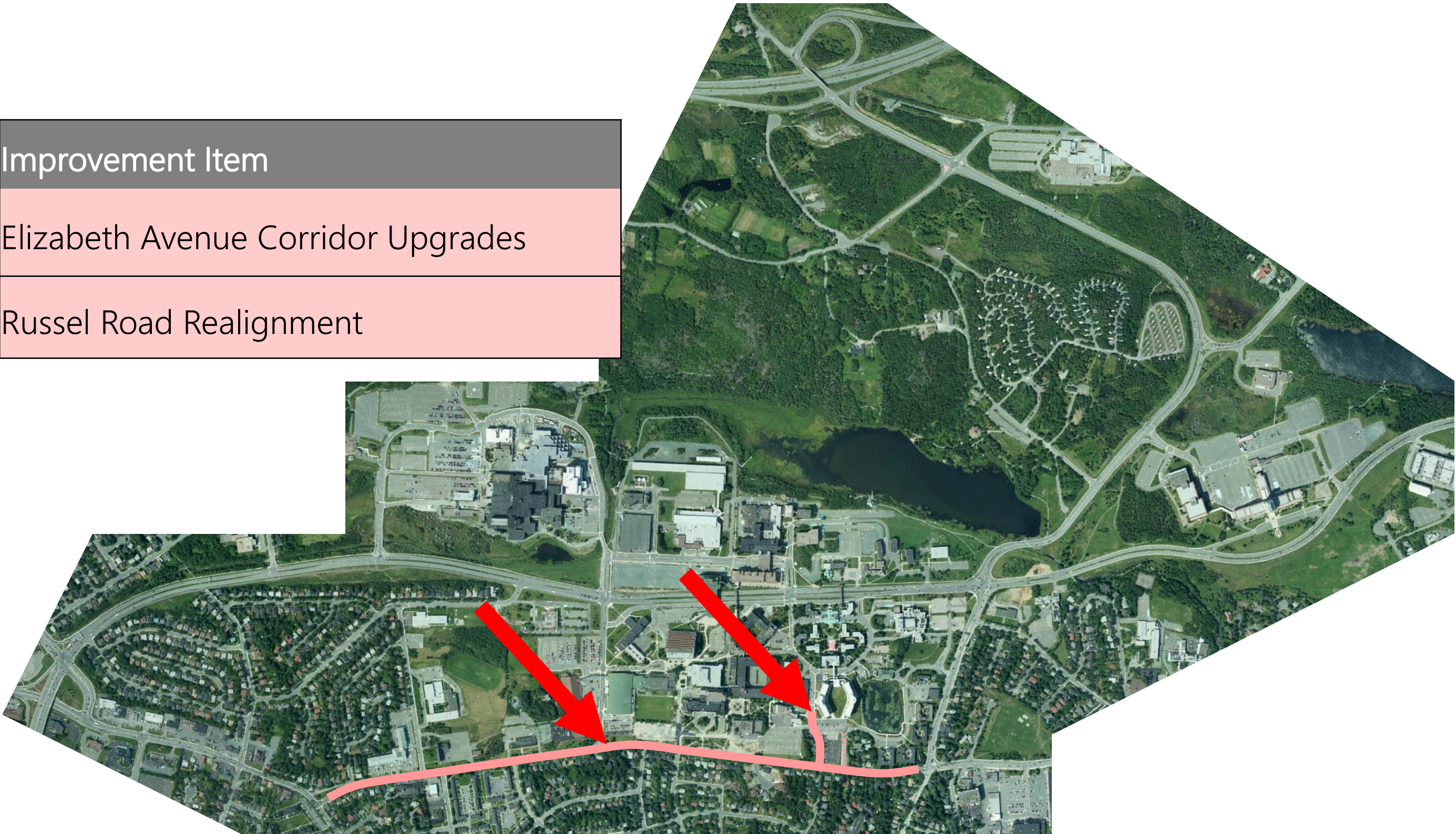
- d) Russell realignment

**6 Turn lane upgrades at Mt. Scio & Allendale**





Priority	Improvement Item
10	Elizabeth Avenue Corridor Upgrades
	Russel Road Realignment

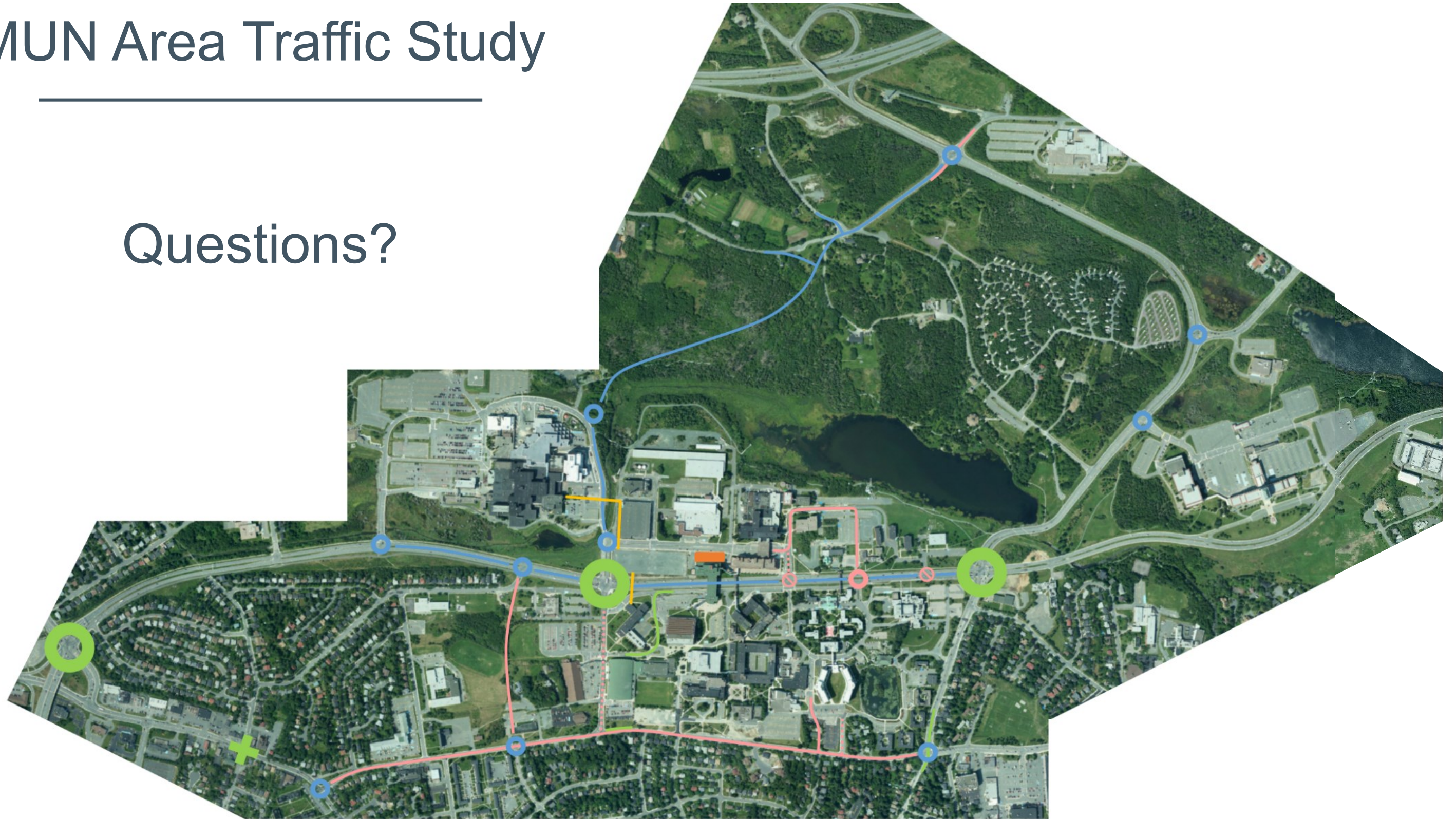




# MUN Area Traffic Study

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Questions?





## MUN Area Traffic Study

Road infrastructure costs are estimated based on surface works only. They do not include property acquisition, utility relocation, work required on underground services, etc. They should not be considered as full project costs.

Funding split has been proposed to all partners. No funding agreements are in place.

Priority	Improvement Item (short term projects)	Cost Estimate	Cost Ref	Funding
1	U-Pass	Revenue neutral		User fee
2	Roundabout Prince Philip Drive and Allandale Road Prince Philip Improvements	\$1.6M \$300K	A.1 ½B.6	75% Province 25% City
3	Pedway Education Building to Core Science Facility	\$4.5M	Pedway Costs	100% Province
4	MUN Transit Terminal	Dependant on scope and location		33% Federal 33% Province 33% City
5	Westerland Road Realignment (including Extension of Irwin's Road and Lambe's Lane) Roundabout at Prince Philip Roundabout at Elizabeth Prince Philip Improvements	\$1M  \$900K \$600K \$400K	B.ii  B.E B.B ½(B.3+B.4)	100% Province  75% P / 25% C 50% P / 50% C 75% P / 25% C
6	Turn Lane Upgrades at Elizabeth Avenue and Bonaventure/Allandale	\$200K	A.4	75% Province 25% City
	Turn Lane Upgrades at Mt. Scio Road & Allendale Road	\$55K	City of St. John's Internal	75% Province 25% City
	Pedestrian Crossings on Campus	Minor improvements not estimated		100% Province
	Oxen Pond Road and Freshwater Road Study (Infrastructure recommendations to follow study)	To be completed by staff		100% City
7	Roundabout Prince Philip Drive and Clinch Crescent (East)/Westerland Road Prince Philip Improvements	\$1.2M \$400K	A.2  ½(B.4+B.5)	75% Province 25% City



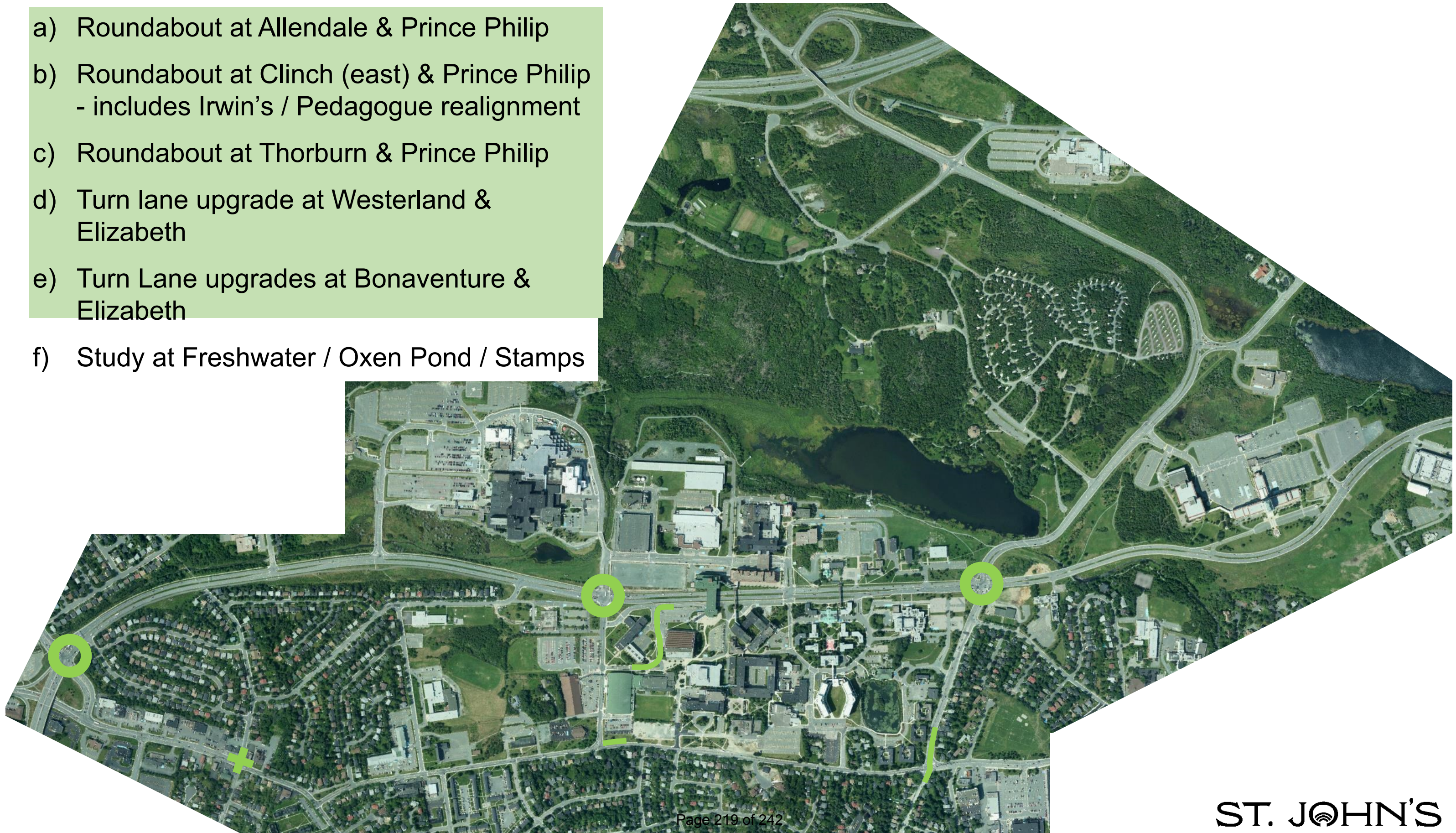
Priority	Improvement Item (short term projects)	Cost Estimate	Cost Ref	Funding
8	Prince Philip and Livyer's Loop	<u>Parkway</u>	B.G ½(B.5+B.6)	<u>Parkway</u>
	Roundabout	\$1.1M		75% Province
	Prince Philip Improvements	\$550K	B.8	25% City
	Closure of Morrissey Road at Prince Philip and realignment	<u>Internal MUN</u>		<u>Internal MUN</u>
	Multi-purpose Underpass	\$250K		100% Province
		Unknown		
9	Pedway Core Science Facility to Parking Garage	\$3M	Pedway Costs	100% Province
	Pedway Parking Garage to Health Sciences Complex (excludes service redundancy)	\$3M		
10	Elizabeth Avenue Corridor Upgrades	\$1.6M	B.1 + B.2	50% Province 50% City
	Russel Road Realignment	Not estimated		50% Province 50% City
11	Roundabout Prince Philip Drive/Columbus Drive and Thorburn Road	\$1.8M	A.3	75% Province 25% City
12	Turn Lane Upgrades at Westerland Road & Elizabeth Avenue	\$150K	A.5	50% Province 50% City

Priority	Improvement Item (Long Term – not to be requested at this time)	Cost Estimate	Cost Ref	Funding
13	Roundabout Elizabeth Avenue and Allandale Road/Bonaventure Avenue	\$1M	B.C	50% Province 50% City
14	Roundabout Prince Philip Drive and Clinch Crescent (West) Prince Philip Improvements	\$900K \$250K	B.D ½B.3	75% Province 25% City
15	Roundabout Clinch Crescent and Arctic Avenue	\$750K	B.I	100% Province
16	Roundabout Freshwater Road and Elizabeth Avenue	\$750K	B.A	100% City
17	Roundabout Allandale Road and Confederation Building Entrance	\$750K	B.L	75% Province 25% City
18	New Clinch Crescent Connector with Mt. Scio Road Roundabout at Clinch Improvements to Clinch	\$3M \$750K \$300K	B.i B.J B.7	100% Province
19	Roundabout Allandale Road and Mt. Scio Road	\$1.2M	B.K	50% Province 50% City
20	Roundabout Allandale Road and Higgins Line	\$750K	B.M	50% Province 50% City



# Short Term Infrastructure

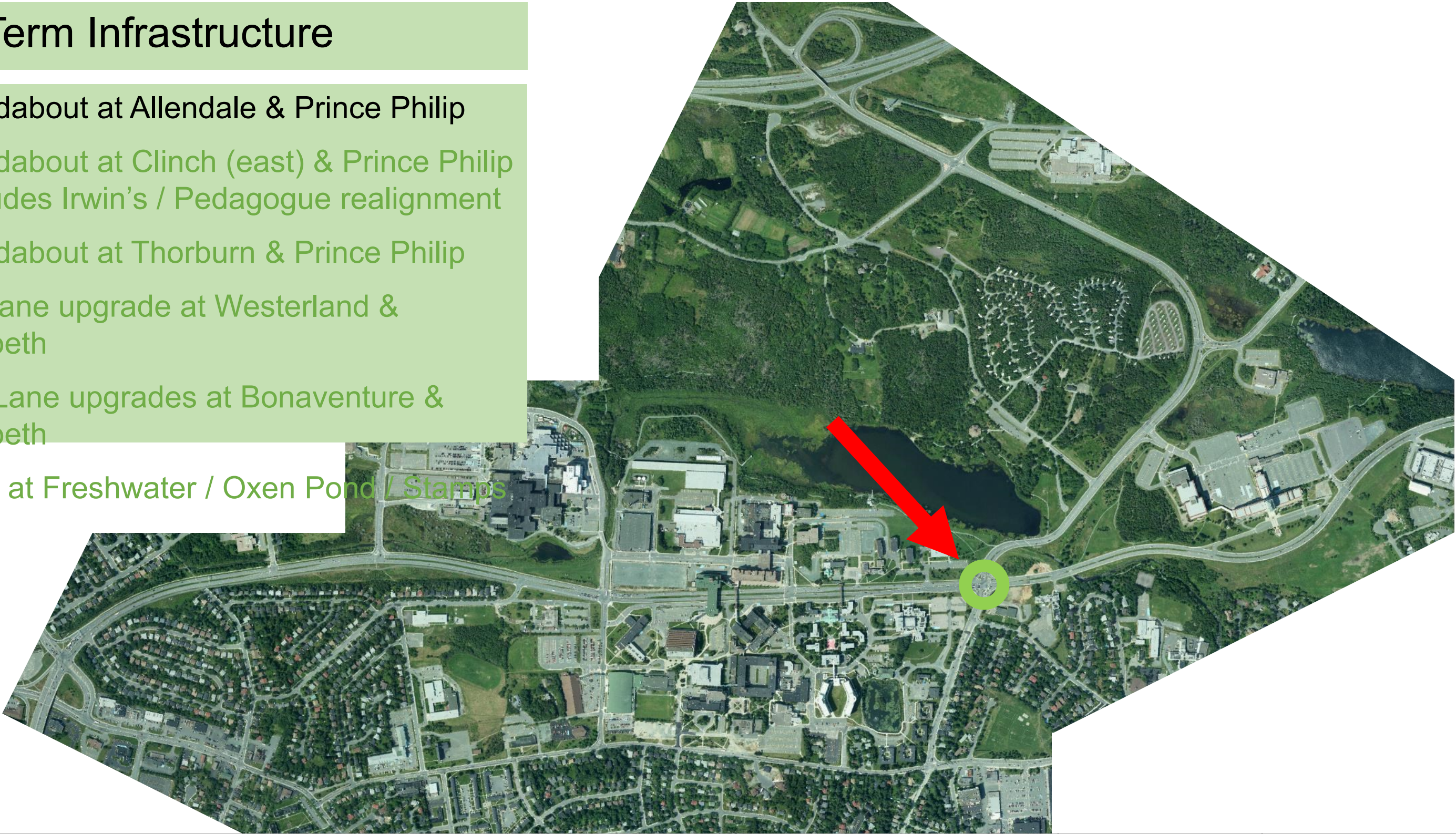
- a) Roundabout at Allendale & Prince Philip
- b) Roundabout at Clinch (east) & Prince Philip  
- includes Irwin's / Pedagogue realignment
- c) Roundabout at Thorburn & Prince Philip
- d) Turn lane upgrade at Westerland & Elizabeth
- e) Turn Lane upgrades at Bonaventure & Elizabeth
- f) Study at Freshwater / Oxen Pond / Stamps





# Short Term Infrastructure

- a) Roundabout at Allendale & Prince Philip
- b) Roundabout at Clinch (east) & Prince Philip - includes Irwin's / Pedagogue realignment
- c) Roundabout at Thorburn & Prince Philip
- d) Turn lane upgrade at Westerland & Elizabeth
- e) Turn Lane upgrades at Bonaventure & Elizabeth
- f) Study at Freshwater / Oxen Pond / Stamps

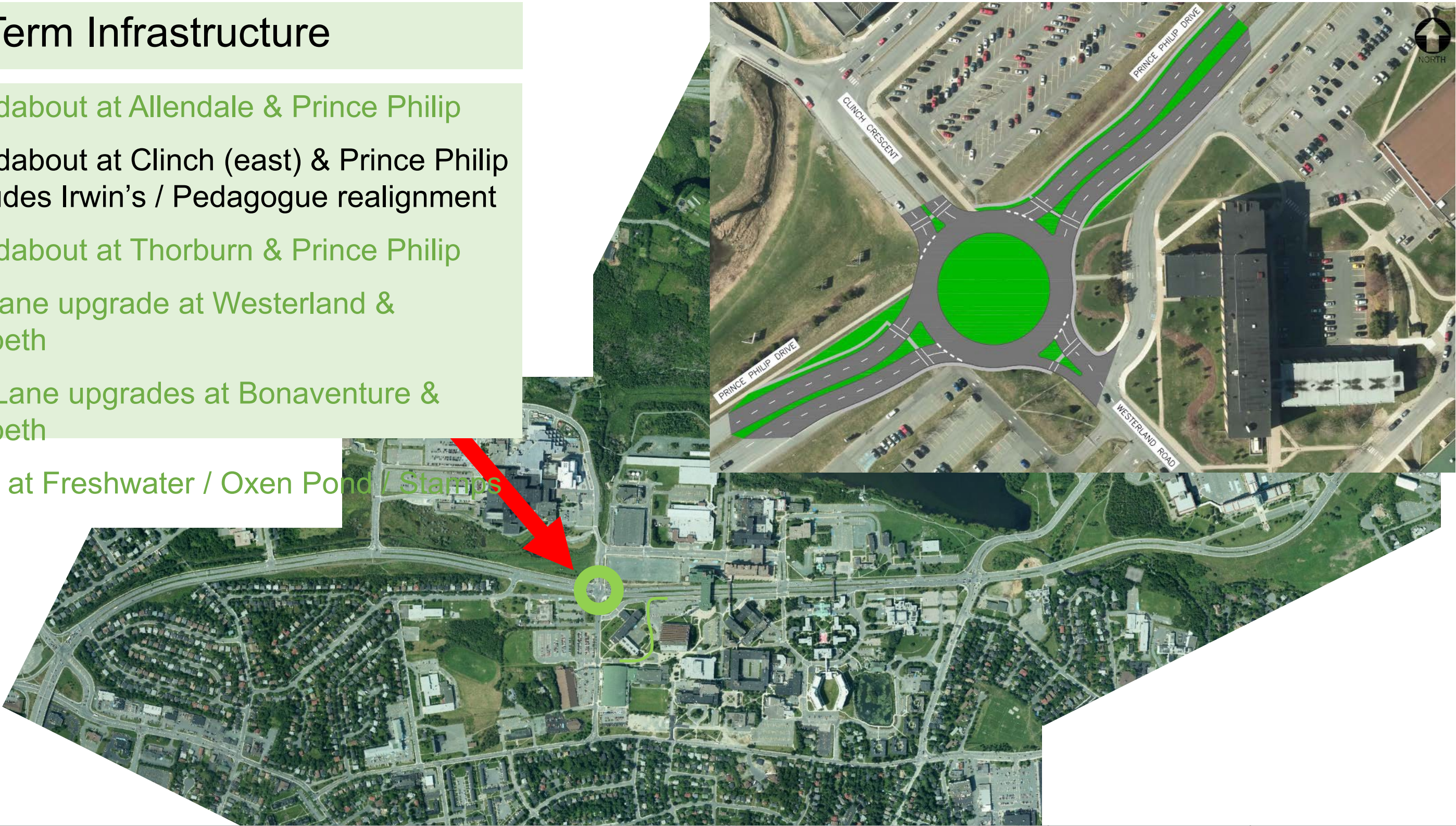


Priority	Improvement Item (short term projects)	Cost Estimate	Cost Ref	Funding
2	Roundabout Prince Philip Drive and Allendale Road Prince Philip Improvements	\$1.6M \$300K	A.1 ½B.6	75% Province 25% City



# Short Term Infrastructure

- a) Roundabout at Allendale & Prince Philip
- b) Roundabout at Clinch (east) & Prince Philip - includes Irwin's / Pedagogue realignment
- c) Roundabout at Thorburn & Prince Philip
- d) Turn lane upgrade at Westerland & Elizabeth
- e) Turn Lane upgrades at Bonaventure & Elizabeth
- f) Study at Freshwater / Oxen Pond / Stamps



Priority	Improvement Item	Cost Estimate	Cost Ref	Funding
7	Roundabout Prince Philip Drive and Clinch Crescent (East)/Westerland Road	\$1.2M	A.2	75% Province 25% City
	Prince Philip Improvements	\$400K	½(B.4+B.5)	



# Short Term Infrastructure

- a) Roundabout at Allendale & Prince Philip
- b) Roundabout at Clinch (east) & Prince Philip - includes Irwin's / Pedagogue realignment
- c) Roundabout at Thorburn & Prince Philip
- d) Turn lane upgrade at Westerland & Elizabeth
- e) Turn Lane upgrades at Bonaventure & Elizabeth
- f) Study at Freshwater / Oxen Pond / Stamps

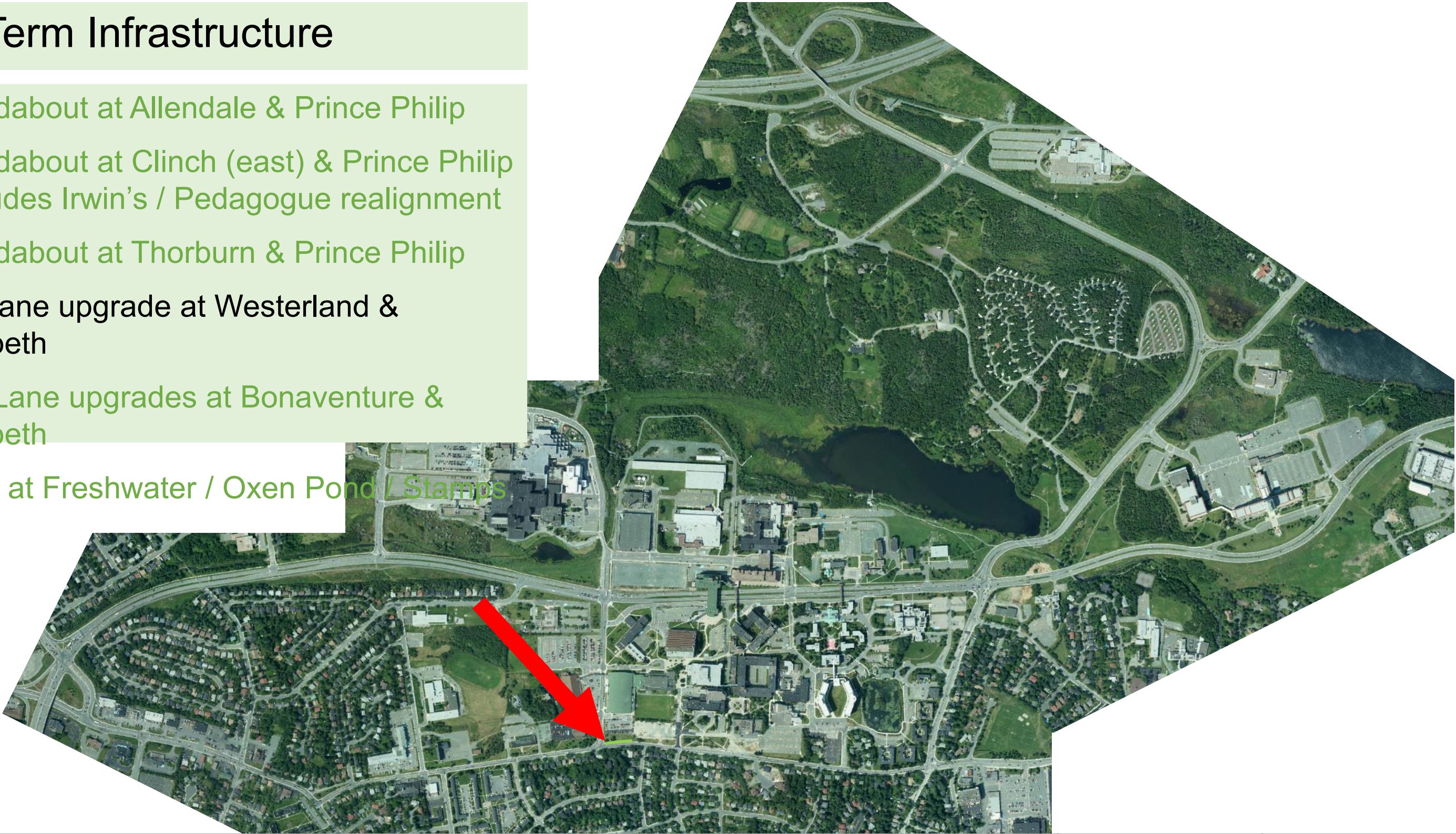


Priority	Improvement Item (short term projects)	Cost Estimate	Cost Ref	Funding
11	Roundabout Prince Philip Drive/Columbus Drive and Thorburn Road	\$1.8M	A.3	75% Province 25% City



# Short Term Infrastructure

- a) Roundabout at Allendale & Prince Philip
- b) Roundabout at Clinch (east) & Prince Philip - includes Irwin's / Pedagogue realignment
- c) Roundabout at Thorburn & Prince Philip
- d) Turn lane upgrade at Westerland & Elizabeth
- e) Turn Lane upgrades at Bonaventure & Elizabeth
- f) Study at Freshwater / Oxen Pond / Stamps

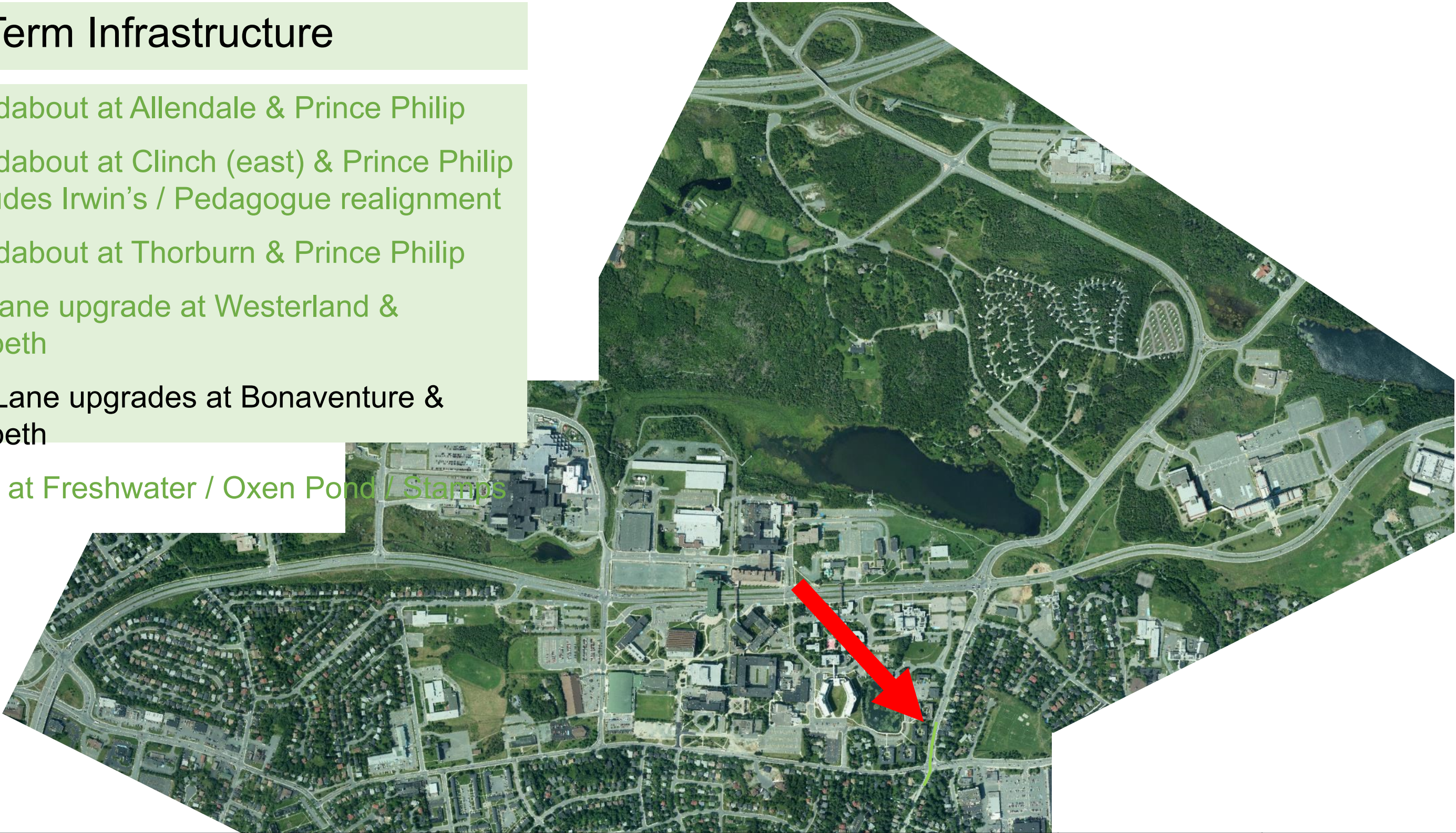


Priority	Improvement Item (short term projects)	Cost Estimate	Cost Ref	Funding
12	Turn Lane Upgrades at Westerland Road & Elizabeth Avenue	\$150K	A.5	50% Province 50% City



# Short Term Infrastructure

- a) Roundabout at Allendale & Prince Philip
- b) Roundabout at Clinch (east) & Prince Philip - includes Irwin's / Pedagogue realignment
- c) Roundabout at Thorburn & Prince Philip
- d) Turn lane upgrade at Westerland & Elizabeth
- e) Turn Lane upgrades at Bonaventure & Elizabeth
- f) Study at Freshwater / Oxen Pond / Stamps

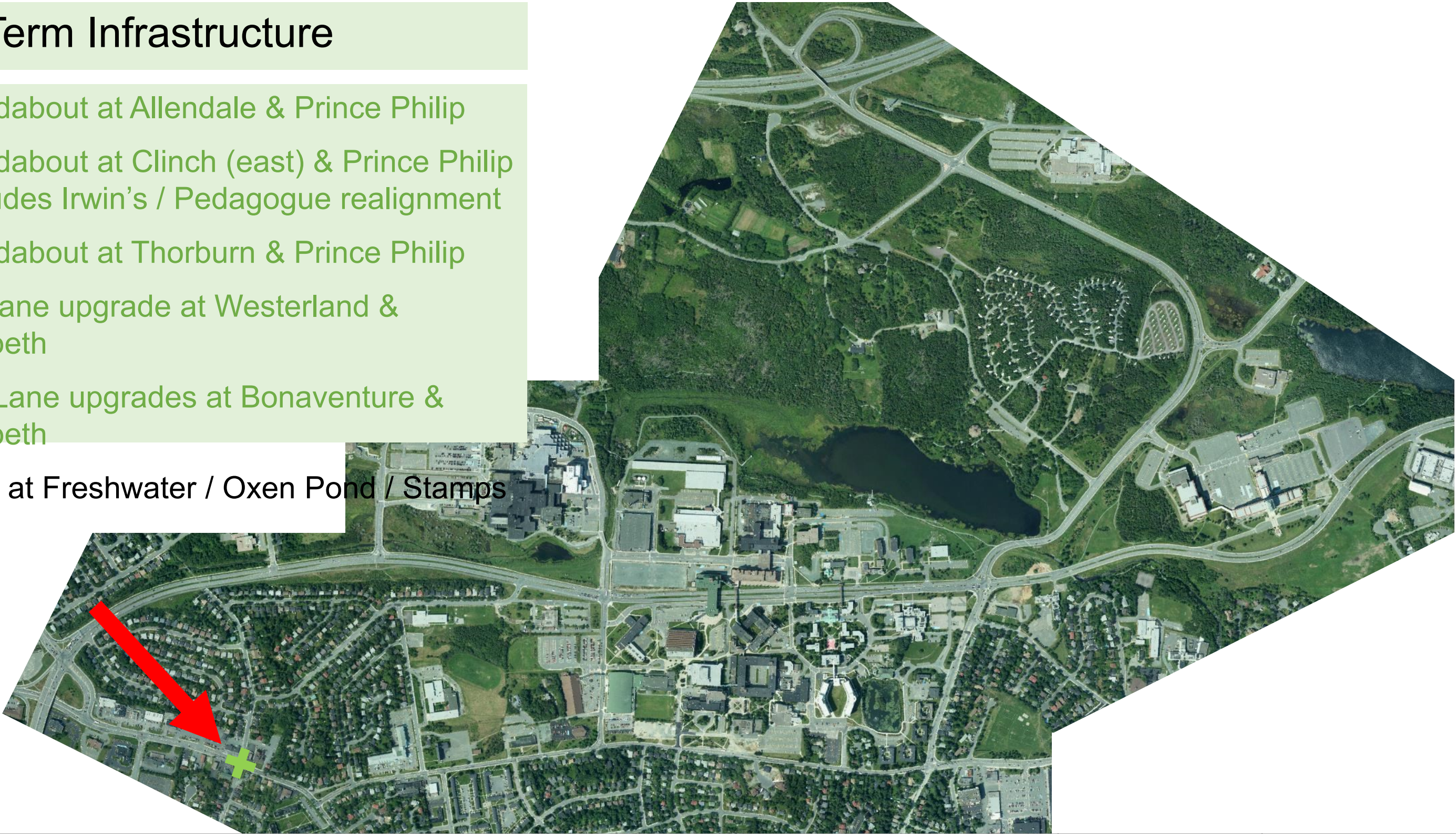


Priority	Improvement Item (short term projects)	Cost Estimate	Cost Ref	Funding
6	Turn Lane Upgrades at Elizabeth Avenue and Bonaventure/Allendale	\$200K	A.4	75% Province 25% City



# Short Term Infrastructure

- a) Roundabout at Allendale & Prince Philip
- b) Roundabout at Clinch (east) & Prince Philip - includes Irwin's / Pedagogue realignment
- c) Roundabout at Thorburn & Prince Philip
- d) Turn lane upgrade at Westerland & Elizabeth
- e) Turn Lane upgrades at Bonaventure & Elizabeth
- f) Study at Freshwater / Oxen Pond / Stamps



Priority	Improvement Item (short term projects)	Cost Estimate	Cost Ref	Funding
6	Oxen Pond Road and Freshwater Road Study (Infrastructure recommendations to follow study)	To be completed by staff		100% City



# Transit & TDM

- a) Upgrade to transit terminal
- b) U-pass and eco-pass programs
- c) Transit priority
- d) Enhanced scheduling resources

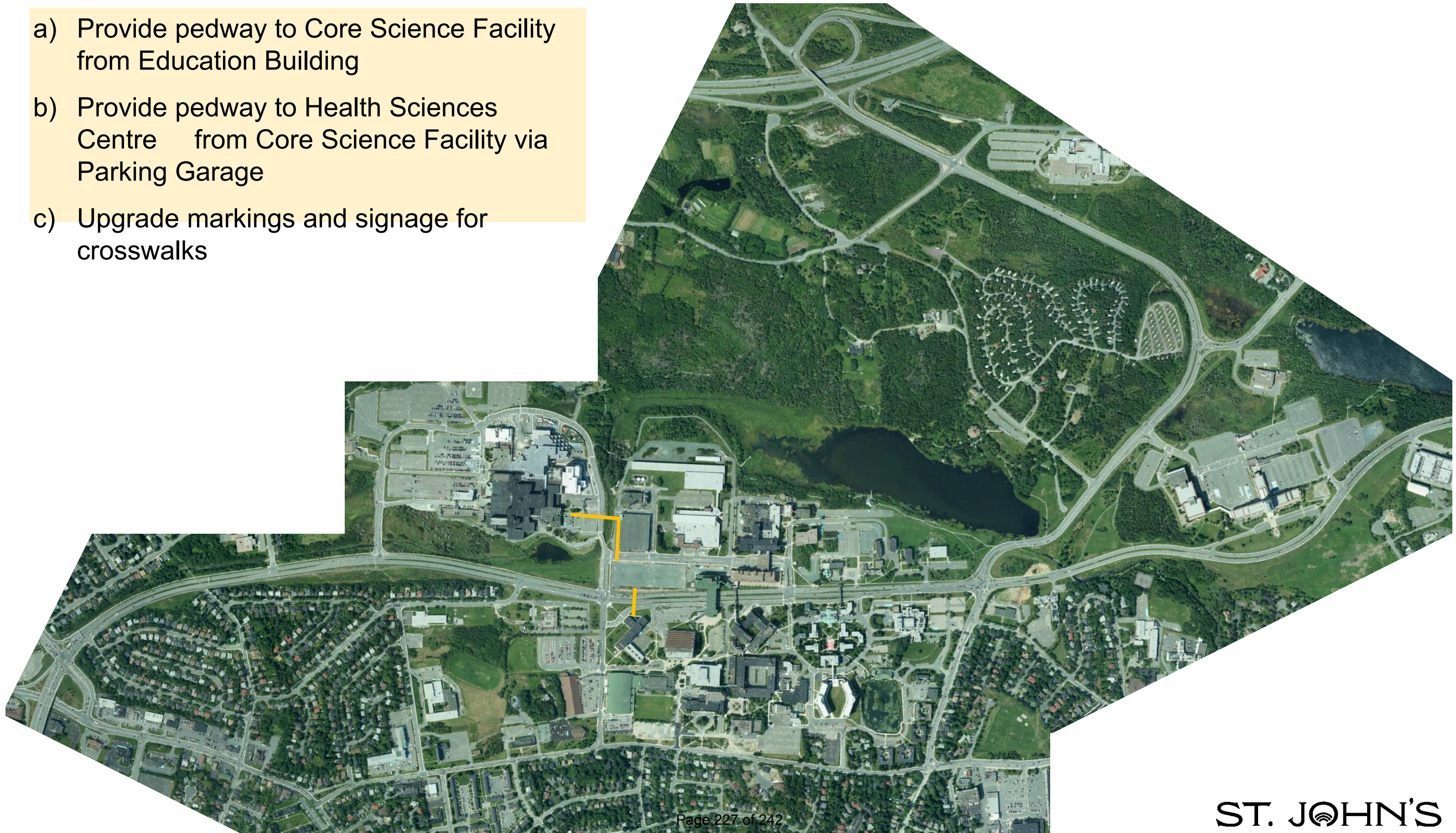


Priority	Improvement Item (short term projects)	Cost Estimate	Cost Ref	Funding
1	U-Pass	Revenue neutral		User fee
4	MUN Transit Terminal	Dependant on scope and location		33% Federal 33% Province 33% City



# Pedestrian Safety

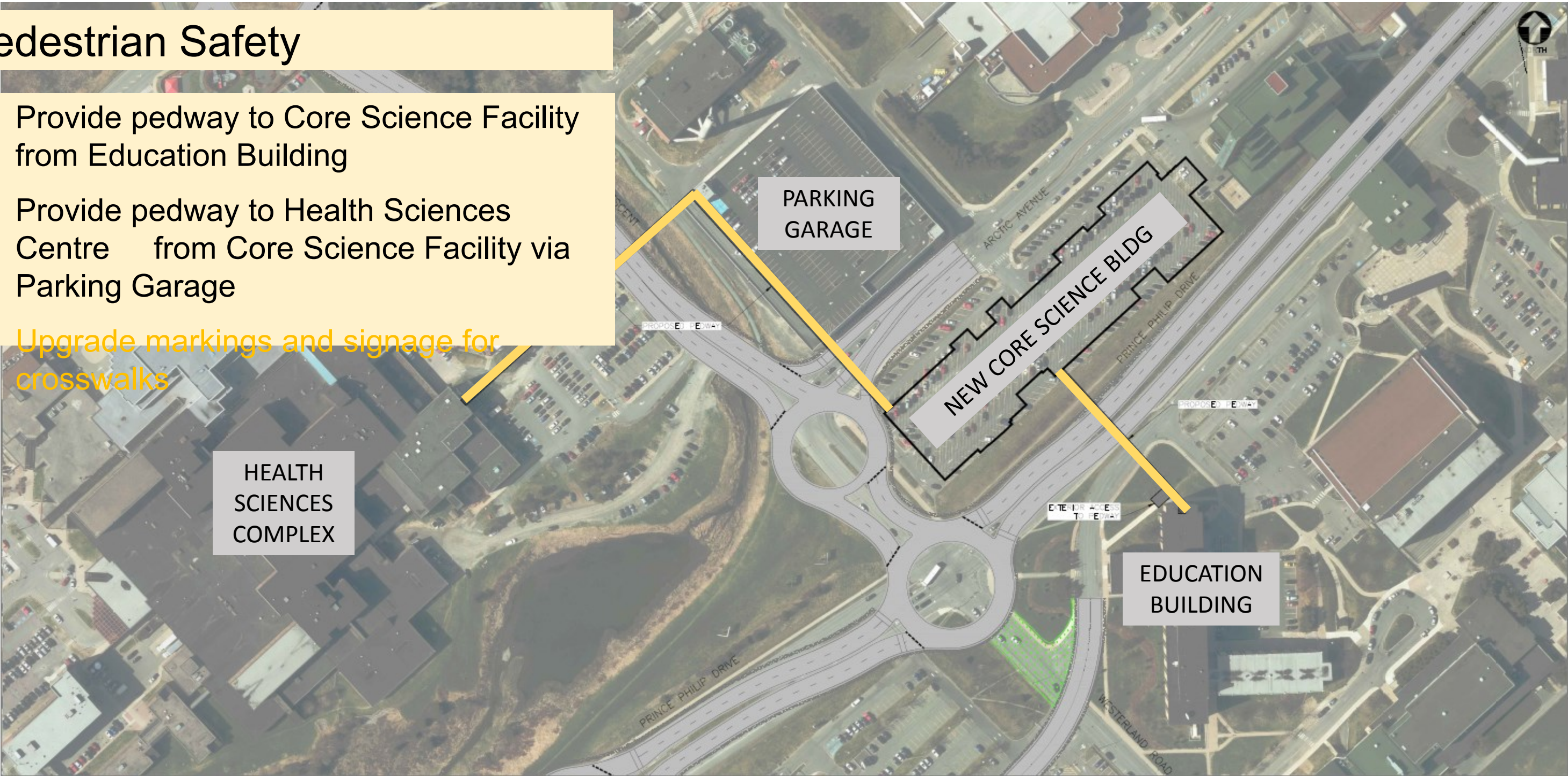
- a) Provide pedway to Core Science Facility from Education Building
- b) Provide pedway to Health Sciences Centre from Core Science Facility via Parking Garage
- c) Upgrade markings and signage for crosswalks





# Pedestrian Safety

- a) Provide pedway to Core Science Facility from Education Building
- b) Provide pedway to Health Sciences Centre from Core Science Facility via Parking Garage
- c) Upgrade markings and signage for crosswalks

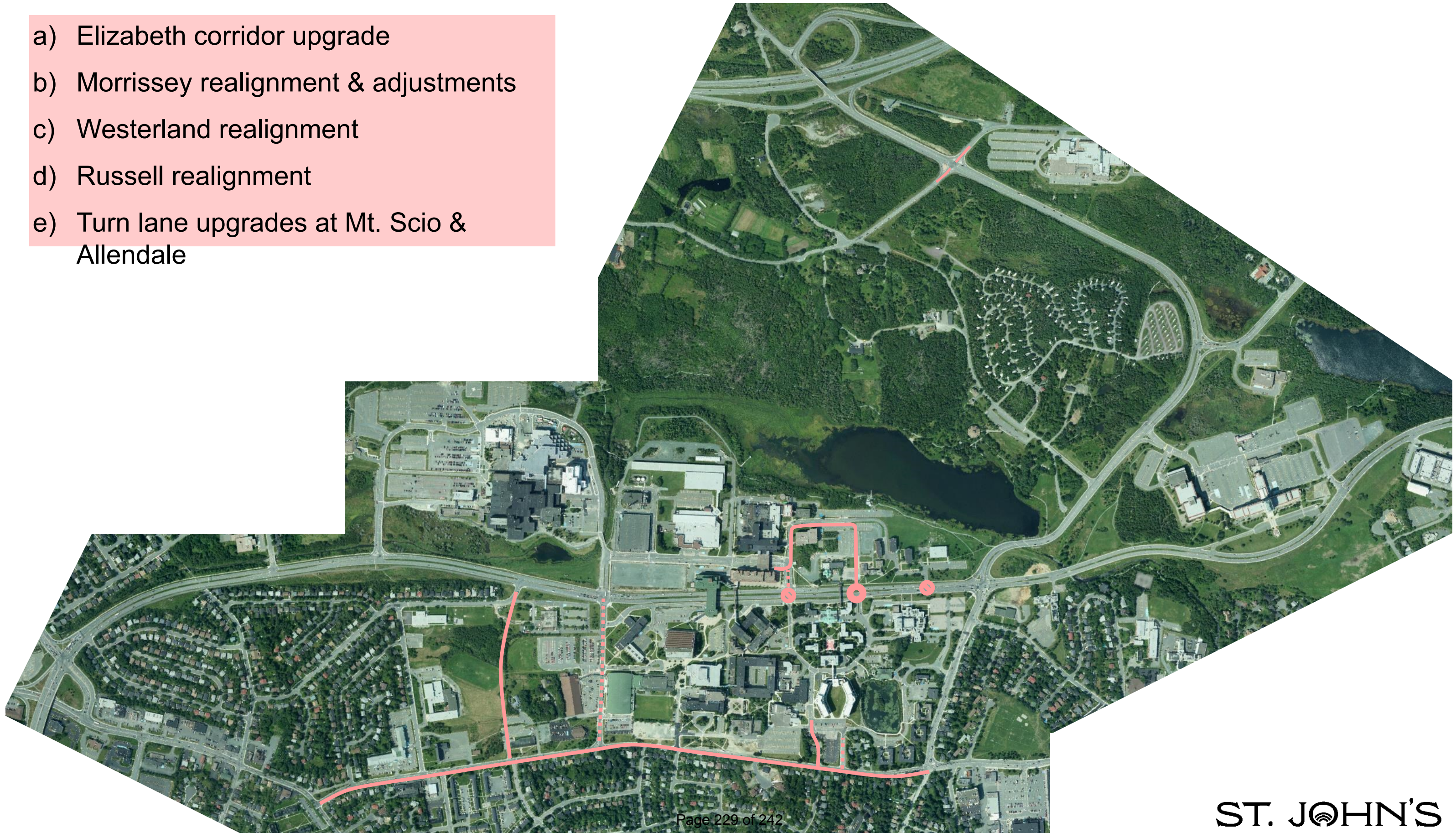


Priority	Improvement Item (short term projects)	Cost Estimate	Cost Ref	Funding
3	Pedway Education Building to Core Science Facility	\$4.5M	Pedway Costs	100% Province
9	Pedway Core Science Facility to Parking Garage	\$3M	Pedway Costs	100% Province
	Pedway Parking Garage to Health Sciences Complex (excludes service redundancy)	\$3M		



# General Network Improvements

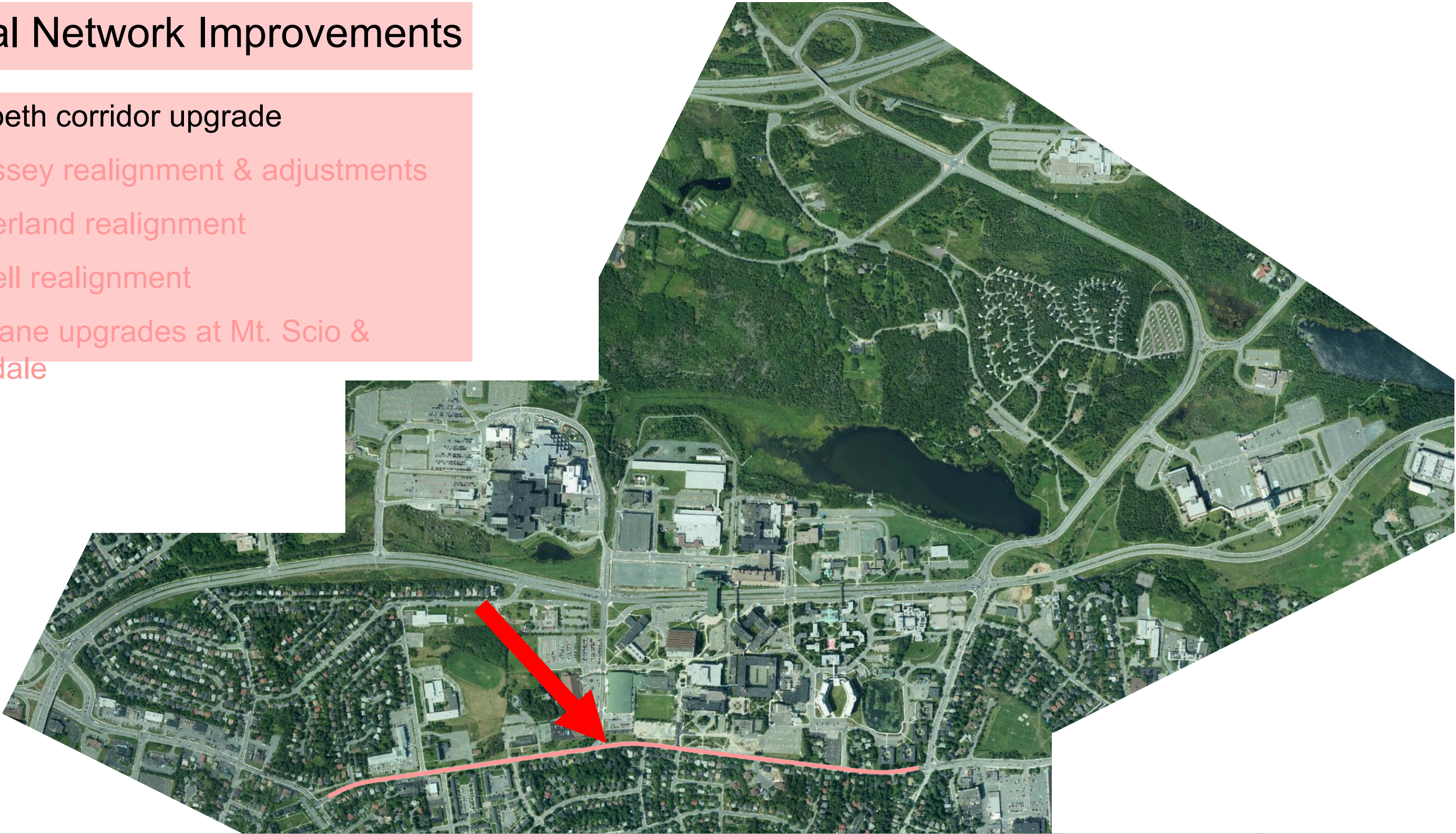
- a) Elizabeth corridor upgrade
- b) Morrissey realignment & adjustments
- c) Westerland realignment
- d) Russell realignment
- e) Turn lane upgrades at Mt. Scio & Allendale





# General Network Improvements

- a) Elizabeth corridor upgrade
- b) Morrissey realignment & adjustments
- c) Westerland realignment
- d) Russell realignment
- e) Turn lane upgrades at Mt. Scio & Allendale



Priority	Improvement Item (short term projects)	Cost Estimate	Cost Ref	Funding
10	Elizabeth Avenue Corridor Upgrades	\$1.6M	B.1 + B.2	50% Province 50% City



# General Network Improvements

- a) Elizabeth corridor upgrade
- b) Morrissey realignment & adjustments
- c) Westerland realignment
- d) Russell realignment
- e) Turn lane upgrades at Mt. Scio & Allendale

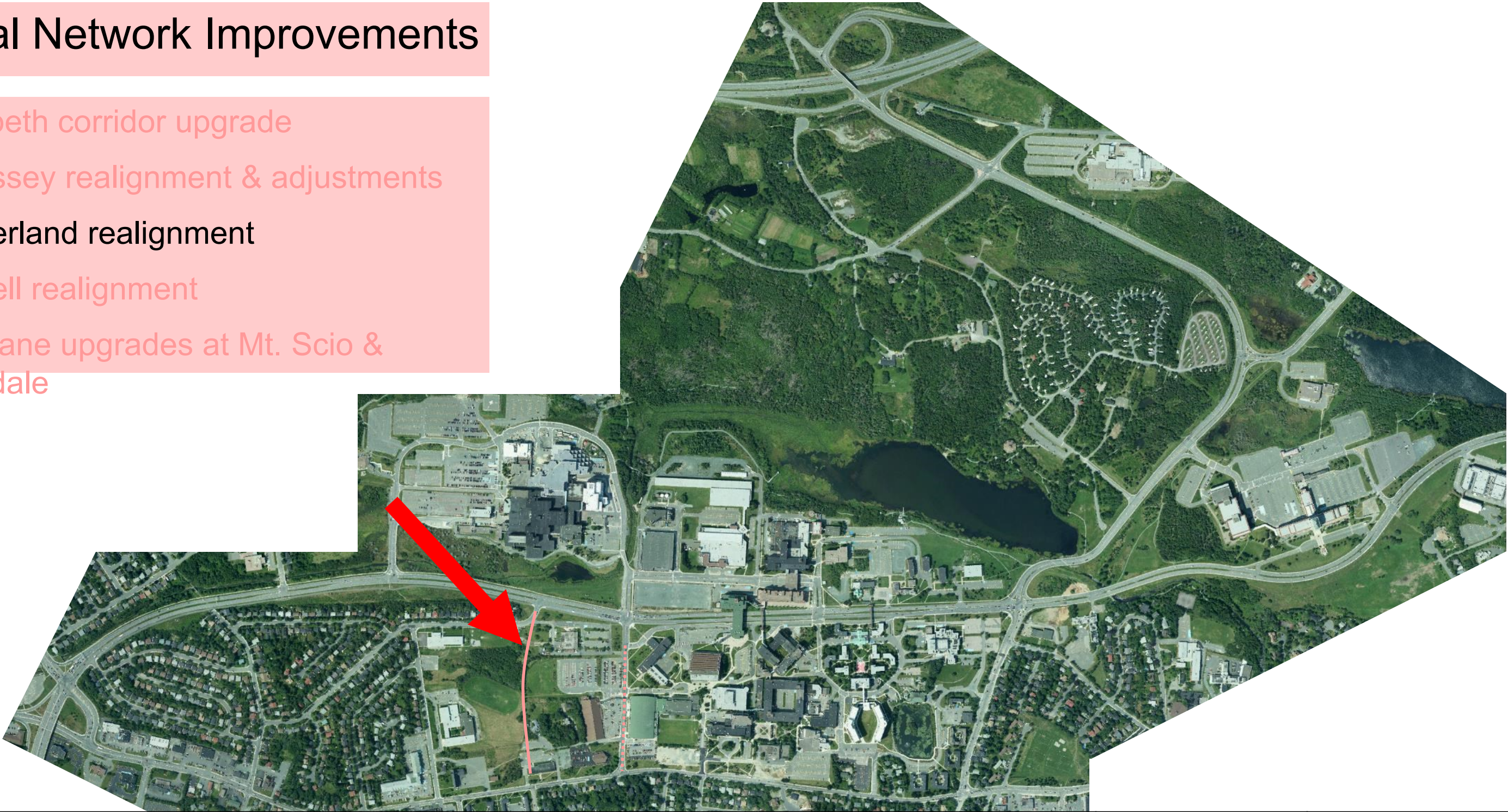


Priority	Improvement Item	Cost Estimate	Cost Ref	Funding
8	Prince Philip and Livyer's Loop	<u>Parkway</u>		<u>Parkway</u>
	Roundabout	\$1.1M	B.G	75% Province
	Prince Philip Improvements	\$550K	½(B.5+B.6)	25% City
	Closure of Morrissey Road at Prince Philip and realignment	<u>Internal MUN</u>		<u>Internal MUN</u>
	Multi-purpose Underpass	\$250K	B.8	100% Province
		Unknown		



# General Network Improvements

- a) Elizabeth corridor upgrade
- b) Morrissey realignment & adjustments
- c) Westerland realignment
- d) Russell realignment
- e) Turn lane upgrades at Mt. Scio & Allendale

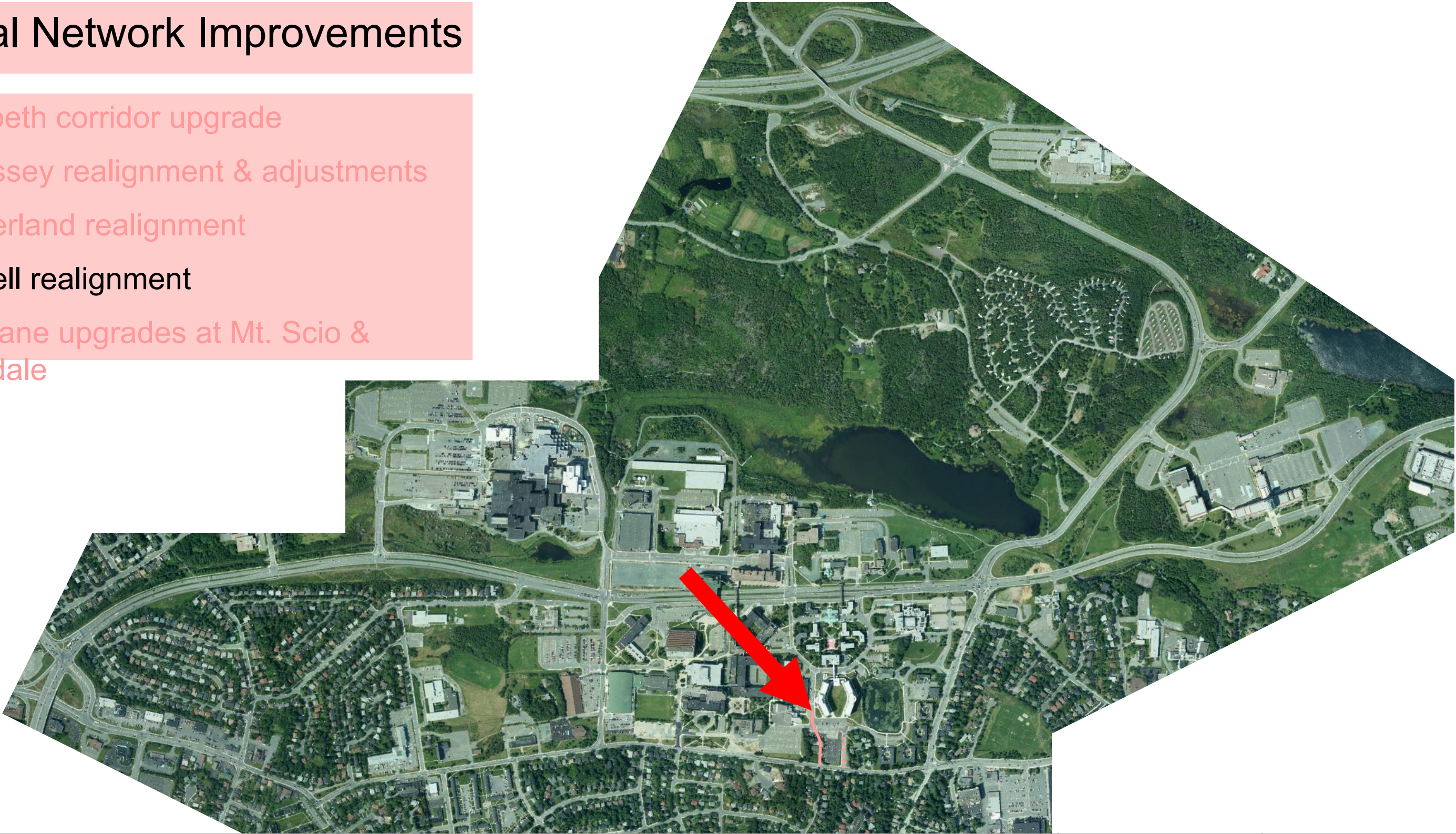


Priority	Improvement Item (short term projects)	Cost Estimate	Cost Ref	Funding
5	Westerland Road Realignment (including Extension of Irwin's Road and Lambe's Lane)	\$1M	B.ii	100% Province
	Roundabout at Prince Philip	\$900K	B.E	75% P / 25% C
	Roundabout at Freshwater	\$600K	B.B	50% P / 50% C
	Prince Philip Improvements	\$400K	½(B.3+B.4)	75% P / 25% C



# General Network Improvements

- a) Elizabeth corridor upgrade
- b) Morrissey realignment & adjustments
- c) Westerland realignment
- d) Russell realignment
- e) Turn lane upgrades at Mt. Scio & Allendale

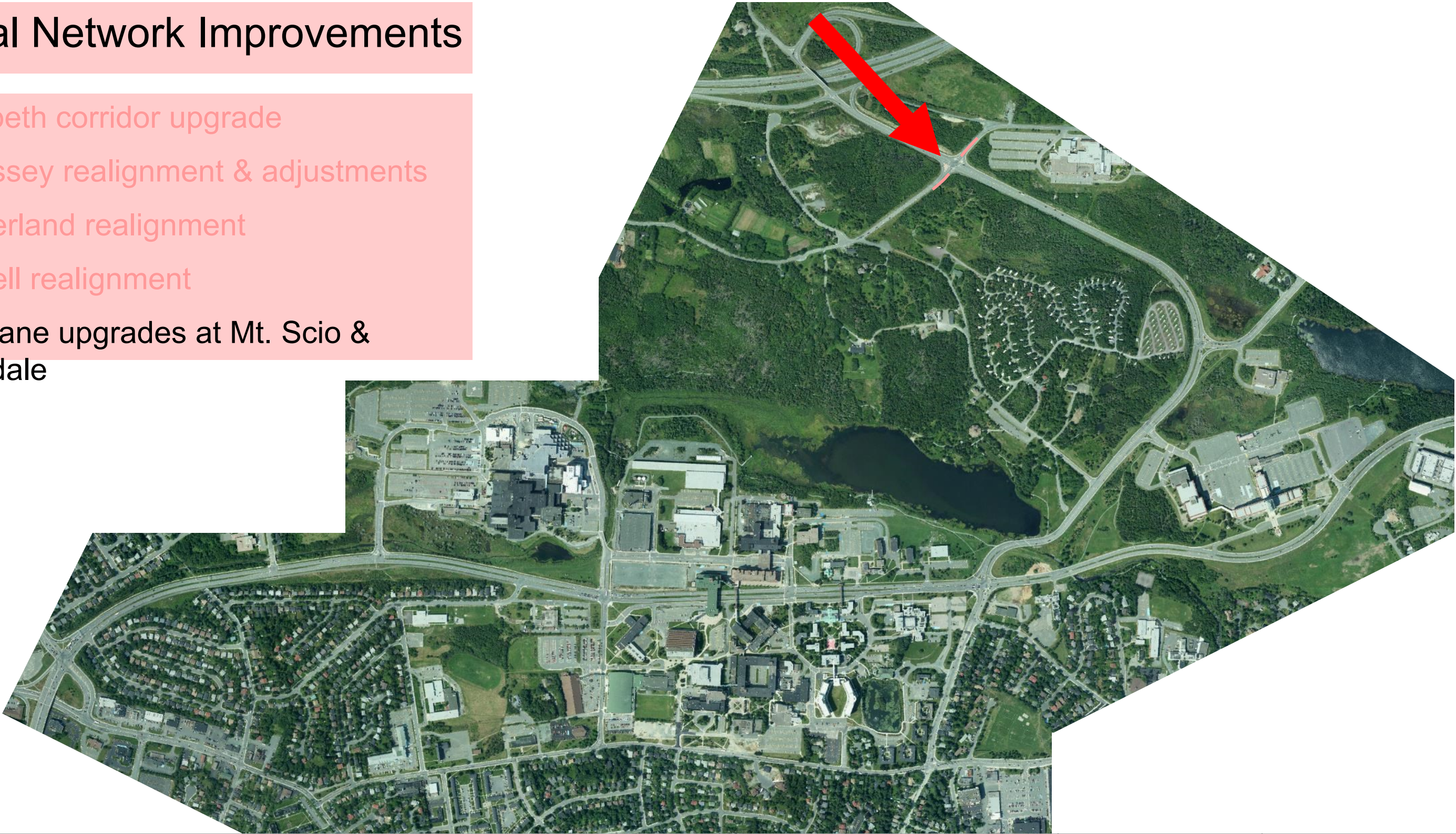


Priority	Improvement Item (short term projects)	Cost Estimate	Cost Ref	Funding
10	Russel Road Realignment	Not estimated		50% Province 50% City



# General Network Improvements

- a) Elizabeth corridor upgrade
- b) Morrissey realignment & adjustments
- c) Westerland realignment
- d) Russell realignment
- e) Turn lane upgrades at Mt. Scio & Allendale

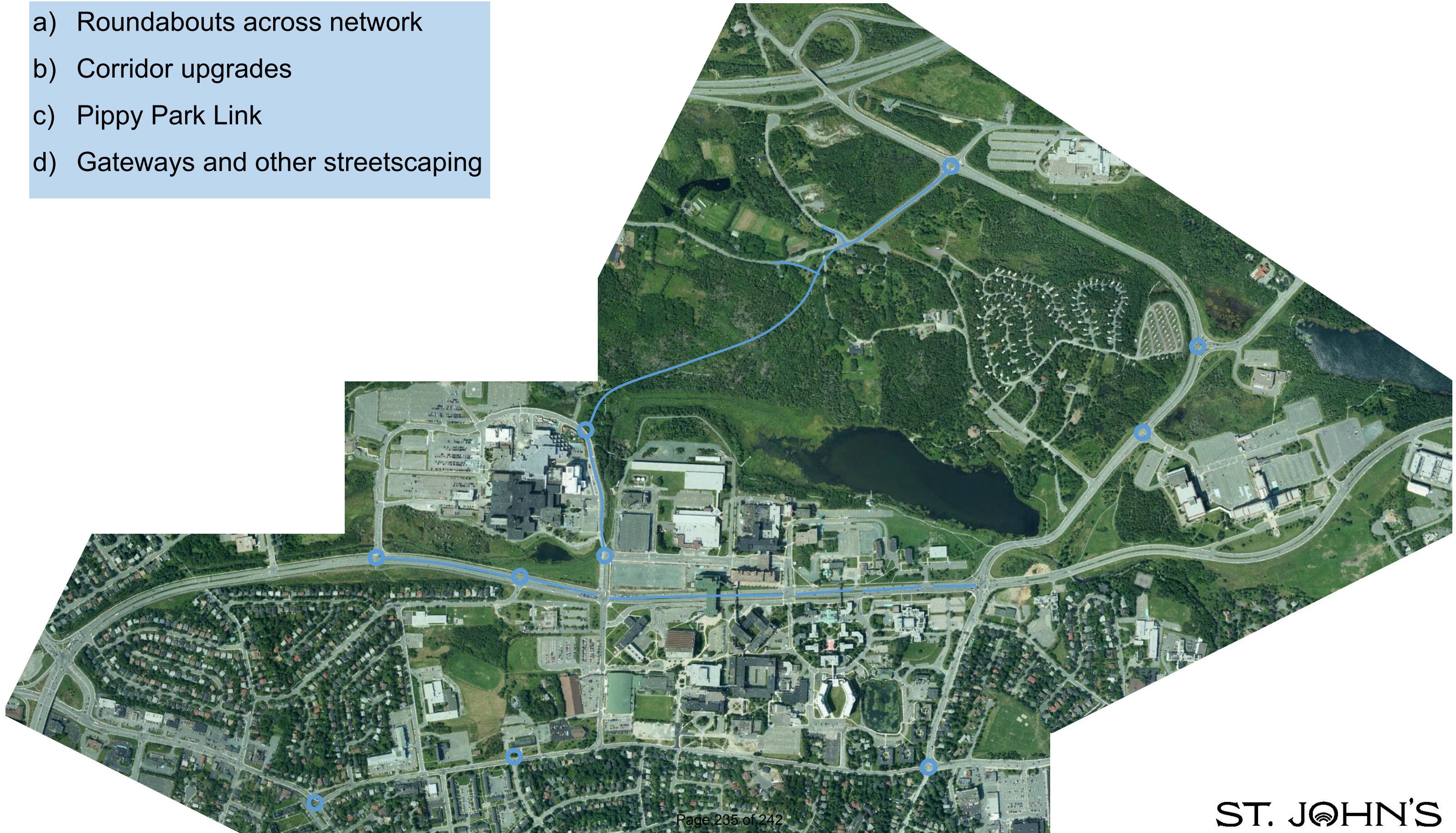


Priority	Improvement Item (short term projects)	Cost Estimate	Cost Ref	Funding
6	Turn Lane Upgrades at Mt. Scio Road & Allendale Road	\$55K	City of St. John's Internal	75% Province 25% City



# Long Term Infrastructure

- a) Roundabouts across network
- b) Corridor upgrades
- c) Pippy Park Link
- d) Gateways and other streetscaping





## Long Term Infrastructure:

- No need identified for these projects within the 2025 horizon of this study.
- May become necessary at some point in the more distant future.
- Should be considered as any other work is conducted in the study area to ensure that feasibility or efficiency of completion is not adversely impacted by other works.

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<b>Title:</b>	Rawlins Cross – Bishop Feild Elementary Considerations
<b>Date Prepared:</b>	December 4, 2019
<b>Report To:</b>	Committee of the Whole
<b>Councillor and Role:</b>	Councillor Sandy Hickman - Transportation
<b>Ward:</b>	Ward 2

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## **Issue:**

An update on the Rawlins Cross pilot project is provided including discussion on concerns raised by parents of children who attend Bishop Feild Elementary.

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

The Rawlins Cross pilot project was implemented in August of 2018 and will be in place until a final report on the project is presented to Council and a decision is made as to if it will be made permanent or removed (as per Council Directives R2018-02-19/13 and R2018-03-05/11).

Since the project's implementation, the City has conducted a public engagement survey about driver, pedestrian, and cyclist's experience at the project site during the spring of 2019 and has collected traffic and pedestrian data in the area. Collision data for the past year during the pilot's implementation has not been received. The final report to Council will be made once collision data for the area is received and analyzed and a complete picture of the project's level of success can be presented.

Flashing pedestrian activated beacons will be installed at crossings on Monkstown Road and King's Road in response to pedestrian concerns raised at these locations to improve driver awareness and yield compliance. The decision to implement these interim improvements was made by Council last month based on consideration given at the October 2 COTW meeting (CD R2019-10-15/4).

In late September of this year, some parents of children who attend Bishop Feild Elementary reached out to Council regarding the Rawlins Cross pilot project and requested more information on the status of the pilot project and evaluation and an opportunity to discuss questions and concerns they had regarding the project. Staff and Councillors met with two parents from the school council in early October to provide an update and discuss the matter further.

The parents voiced strong concerns about the safety of pedestrians and students crossing streets in the area. These concerns were discussed and an update was provided on Council's recent decision to install flashing beacons at crosswalks on Monkstown Road and King's Road. Staff and Council committed to having this equipment installed as soon as possible with



the goal of it being installed before the new year. Possibilities for additional improvements were discussed and the parents suggested that the City consider assigning a crossing guard to the area. Staff noted challenges with hiring and retaining enough crossing guard staff to meet the current needs of schools in the City. Staff and Councillors welcomed any ongoing feedback on the pilot project from the parents.

The parent representative reached back out to Councillors three weeks later in follow up to the meeting to reiterate concerns of pedestrian safety and requested that Council make commitments to address their concerns. Councillors and staff responded to the concerned parent and staff reviewed the requests.

In recent weeks, a representative of the NL English School District passed along concerns raised by the Bishop Feild School Council and the parent representative. Below is a general summary of the concerns raised and the responses provided.

- *It was requested that the Rawlins Cross pilot project does not conclude until after Bishop Feild Elementary has re-opened in its Bond Street location and the school community has had time to experience the reconfiguration, particularly as pedestrians.*

The pilot project will stay in place until its evaluation, including the review of collision data, has been completed and presented to Council for their consideration.

At the time this request was made it was expected that Bishop Field would return to the Bond Street location in January 2020. Since then, the expected return date has been extended to April 2020 to complete additional repair work.

Timelines for both the school move-in and the receipt of the required collision data are somewhat uncertain. It is expected that the collision data may be available for inclusion in the final report before April 2020.

- *It was requested that the City conduct more community engagement on the pedestrian experience at the project location after Bishop Feild reopens on Bond Street.*

The City has welcomed all feedback on peoples' experience with the pilot reconfiguration. In discussions with the parent representatives of the School Council in October it was expressed that the City is monitoring all feedback received and that pending the outcome of the pilot project, there would be opportunity for more stakeholder engagement on changes to the area.

The City has contacted a representative of the School Council and the NL English School District to request a follow up meeting with the school community in the new year and the NL English School District has agreed to help coordinate



a meeting. Given the recent announcement of the delayed school move, the timing of this meeting will need to be considered. The City will work with the NL English School District to determine how to successfully engage with the school community given the timelines for both the school repairs and the pilot project. Bishop Feild students and parents who plan to travel to/from school as pedestrians once class returns to the Bond Street location live relatively close to the school and already have some experience with the pilot configuration in their neighbourhood.

It is noted that the engagement survey conducted in the spring included questions for folks who have experienced the pilot project as pedestrians, as cyclists, and as drivers. The survey asked up to a total of 67 questions to participants regarding Rawlins Cross, depending on how they said they had experienced the project. Of these questions, 20 were specific to cyclist experience, 26 were specific to pedestrian experience, and 16 were specific to driver experience. All respondents were given an open-ended opportunity to provide more information in their own words on their experience.

- *It was requested that a crossing guard be assigned to Rawlins Cross.*

The City's crossing guard program has been implemented to help as many children as possible safely cross the street in the immediate vicinity of the schools in the program. A crossing guard has been hired under this program for Bishop Field Elementary School and will be positioned at the cross walk located in front of the school on Bond Street once classes have relocated. At present, the City's current budget for the program has been reached. Funding and crossing guard staff resources are not available to accommodate an additional position and add a second crossing guard for the Bishop Field area.

To successfully deliver the crossing guard program, set hiring and training procedures must be followed for reasons of liability and fair staffing process. Recruitment and hiring for crossing guard positions follows internal City of St. John's hiring practices.

- *It was requested that School Area signage be added at Military Road in the area of Carew Street.*

This area of Military Road (between Knight Street and Colonial Street next to Bannerman Park) is already signed as a playground area to alert drivers to the presence of children and pedestrians in the area.

School and Playground Areas and Zones are designated based on engineering guidelines that take into consideration a number of factors including proximity to the school, type of school, and the layout of the school yard. The importance of using the signage sparingly is a key tenant in deciding when and when not to use the signs. Similar to playground signs, school area signs are intended to warn motorists of a potential higher chance of a child entering a street unexpectedly or unintentionally and are not intended to be used to alert drivers to crosswalks. For this reason, school zone/area signs are not recommended along streets where there is limited frontage of the school itself and when the school is set back more than 50m from the street.

- *Concerns were expressed regarding the number of crosswalks in the area of Rawlins Cross and the potential to cause confusion to pedestrian and vehicle users and negatively impact their safety, particularly for students crossing in the area.*

There are many crossing points in the area of Rawlin's Cross by nature of the number of streets intersecting in the area. Part of the pilot project review was considering these crossings with respect to their safety and the priority of pedestrians using these crossings. The pilot configuration has changed the control of the crossings at the intersections of Military Road/Monkstown Road (Prescott St) and Military Road/King's Road (Rennie's Mill Road), but many of the crossings (including those at Prescott Street/Queen's Road and Rennie's Mill Road) have not been changed or have been made shorter. The pilot also added a crossing on the Monkstown Road approach in response to pedestrian demand.

Flashing beacons will be added to the crossing at Military Road/Monkstown Road and at the Military Road/King's Road crossing in response to pedestrian concerns raised to improve driver awareness and yield compliance. These improvements will benefit the safety of all pedestrians in the area using these crossings. The City will continue to work to find more opportunities for design improvements that could potentially be implemented.

- *Concern was expressed that the installation of the flashing beacons on the Military Road/Monkstown Road and the Military Road/King's Road crosswalks would direct children to use the longer and busier crosswalks in the area. It was also noted that the crosswalk most frequently used by the school community was the crossing on Military Road from Kings Road to Rennie's Mill Road.*

In general people tend to choose a route that has the best combination of directness and comfort for them personally. It is not expected that beacons will redirect students unless they feel safer doing so. As mentioned, most of the school community tends to use routes that includes crossing Military Road from Kings Road to Rennie's Mill Road. Observations have shown this crosswalk benefits from better driver yielding than the locations where beacons will be installed. The locations chosen for the beacons were selected to have the best impact for pedestrian safety overall and will help improve safety for folks who do use those crosswalks.

**1. Budget/Financial Implications**

n/a

**2. Partners or Other Stakeholders**

n/a

**3. Alignment with Strategic Directions/Adopted Plans**

n/a

**4. Legal or Policy Implications**

As stated above The City's crossing guard program has been implemented to help as many children as possible safely cross the street in the immediate vicinity of the schools in the program. Going outside this scope could set a precedent for a significant expansion of this program.

**5. Privacy Implications**

n/a

**6. Engagement and Communications Considerations**

The City's communications department will inform the public about the improvements to the crosswalks, prior to installation of the flashing beacon equipment.

**7. Human Resource Implications**

n/a



**8. Procurement Implications**

n/a

**9. Information Technology Implications**

n/a

**10. Other Implications**

n/a

**Conclusion/Next Steps:**

Flashing pedestrian activated beacons will be installed at the Monkstown Road and King's Road crossings into the centre of Rawlins Cross in the upcoming weeks.

The final report to Council on the pilot project will be made once collision data for the area is received and analyzed and a complete picture of the project's level of success can be presented.

The City will coordinate a meeting with the help of the NL English School District to consult with the Bishop Feild school council.

**Prepared by/Date:**

Anna Snook, Transportation System Engineer

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

**Approved by/Date:**

Garrett Donaher, Manager - Transportation Engineering

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

**Approved by/Date:**

Karen Sherriffs, Manager – Community Development

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