

ST. JOHN'S

February 26, 2020

9:00 a.m.

4th Floor City Hall

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16.	Adjournment	

ST. JOHN'S

Minutes of Committee of the Whole - City Council

Council Chambers, 4th Floor, City Hall

February 12, 2020, 9:00 a.m.

Present: Mayor Danny Breen
Deputy Mayor Sheilagh O'Leary
Councillor Maggie Burton
Councillor Dave Lane
Councillor Sandy Hickman
Councillor Debbie Hanlon
Councillor Deanne Stapleton
Councillor Hope Jamieson
Councillor Jamie Korab
Councillor Ian Froude

Regrets: Councillor Wally Collins

Staff: Kevin Breen, City Manager
Derek Coffey, Deputy City Manager of Finance & Administration
Tanya Haywood, Deputy City Manager of Community Services
Jason Sinyard, Deputy City Manager of Planning, Engineering & Regulatory Services
Cheryl Mullett, City Solicitor
Susan Bonnell, Manager - Communications & Office Services
Elaine Henley, City Clerk
Ken O'Brien, Chief Municipal Planner
Maureen Harvey, Legislative Assistant

Others Scott Winsor, Director of Engineering
Mark White, Manager of Construction Engineering
Craig Sheppard - Contractor
Judy Tobin - Manager of Housing
Simone Lilly - Affordable Housing & Development Facilitator

1. **Call to Order**

2. **Approval of the Agenda**

2.1 **Adoption of Agenda**

Recommendation

Moved By Councillor Hickman

Seconded By Councillor Hanlon

That the agenda be adopted as presented.

For (10): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, and Councillor Froude

MOTION CARRIED (10 to 0)

3. **Adoption of the Minutes**

3.1 **Adoption of Minutes - January 15, 2020**

Recommendation

Moved By Councillor Froude

Seconded By Councillor Stapleton

That the minutes of January 15, 2020 be adopted as presented.

For (10): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, and Councillor Froude

MOTION CARRIED (10 to 0)

4. **Presentations/Delegations**

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

5.1 **Approval of a Professional Development Allowance for Members of Council**

Recommendation

Moved By Councillor Lane

Seconded By Councillor Hanlon

That Council approve a professional development allowance of \$1,000 per Councillor per year and an associated policy be developed to guide the fund and provide clarity on usage.

For (10): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, and Councillor Froude

MOTION CARRIED (10 to 0)

6. Public Works & Sustainability - Councillor Ian Froude

6.1 Riverhead Capital Reserve Fund Expense - Procurement of Replacement Deep Well Bar Screen

Recommendation

Moved By Councillor Froude

Seconded By Deputy Mayor O'Leary

That as the deep well bar screen is essential for reliable and continuous operation of the Riverhead Wastewater Treatment Facility, funding be made available through the Capital Reserve Fund for purchase of this equipment. The total estimated cost to supply and deliver a new deep well bar screen is \$233,000.00 USD (Taxes Extra).

For (10): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, and Councillor Froude

MOTION CARRIED (10 to 0)

6.2 Windsor Lake Water Treatment Plant Capital Reserve Fund - Replacement of High Zone Pumping Station Emergency Diesel Generator

Recommendation**Moved By** Councillor Froude**Seconded By** Councillor Stapleton

That as the High Zone Pumping Station emergency diesel generator is an essential piece of equipment which is necessary to provide redundancy of power availability for the continuous supply of treated water to the Airport Heights service area, funding be made available through the Capital Reserve Fund to support the purchase and installation of this equipment. The total estimated cost to replace this equipment, including engineering design and installation, is \$500,000.00 + HST.

For (10): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, and Councillor Froude

MOTION CARRIED (10 to 0)**6.3 Water Street Heated Sidewalks (Snow Melt System) Study****Recommendation****Moved By** Councillor Froude**Seconded By** Councillor Hanlon

That Council not install heated sidewalks in Water Street given the additional capital and operating costs, the required changes to other snow clearing on the adjacent street, and the uncertainty of success.

For (10): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, and Councillor Froude

MOTION CARRIED (10 to 0)**7. Community Services - Councillor Jamie Korab****8. Special Events - Councillor Hope Jamieson****9. Housing - Deputy Mayor Sheilagh O'Leary****9.1 Affordable Housing Catalyst Grant Allocations 2020**

Recommendation**Moved By** Deputy Mayor O'Leary**Seconded By** Councillor Jamieson

That Council accept the recommended 2020 Housing Catalyst Grant allocations as presented.

For (10): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, and Councillor Froude

MOTION CARRIED (10 to 0)

9.2 NIMBY Toolkit Update

Council considered the above noted information note.

10. **Economic Development - Mayor Danny Breen**

11. **Tourism and Culture - Councillor Debbie Hanlon**

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

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

13.1 **Text Amendment to Enable Heritage Use as a Discretionary Use in the Institutional (INST) and Institutional Downtown (INST-D) Zones - REZ1900014 - 42 Bannerman Street**

Recommendation**Moved By** Councillor Burton**Seconded By** Councillor Lane

That Council consider the application for a text amendment to the Development Regulations to enable Heritage Use as a Discretionary Use. Further, that the Text Amendment and Discretionary Use be advertised for public review and comment, following which time, the application will be referred to a regular meeting of Council for consideration of adoption.

For (10): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, and Councillor Froude

MOTION CARRIED (10 to 0)

13.2 Text Amendment to allow a Residential Accessory Dwelling Unit within a Floatplane Hanger in the Rural Zone - REZ1900017 - 360 Paddy's Pond Road

Recommendation

Moved By Councillor Burton

Seconded By Councillor Froude

That Council refuse the application for a text amendment to allow a Residential Accessory Dwelling Unit within a Floatplane Hanger in the Rural Zone at 360 Paddy's Pond Road. The proposal does not meet the intent of the Crown Land Grant requirements, as well, the City does not allow Floatplane Hangers to be used for residential occupancy and the Lot does not have frontage on a Public Street.

For (10): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, and Councillor Froude

MOTION CARRIED (10 to 0)

14. Transportation and Regulatory Services - Councillor Sandy Hickman

15. Other Business

16. Adjournment

There being no further business the meeting adjourned at 9:36 am

Mayor



CANOPY GROWTH



INTRODUCTION



This communication is intended for adults only in the province in which it is distributed and should not be shared with minors.

**We began as a medical
cannabis company
in 2014 in Smiths
Falls Ontario.**



This communication is intended for adults only in the province in which it is distributed and should not be shared with minors.



TOKYO SMOKE



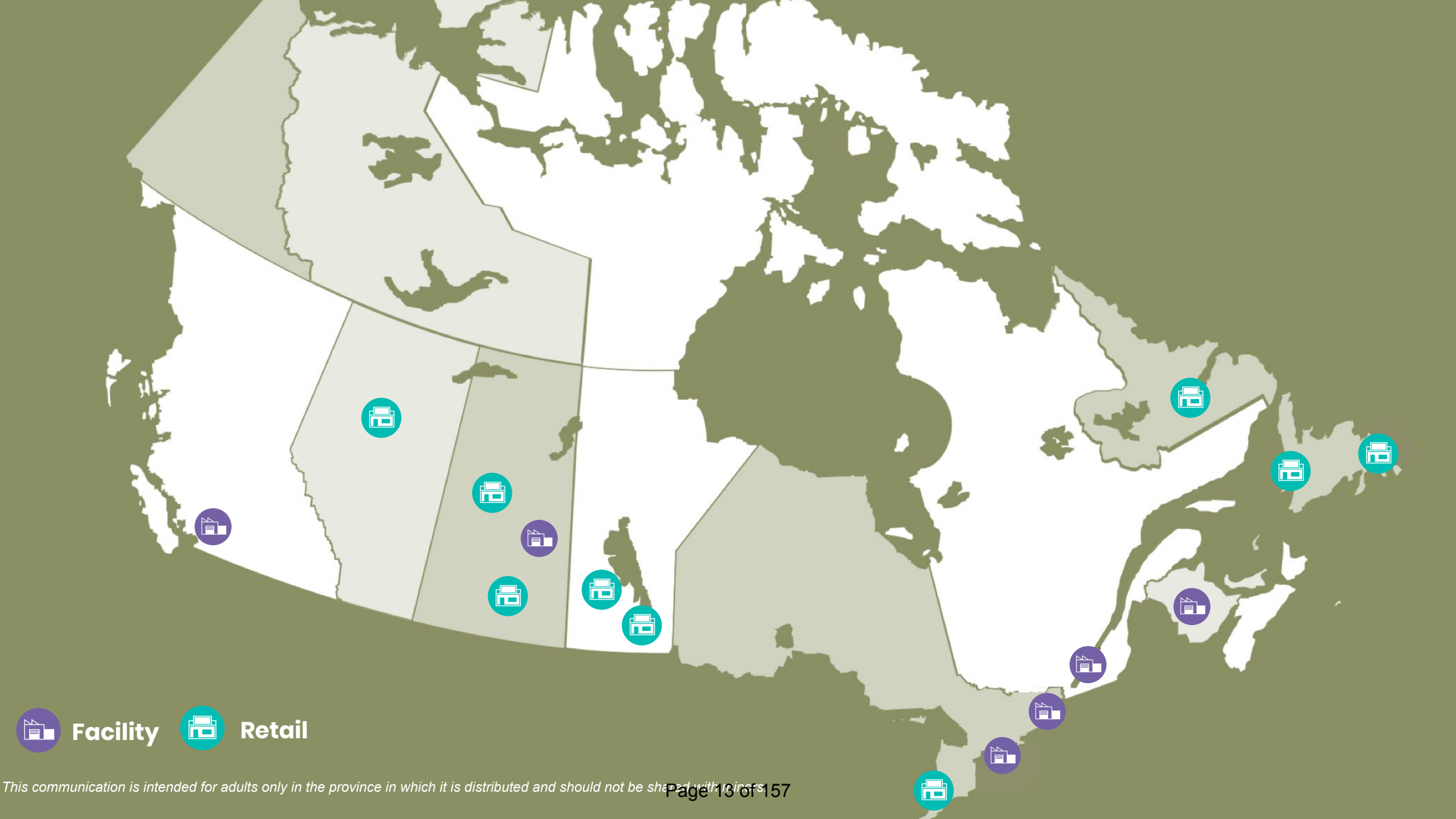
DOJA



Maitri

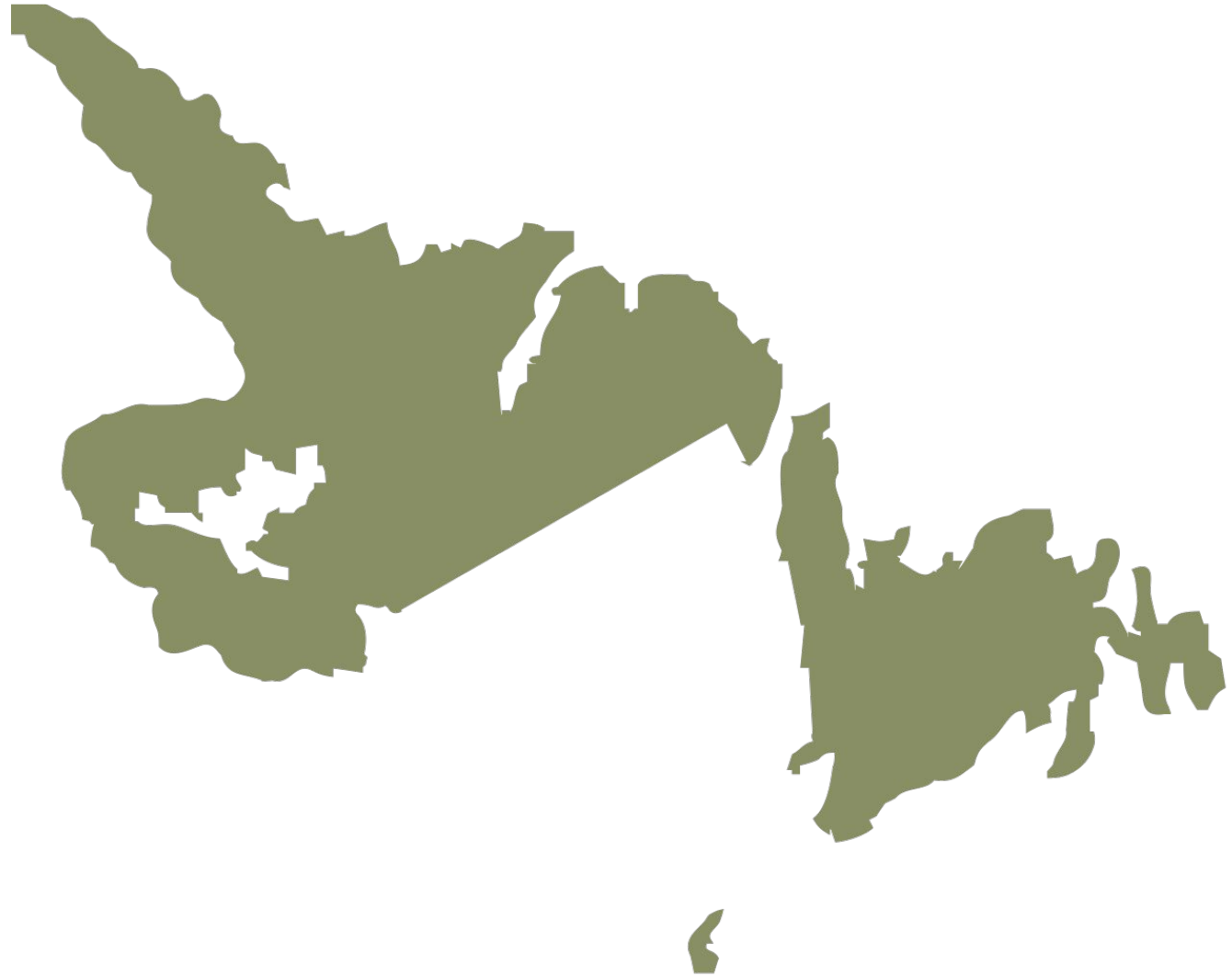


This communication is intended for adults only in the province in which it is distributed and should not be shared with minors.



25 Licensed Recreational Cannabis Retailers currently in operation throughout Newfoundland and Labrador, **6** of these are owned by Canopy Growth:

- Tweed, St. John's (Water Street & Kenmount Road)
- Tweed, Mt. Pearl
- Tweed, Conception Bay South
- Tweed, Corner Brook
- Tweed, HVGB



Community Engagement

- Establishing meaningful relationships with businesses, organizations, community partners & consumers
- Retail in-store events, education sessions, & store tours
- Working cross-departmentally with Government Relations, Communications, L&D, and Sales
- Community Educational Presentations
- Actualizing key national partnerships, (Pride)
- Carrying out CGC's CSR objectives in Atlantic Canada (The Tweed Collective; The Good Neighbour Program)



SOCIAL PURPOSE



Category Landscape

Need for Recycling

Why cannabis packaging is the way it is



- Health Canada Packaging Regulations
- Rush to market from LPs
- Municipal rules on curbside recycling



'Once you open it, it's such overkill': Customers raise concerns over 'excessive' legal cannabis packaging

The packaging used for four grams of weed? Two plastic containers, two cardboard boxes and clear plastic casing, all in a brown paper bag



Customers concerned about 'excessive' cannabis packaging

BY ALEX COOKE, THE CANADIAN PRESS

POSTED OCT 22, 2018 1:15 PM EDT LAST UPDATED OCT 22, 2018 AT 2:29 PM EDT

This communication is intended only for persons authorized to produce, sell or distribute cannabis and/or cannabis accessories. It is not to be shared at any time, either directly or indirectly, with consumers.

What is the Tweed | TerraCycle Partnership?

Current Program

Current Program

All cannabis packaging- 1 waste stream

We currently accept cannabis packaging of all formats from **any cannabis brand** (not just CGC):

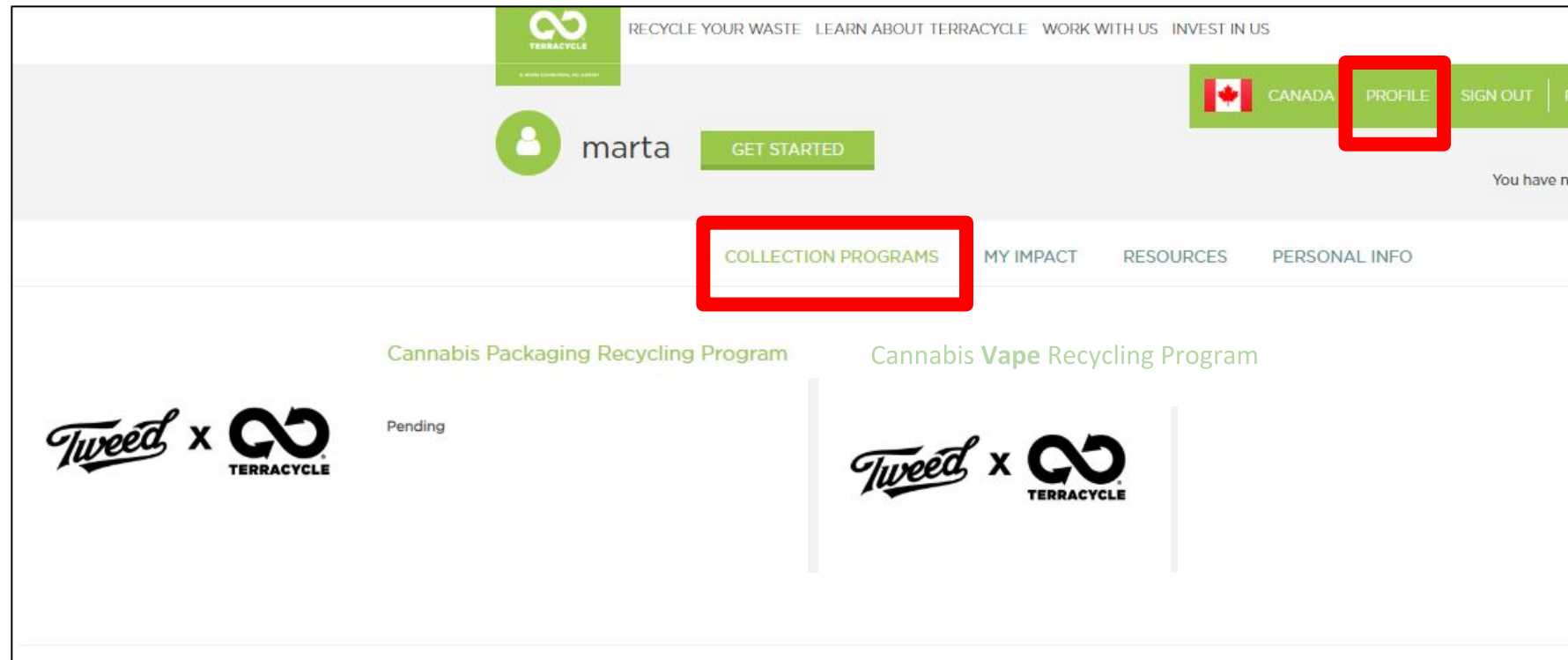
- plastic packaging tins
- joint tubes
- plastic bottles
- plastic caps
- flexible plastic bags

If it has this **red THC logo** on it, we'll recycle it.



What is the Tweed | TerraCycle Partnership?

How to Participate



What is the Tweed | TerraCycle Partnership?

Program Impact

Atlantic Canada: 706,180
pieces (as of December 31,
2019)

Newfoundland and Labrador:
316,435 pieces (as of
December 31, 2019)

**ONE MILLION PIECES OF
CANNABIS PACKAGING
RECYCLED ACROSS CANADA
SINCE OCTOBER 17, 2018**

A close-up photograph of a person's hands gently holding a cannabis plant. The plant has green serrated leaves and small, developing buds. The person is wearing a pink long-sleeved shirt. The background is dark and out of focus.

Thank you.

We hit 1,000,000.

Because of your participation, the Tweed | TerraCycle Cannabis Packaging Recycling Program has been able to keep more than one million pieces of cannabis packaging out of landfills. Thank you for all your support, and let's make it (at least) another million.

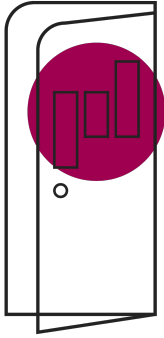
Be part of the next million.
Learn more at tweed.com/recycle.





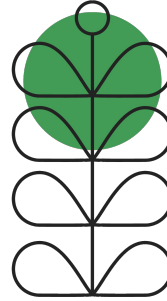
Tweed Collective™ (TCo) is a social purpose initiative by CGC that funds community impact projects across Canada. Our partners are the Non-Profits, Business Improvement Areas (BIA), and Registered Charities that are creating new pathways to **Grow Opportunities, Grow Greener** and **Grow Connections** in their communities.

TCo's 3 Strategic Impact Pillars (Grant Categories)



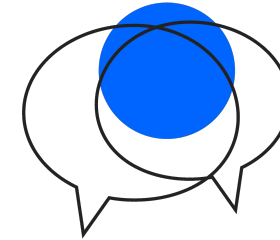
Grow Opportunities

We invest in projects and programs that develop and enhance skills to help more Canadians find their path to prosperity.



Grow Greener

We fund projects that bring people together to learn, act & share to create a greener future for all.



Grow Connections

We support programs and projects that encourage connectivity through shared interests, improved accessibility, and the creation of welcoming public spaces.



Thank You!

Continuing the conversation:

Lunch & Learn Presentations

- *Cannabis In The Workplace*
- *Fundamentals of Cannabis*
- *Responsible Use*
- *New Format Fundamentals (Edibles, Beverages)*
- *Tweed Store Tours*

Courtney Langille

Community Engagement Lead, Atlantic

courtney.langille@canopygrowth.com | (709) 351-0710



This communication is intended for adults only in the province in which it is distributed and should not be shared with minors.

DECISION/DIRECTION NOTE

Title: 2020 Capital Out of Revenue

Date Prepared: February 24, 2020

Report To: His Worship the Mayor and Council

Councillor and Role: All

Ward: All wards

Decision/Direction Required: Council to Approve 2020 Capital Out of Revenue Listing & Parks Reserve Projects

Discussion – Background and Current Status:

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

Total Capital out of Revenue funding is comprised of:

CAPITAL OUT OF REVENUE FUNDING	2020 Budget
Federal Gas Tax Funding - Mews replacement	7,089,587
Provincial Gas Tax - One Time - Unrestricted	831,153
Parks Reserve	1,591,283
Fleet acquisition	3,600,000
Water related projects	3,230,000
Carried forward - Net funds from previous projects	1,188,703
General	7,018,653
TOTAL CAPITAL OUT OF REVENUE FUNDING	24,549,379

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

1. Federal and Provincial Gas Tax Funding - Federal Gas Tax funding has been fully dedicated by Council directive to the replacement of the Mews Recreation Centre. The Provincial Gas Tax amount of \$831K was first awarded in the 2015 Provincial budget. This amount is unrestricted and as such can be spent on any project and has been included with the general capital out of revenue contribution.
2. Parks Reserve - Development fees collected in excess of the Parks Reserve annual cap of \$3 million. These excess funds are redistributed for general capital use.

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3. Fleet acquisition fund - In accordance with City policy this is dedicated to replacement of the City's fleet. This amount is unchanged from the 2016-2018 Capital Plan.
4. Water related projects - These funds are committed to projects that are funded through the water tax and focus exclusively on work related to the water system.
5. Carried Forward and General- This amount is not project specific and used to fund an assortment of projects. Amounts carried forward are attached. Transfers will be required to balance and close numerous capital jobs with the net funding remaining brought forward.

Combining the sources of funding that are not otherwise committed gives the following funding available for projects for 2020:

UNCOMMITTED FUNDS FOR GENERAL USE	2020 Budget
Provincial Gas Tax - One Time - Unrestricted	831,153
Parks Reserve	1,591,283
Carried forward - Net funds from previous projects	1,188,703
General	7,018,653
TOTAL UNCOMMITTED FUNDS FOR GENERAL USE	10,629,792

Below is the proposed capital out of revenue expenditure listing for 2020.



CAPITAL OUT OF REVENUE EXPENDITURE	2020 Budget
Grind and Patch	1,970,000
Snow removal/dump	886,431
Capital grants Community Groups	800,000
Various City Buildings	500,000
Sidewalk/Curb/Gutter Repair	650,000
IT Project Capital Budget	250,000
Affordable Housing Strategy	133,500
Kenmount Fire Station Upgrade (City Share)	187,500
SJRFD Radio System	22,500
Sanders - Fleet Replacement	550,000
Municipal Residential Tree Planting Initiative	25,000
Large Diameter Culvert Replacement	180,000
Annual Traffic Calming Program	50,000
Bike St. John's Master Plan - Project	377,923
Annual Infill Sidewalk Program	(50,000)
Loader Purchase	600,000
St. John's Airport - Flight Attraction Contribution	200,000
Fort Amherst (City Share)	100,000
Wetlands Study Phase 2	350,000
Rawlin's Cross Reconfiguration (subject to approval)	150,000
City Hall Energy Efficiency Assessment (Sustainability Plan)	100,000
Cameras on Sanders	200,000
Pavement Marking Digitization	100,000
Downtown Decorative Lighting	291,938
Asphalt Lab Relocation	175,000
George Street Revitalization Project - Study Only	50,000
Pedestrian & Bike Counters	50,000
Bike Racks	10,000
Sidewalk snowblowers (2)	620,000
Sidewalk plows (4)	800,000
Land Acquisition	300,000
TOTAL CAPITAL OUT OF REVENUE EXPENDITURE	10,629,792

Approval is currently being sought for the 2020 budget year only. Pending a further review of capital needs and project funding requirements, approval for 2021 projects will be sought at a later date.

It is important to note that should a 2020-2023 MYCW cost-shared program with Government of Newfoundland and Labrador not be available or at an amount not comparable to previous programs, the above listing may need to be reevaluated.

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Below is a list of projects recommended to be funded from the Parks and Open Spaces Reserve which contains a balance of \$3M.

PARKS RESERVE EXPENDITURE	2020 Budget
Canadian Tire Jumpstart Contribution	300,000
Bowring Park Observation Decks	45,000
McNiven PI to Dureness St Trail Connection	100,000
Victoria Park - Phase 3	150,000
TOTAL PARKS RESERVE EXPENDITURE	595,000

Key Considerations/Implications:

1. Budget/Financial Implications

As per above.

2. Partners or Other Stakeholders

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

3. Alignment with Strategic Directions/Adopted Plans

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

4. Legal or Policy Implications

5. Engagement and Communications Considerations

6. Human Resource Implications.

7. Procurement Implications

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

8. Information Technology Implications

9. Other Implications

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Recommendations:

1. Council approve the 2020 Capital Out of Revenue list.
2. Council approve the recommended Parks Reserve projects.

Attached: Report: Funds Carried Forward from Previous Projects

Prepared by/Signature: Melanie Shea, Financial Accountant

Approved by/Date/Signature: Kevin Breen, City Manager

Derek Coffey, Deputy City Manager – Finance &
Administration



Funds Carried Forward From Previous Projects

Budget Year	Description	Job #	Available
2019	Grind & Patch	ENG-2019-962	(9,633.52)
2019	Oxen Pond Road Storm Sewer Upgrade	Eng-2019-963	27,836.67
2019	2019 Carry forward Amount Adjustment	N/A	50,000.00
2017 NRP	Portugal Cove Road WTM Replacement	ENG-2017-854	(140,468.91)
2018	Cumberland Crescent Storm Sewer	ENG-2018-896	500,000.00
2013	Blackmarsh Rd/Captain Whalen	ENG-2013-669	(65,000.00)
2019	Linegar Avenue Phase 1B	ENG-2019-950	300,000.00
2017	Team Gushue Highway - notional amount to be set aside	N/A	500,000.00
2017	Rotary Park Wharf	ENG-2017-874	(2,315.47)
2017	BAY BULLS ROAD PH 2	ENG-2013-674	(3,004.35)
2017	TERRA NOVA RD ARCHIVES BLDNG	ENG-2015-767	31,288.77
	Total Funds Carried Forward		1,188,703.19

DECISION NOTE

Title: Financial Eligibility Requirements for The Low Cost Spay/Neuter Program

Date Prepared: February 18, 2020

Report To: Committee of the Whole

Councillor and Role: Maggie Burton, Chair

Ward: Not Ward Specific

Issue: Low Volume of Surgeries Being Performed

Discussion – Background and Current Status:

The City provides a low cost spay/neuter program for residents of St. John's with a goal of decreasing the cat overpopulation issue.

The cat spay program is performed at the Humane Service division (maximum 140 surgeries per year). The cat neuter program has been outsourced to the Kenmount Road Animal Hospital (ability to perform 500++ surgeries per year).

There has been a low response from residents for both programs but specifically the cat neuter program. The cat spay program had an uptake of 50/105 for April-December 2019. The cat neuter program had an uptake of 28/500++ for the same period.

The Kenmount Road Animal Hospital also performs the SPCA low cost program surgeries and performed 276 cat neuters for the SPCA in 2019. This equals 248 more than the City cat neuter program.

One of the barriers in residents availing of the program is the net income level threshold.

The City's eligibility requirements are:

- combined family net income of \$25,000 or less.
- ages 65 or older receiving the guaranteed income supplement.

The SPCA's eligibility requirements are:

- combined family net income of \$ 40,000 or less.
- single net income \$25,000 or less.

Program to be revised to include the following:

Changes to be made to the income level to match that of the SPCA with a goal of making the program more accessible to residents and increasing the number of surgeries performed per year. As a result of making these changes there would more greatly impact in the cat overpopulation issue.

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Key Considerations/Implications:

1. Budget/Financial Implications

N/A

2. Partners or Other Stakeholders

N/A

3. Alignment with Strategic Directions/Adopted Plans

- **Strategic Plan 2015-2018 Goal: *Responsive and Progressive***
Identify and deliver on projects, strategies and programs.

4. Legal or Policy Implications

N/A

5. Engagement and Communications Considerations

Public information when eligibility level is changed.

6. Human Resource Implications

N/A.

7. Procurement Implications

N/A

8. Information Technology Implications

N/A

9. Other Implications

N/A

Recommendation

That Council approve the following changes to the low income spay/neuter program with an implementation date of March 1, 2020.

- **Income eligibility updated to:**
 - **Single \$25,000 or less.**
 - **Combined family income \$40,000 or less.**

Prepared by/Date/Signature:

Cindy R. McGrath, Manager, Humane Services

Signature: _____

Heather Hillier, Shelter Veterinarian

Signature: _____

Approved by/Date/Signature:

ST. JOHN'S

Tanya Haywood, DCM

Signature: _____

Attachments:

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DECISION/DIRECTION NOTE

Title: Special Events Regulatory Committee – Terms of Reference

Date Prepared: February 20, 2020

Report To: Committee of the Whole

Councillor and Role: Councillor Hope Jamieson – Special Events

Ward: N/A

Decision/Direction Required:

Seeking approval from Council to approve the newly developed Terms of Reference for the Special Events Regulatory Committee.

Discussion – Background and Current Status

- Attached are newly developed Terms of Reference to govern the Special Events Regulatory Committee (historically known as the Special Events Advisory Committee).
- Its mandate and purpose remain as is with the Terms of Reference providing further clarity.
- Community Services will provide continued oversight of the Committee with the Office of the City Clerk provides support as required.

Key Considerations/Implications:

1. Budget/Financial Implications: N/A
2. Partners or Other Stakeholders:
 - Members of the Special Events Regulatory Committee
 - Event Organizers
 - Members of the General Public
3. Alignment with Strategic Directions/Adopted Plans: N/A
4. Legal or Policy Implications: N/A
5. Privacy Implications: N/A
6. Engagement and Communications Considerations: N/A
7. Human Resource Implications: N/A



8. Procurement Implications: N/A

9. Information Technology Implications: N/A

10. Other Implications: N/A

Recommendation:

That Council approve the newly developed Terms of Reference for the Special Events Regulatory Committee as presented.

Prepared and Approved by: Elaine Henley, City Clerk

Special Events Regulatory Committee TERMS OF REFERENCE

1. GENERAL INFORMATION

Advisory committee name:	Special Events Regulatory Committee
Reporting to:	Committee of the Whole / Council
Date of formation:	
Meeting frequency:	2 to 8 meetings per year, based on the number Special Event Applications Received
Staff lead:	Supervisor – Tourism & Events
Other staff liaison:	Special Projects Coordinator
Council member:	Councillor Hope Jamieson

2. PURPOSE

The Special Event Regulatory Committee's primary purpose is to provide support to organizers of outdoor special events to ensure all regulatory requirements are met to execute a safe and successful event. Outdoor events also include those categorized in the Special Event Policy and Procedure Manual.

Specifically, the Committee will:

- Ensure all relevant forms and supporting documentation necessary are submitted.
- Facilitate event review by leveraging the expertise and experience of those on the Committee.
- Ensure the event is conducted in compliance with applicable Federal, Provincial and Municipal legislation and regulations.

Through the application and approval process, Special Event Regulatory Committee members advise on potential issues arising from their areas e.g. traffic control, crowd control or road closure.

The Regulatory Committee recommendations to the Committee of the Whole and/or the Regular Meetings of Council will occur in the manner defined by these terms of reference to support City Policy. The purpose of this Committee in relation to specific policies, plans and strategies is as follows:

Regulatory Committee Relationship to Strategic Plan:

- A Sustainable City – A City that is sustainable today and for future generations; Economically, Environmentally and Financially.
- A Connected City – A City where people feel connected, have a sense of belonging, and are actively engaged in Community Life.

Special Events Regulatory Committee TERMS OF REFERENCE

Applicable Legislation/City Bylaws:

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

3. MEMBERSHIP AND COMPOSITION

3.1 Composition

3.1.1 Public Members

Organizations

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

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

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

3.1.2 Staff and Council Members (Ex-Officio Members)

Committee Chair/Lead Staff

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

Special Events Regulatory Committee TERMS OF REFERENCE

City Staff

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

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

City Clerk

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

Council

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

3.2 Length of Term

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

Cooling-off Period (Former City Staff and Council)

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

4. ROLES, RESPONSIBILITIES AND REPORTING

4.1 Shared Roles and Responsibilities

Committee roles include:

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

Special Events Regulatory Committee TERMS OF REFERENCE

Conduct

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

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

Preparation

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

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

Agendas

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

Voting

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

4.2 Defined Member Roles and Responsibilities

4.2.1 City Staff

Chair/Lead Staff

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

Special Events Regulatory Committee TERMS OF REFERENCE

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

Staff Liaison

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

City Clerk

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

4.2.2 Council

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

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

4.3 Reporting

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

Standardized Reporting Process:

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

Special Events Regulatory Committee TERMS OF REFERENCE

Notes:

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

5. COMMITTEE RECRUITMENT AND SELECTION

5.1 Recruitment, Vacancies and Applications

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

6. PUBLIC ENGAGEMENT

N/A

7. OTHER GOVERNANCE

7.1 Review of Terms

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

7.2 Meeting and Schedules

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

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

7.3 Conflicts of Interest and Confidentiality

Conflicts of Interest

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

Special Events Regulatory Committee TERMS OF REFERENCE

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

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

Confidentiality:

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

Staff Liaison Name:

Signature: _____

Date: _____

Chair Name:

Signature: _____

Date: _____

City Clerk Name:

Signature: _____

Date: _____

DECISION/DIRECTION NOTE

Title: Capital Grant Allocation 2020

Date Prepared: February 24, 2020

Report To: His Worship the Mayor and Members of Council

Councillor and Role: Councillor Jamie Korab, Council Lead Community Services

Ward: N/A

Decision/Direction Required: Seeking Council approval on recommended 2020 Capital Grant allocation

Discussion – Background and Current Status:

The City of St. John's Capital Grant Program makes available limited financial resources to non-profit groups and organizations whose programming supports the City's Strategic Directions.

The Capital grant applications were reviewed by an internal grants committee. Key considerations included:

- The association's current financial status.
- The program's alignment with the City's strategic directions
- Impact on the overall community.

Organizations reviewed for funding are identified in the attached chart.

After implementing the attached recommendations the following is the net budgetary impact:

Grant Type	Recommended	Permit Fees Waived
Capital	\$297,100	\$14,059

Key Considerations/Implications:

1. Budget/Financial Implications

All monies are approved under the 2020 Capital Grant Allocation budget program.

2. Partners or Other Stakeholders

Various Community organizations.

3. Alignment with Strategic Directions/Adopted Plans

ST. JOHN'S

The recommendations provided are in line with being fiscally responsible while continuing to support a culture of cooperation recognizing the City does not work in isolation when providing services such as community-based programs and services.

Most of these groups and organizations also offer programs and services year round or during the shoulder season thereby supporting the City of St. John's as a year round, livable and active City.

4. Legal or Policy Implications

N/A

5. Engagement and Communications Considerations

Community Services staff will work with Marketing and Communications on the media release.

6. Human Resource Implications

N/A

7. Procurement Implications

N/A

8. Information Technology Implications

N/A

9. Other Implications

N/A

Recommendation:

Council approve the 2020 Capital Grant as attached.

Prepared by/Signature:

Jennifer Langmead, Supervisor – Tourism & Events, Economic Development, Culture & Partnerships

Approved by/Date/Signature:

Tanya Haywood, Deputy City Manager, Community Services

Derek Coffey, Deputy City Manager, Finance and Administration

Attachments: 2020 Capital Grant Chart

2020 Capital Grants

Group	Project	Request	Funding Recommendation	Permit & Development Fees (waived)
Beagle Paws	Renovation of recently mortgaged residential property (131 Cochrane Pond Road) to a fully functional Beagle Shelter	\$ 50,500.00	\$ 50,500.00	\$ 1,191.60
Eastern Edge Art Gallery	Community Accessibility Project - making their building more accessible	\$ 50,000.00	\$ 42,000.00	\$ 1,533.60
Goulds Arena Association	Installation of Low-E ceilings to improve efficiency. Door replacement in the mechanical room. Installation of a gas detection system	\$ 35,030.00	\$ 35,000.00	\$ 630.54
Goulds Recreation Association	Installation of batting cages at the Eric Williams Softball Field	\$ 5,709.75	\$ 5,700.00	N/A
O'Brien Farm Foundation	Funds to support the construction of a 3000 sq ft. learning centre, renovation of 3 outbuildings	\$ 100,000.00	\$ 100,000.00	\$ 9,540.00
The Quidi Vidi/Rennies River Development Foundation	Funds to be used to repair 30 year old roof and chimney of the Fluvarium	\$ 50,600.00	\$ 50,600.00	\$ 908.64
St. John's Women's Centre	Funds to be used to renovate the kitchen/dining room area of the Women's Centre.	\$ 13,379.00	\$ 13,300.00	\$ 255.41
Total Recommended	\$	297,100.00		
Total Permit/Development Fees	\$	14,059.79		

INFORMATION NOTE

Title: Non-Profit Housing Update

Date: February 10, 2020

Report To: Committee of the Whole

Councillor and Role: Councillor Sheilagh O'Leary, Council Lead, Non-Profit Housing

Ward: N/A

Issue: Annual Non-Profit Housing (NPH) Update to Council

Discussion – Background and Current Status:

Annual update provided for Council information.

1. As of December 31, 2019, the vacancy rate for NPH was 19%. According to CMHC St John's CMA vacancy rate in October 2019 was 6.9%. Most of the vacant apartments reported by CMHC and NPH are 3-bedroom units.
2. In 2019, 43 units were vacated (11.7% of the housing portfolio). Most of these vacancies was the result of updated rental contracts due to End of Operating agreements. In 2019, 41 new households found homes within our NPH units.
3. At the end of 2019, NPH had 117 people on the waitlist. 84% of this waitlist qualified for a rent geared to Income unit or an affordable housing unit based on the reported family income. 48% of these were waitlisted for a one-bedroom unit.
4. NPH staff continue to make the changes with the Lower End of Market Housing units as the properties come out of their 35-year operational agreements. To date we have had 11 agreements that have expired. The only 2 project area that are left to come out of Operating agreements are Sebastian Court (29 Units) and Infill 1985 (15 units) They expire in 2021. In 2022 the RGI's will start to come out of Operating agreements, further discussion about this will start with NLHC later this year.
5. 15 Convent Square (to be known as Nagle's Manor) was open to our first tenants in 2019. This building was gifted to the City by the Presentation Convent for the purpose of converting it to affordable housing for seniors. Currently 75% of the units are filled. A grand opening of Nagle's Manor will occur, date to be determined.
6. End Homelessness St John's (EHSJ) continues to work with several community partners to reduce homelessness in St John's. EHSJ is now an incorporated entity that is on target to move to their new home – Buckmasters Circle Recreation Center by March 31, 2020.



Key Considerations/Implications:

1. Budget/Financial Implications:

We currently have a higher than normal vacancy rate. The “Opening the Right Door” Campaign was launched February 20, 2020 to target individuals and families who cannot afford or struggle to pay rent in private market and who would benefit from our lower end of market housing.

We are also currently exploring creative partnerships with the Community that will help offset the higher than usual vacancy rate.

2. Partners or Other Stakeholders:

NLHC, EHSJ and various community groups in the City of St. John's

3. Alignment with Strategic Directions/Adopted Plans:

Neighborhoods Build our City and Culture of Cooperation

4. Legal or Policy Implications: N/A

5. Engagement and Communications Considerations

Promotional campaign on lower end of market housing.

6. Human Resource Implications: N/A

7. Procurement Implications: N/A

8. Information Technology Implications: N/A

9. Other Implications: N/A

Conclusion/Next Steps: NPH Division will continue to provide affordable housing options to the residents of St. John's.

Prepared by/Signature: Judy Tobin, Manager, Non Profit Housing

Approved by/Date/Signature: Tanya Haywood, Deputy City Manager, Community Services



DECISION/DIRECTION NOTE

Title: Election Reform - Recommendations

Date Prepared: February 20, 2020

Report To: Committee of the Whole

Councillor and Role: Mayor Danny Breen – Governance & Strategic Directions

Ward: All Wards

Decision/Direction Required:

Seeking approval of the recommendations put forward in the attached Ad Hoc Election Committee Report.

Discussion – Background and Current Status:

In or about July 2018, the City was provided with a copy of a report on behalf of the Citizen's Assembly for Stronger Elections (CASE). A review of the same determined that the concerns warranted further analysis and an internal committee was established to do so.

The committee felt that a broader, more objective perspective was necessary and at its Regular Meeting of July 22, 2019, Council approved engaging with a four-person panel. The panel comprised of people in the community with expertise in this area. Its findings were presented to the City on September 30, 2019.

The attached report contains the recommendations of the internal committee based on the study by CASE, the experts panel report and analysis of the identified issues.

The issue of Campaign Finances and the proposed recommendations is based on the historical data of the last three elections (2009, 2013 and 2017). Below are the average campaign donations claimed by the successful candidates for the named positions.

Position	Total \$ Permitted – Current Legislation	Average	Proposed Total \$ - Amended Legislation
Mayor	\$80,000.00	\$53,158.33	\$60,000.00
Deputy Mayor	\$80,000.00	\$36,576.84	\$40,000.00
Councillor at Large	\$80,000.00	\$15,947.00	\$20,000.00
Ward Councillor	\$24,000.00	\$10,298.60	\$15,000.00

ST. JOHN'S

Key Considerations/Implications:

1. Budget/Financial Implications:
 - Will not cost the City any money but will impact future candidates
2. Partners or Other Stakeholders:
 - Future Candidates
3. Alignment with Strategic Directions/Adopted Plans: N/A
4. Legal or Policy Implications:
 - Election Finance By-Law
5. Privacy Implications: N/A
6. Engagement and Communications Considerations:
 - Any changes would need to be communicated prior to next election
7. Human Resource Implications: N/A
8. Procurement Implications: N/A
9. Information Technology Implications: N/A
10. Other Implications: N/A

Recommendation:**Recommendation #1**

THAT Council amend the Election Finance By-Law as follows:

- Reduce the limit for a financial contribution considered a “donation” from \$250 to \$100
- Reduce the expenditure caps for each candidate from \$10,000 plus \$1.00 for each voter on the voters list, as follows:
 - Mayor \$10,000 plus .71 per voter on the voters list
 - Deputy Mayor \$10,000 plus .43 per voter on the voters list
 - Councillor at Large \$10,000 plus .14 per voter on the voters list
 - Ward Councillor \$10,000 plus .07 for each voter on the voters list
- Reduce the timeline for disclosure of campaign contributions from the current ninety (90) days to thirty (30) days post-election
- Impose a cap on corporate and union donations to 50 percent of the total allowable contributions in the 2021 election and prohibit any/all corporate and union donations beginning in the 2025 election
- Reduce corporate and trade union donations from \$2,000 to \$1,000 as is currently permitted from an individual

- Contributions can only be made to a candidate within the calendar year of the election
- Require the disclosure of expenditures in addition to the contributions

Recommendation #2

THAT Council approve maintaining the current structure which includes the position of mayor, deputy mayor, five ward councillors and four councillors at large.

Recommendation #3

THAT Council engage with Municipalities Newfoundland and Labrador (MNL) to determine whether there is a willingness to lobby the Province to change legislation to provide further voting options.

Recommendation #4

THAT Council continue to engage both the public and staff on ways to improve accessibility, diversity and increase voter turnout.

Recommendation #5

THAT Council engage with Municipalities Newfoundland and Labrador (MNL) to determine whether there is a willingness to lobby the Province to change legislation to permit permanent residents to vote.

Recommendation #6

THAT Council lobby the Provincial Government to amend the Municipal Elections Act to reduce the residency requirements from 30 days to 21 days prior to election day.

Recommendation #7

THAT Council approve the continued use of signage in election due to its continued necessity in campaigning.

Prepared and Approved by: Elaine Henley, City Clerk

Report of the Citizens' Assembly for Stronger Elections



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 - A. Enfranchisement of Permanent Residents
 - B. Election Timing and Inclusion of Students



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 - A. Electoral System
 - B. Voting Method (Mail-in Ballot and Online Voting)



DEMOCRATIC PROCESS

3. Improving the Democratic Process
 - A. Electoral Process
 - B. Council Structure
 - C. Campaign Finance



About CASE NL

Preamble

The contributors to the Citizens' Assembly for Stronger Elections do not have a lot in common. We do not represent a faction, interest group, or ideological vision. None of us have any personal financial interest in municipal politics.

What brings us together is that we were all involved in the 2017 St. John's municipal election, and that we all found the elections rules deeply flawed. They make it unnecessarily difficult for voters to meaningfully participate in the democratic process. They also make it unnecessarily difficult for candidates to put their ideas forward, particularly candidates who do not start with name recognition, personal wealth, or connections.

The changes we suggest may not have much effect on the outcome of elections. We are not aiming to promote or disadvantage particular candidates. These changes are meant to enhance the democratic process by making it easier for more residents to participate in elections, both as voters and as candidates.

We believe the time is ripe to reconsider the municipal elections rules. Councils elected across the province in 2017 will bring fresh eyes to municipal policies and bylaws, and the Province is undertaking a general review of municipal legislation.

While this project was developed by residents of the City of St. John's, unless otherwise stated the principles are applicable to all municipal elections. We hope that municipalities across the province will join in the calls to action and help make meaningful change to improve access to voting, candidate diversity and make municipal elections more democratic.

Guide to reading the report:

For the sake of cohesion, we have divided this report into three themes with topics nested under each; however, we note that these themes run throughout the entire report and all sections. The changes recommended are meant to achieve all of these aims.

At the conclusion of each section, we call on municipal and - where applicable - provincial governments to take action to improve our local democracy.

Contributors:

AnneMarie Anonsen

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**Citizens'
Assembly for
Stronger
Elections NL**

Summary of Recommendations

IMPROVING ACCESS TO VOTING

ENFRANCHISEMENT OF STUDENTS AND PERMANENT RESIDENTS

Enfranchisement - Calls to Action for Municipal Councils:

- Resolve to allow permanent residents to vote if and when the province has made the necessary legislative changes.
- Lobby the Provincial Government to amend the necessary legislation to grant permanent residents the right to vote in municipal elections.
- Lobby the Provincial Government to amend the necessary legislation to change the voting day to enfranchise student voters.

Enfranchisement - Calls to Action for Provincial Government:

- Amend the necessary legislation to grant permanent residents the right to vote in municipal elections.
- Undertake to review alternate dates for municipal elections (October being the most common) that would enfranchise students and improve inclusivity of parents as voters and candidates.
- Amend the necessary legislation to change the voting day to enfranchise student voters.

IMPROVING CANDIDATE DIVERSITY

ELECTORAL SYSTEMS

Electoral Systems - Call to Action for Municipal Councils:

- Increase proportionality, reduce strategic voting and promote a more equitable democratic process by adopting a ranked ballot for the municipal electoral system.

Electoral Systems - Calls to Action for Provincial Government:

- Amend the Municipal Elections Act to expressly allow for different electoral systems including ranked ballots and empower municipalities with the authority to determine the electoral system that is best for them.

VOTING METHOD

Voting Method - Calls to Action for Municipal Councils:

- Conduct an independent review to determine whether the mail-in-ballot system met the objectives of increasing accessibility, improving and diversifying voter turnout and providing cost savings.
- Consult with community partners and stakeholders including the differently abled, and seniors, to identify and implement mechanisms to ensure accessibility and engagement for all residents.
- Consider whether online voting is appropriate in the community and if so, engage in further study to ensure the process remains secure and accessible.

Voting Method - Calls to Action for Provincial Government:

- Amend the Municipal Elections Act to expressly allow for different online voting and empower municipalities with the authority to determine whether online voting is best for them.

IMPROVING THE DEMOCRATIC PROCESS

SAFEGUARDS TO ENSURE A FREE, FAIR, AND TRANSPARENT ELECTION PROCESS

Transparency - Call to Action for St. John's City Council:

- Ensure that Vote by Mail procedures, including satellite drop-off centres have the same protections and safeguards that exist at polling stations, including fully empowered scrutineers, clearly delineated roles for election officials, and a prohibition on campaigning near polling stations.

Voter List - Call to Action for St. John's City Council:

- Continue to use provincial data to produce the most inclusive possible voter list.

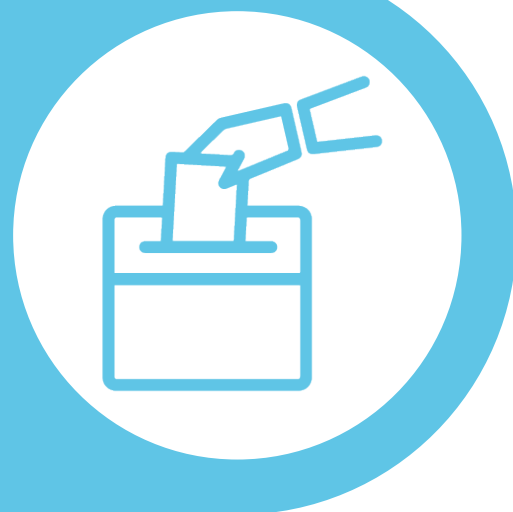
Council Structure - Call to Action for Municipal Councils:

- Further study the current and other potential council structures (i.e. ward and/or at-large councillors) and the method of determining the roles mayor and deputy mayor to determine the best fit for your community.

Campaign Finance - Calls to Action for Municipal Councils:

- Reduce expenditure caps based on the real need of campaigns, the effect on barriers for new candidates, and the relationship with voter engagement
- Ban corporate and union donations based on public trust concerns, and barriers for new candidates
- Amend the necessary by-laws to reduce timeline for disclosure of campaign contributions to allow greater transparency of donors
- Amend the necessary by-laws to require disclosure of expenditures in addition to contributions to improve transparency and public trust

ACCESS TO VOTING



ENFRANCHISEMENT OF PERMANENT RESIDENTS

Newfoundland and Labrador is a province that is becoming increasingly diverse. The province has recognized that it currently faces demographic challenges, and that immigration is an important part of the solution to these challenges.¹ With numerous provincial initiatives to increase immigration, the number of immigrants to Newfoundland and Labrador has been steadily increasing.² Between 2007-2015, the province welcomed 6,766 immigrants.³ In 2016, 1,190 people in the province became permanent residents.⁴

Currently, permanent residents are not eligible to vote anywhere in Canada, though in all other respects, they have the same rights and privileges as citizens. These are residents who may pay municipal taxes and contribute to services and programs, yet still have no say in electing the mayor or city council, and in turn, have no say in the policies that govern their day-to-day lives. Enfranchising permanent residents also empowers them and allows them to be fully engaged in civic life.

The inability of permanent residents to vote is of particular concern given the province's work to attract more newcomers and become more diverse. Permanent residents are active and contributing members of their communities, and should be empowered to vote and actively participate in decisions affecting local services and issues.

1 Government of Newfoundland and Labrador "The Way Forward: On Immigration in Newfoundland and Labrador" online: http://www.nlimmigration.ca/media/21689/immigration_new_online.pdf at p 3

2 Government of Newfoundland and Labrador "The Way Forward: On Immigration in Newfoundland and Labrador" online: http://www.nlimmigration.ca/media/21689/immigration_new_online.pdf at p 3

3 Government of Newfoundland and Labrador "The Way Forward: On Immigration in Newfoundland and Labrador" online: http://www.nlimmigration.ca/media/21689/immigration_new_online.pdf at p 4

4 CBC article – they work, they own homes, they pay taxes but permanent residents can't vote

There are many municipalities in the country that have passed resolutions in support of enfranchising permanent residents, and which have lobbied their respective provincial governments to enact necessary legislative changes.⁵ While no province has yet enacted these changes it is a topic that is still in consideration.⁶ However, countries such as New Zealand, Luxembourg, Norway, Sweden and Finland, have made provisions so that permanent residents may vote in local elections.⁷

Individuals who live, work, pay taxes or are affected by the vital decisions of the municipal council, should be granted the right to vote. Granting permanent residents the right to vote will empower them to participate in civic life and is also in line with the province's action plan to foster more welcoming and inclusive communities in Newfoundland and Labrador.⁸ The province has the opportunity to be a leader, demonstrating our commitment to democracy and growth by enfranchising permanent residents.

Sample motion/ resolution are available from North Bay and Saint John:

<http://www.cityofnorthbay.ca/content/council/minutes/2015/2015-05-11.pdf>; Paragraph 11.2 from meeting minutes of the City of Saint John

5 Executive Standing Committee November 24 2014 City of Halifax; Report made to the Executive Standing Committee of the Halifax City Council; includes information and statistics from other provinces <http://legacycontent.halifax.ca/boardscom/SCadmin/documents/es-c141124item9.1.2.pdf>

6 CBC article - <http://www.cbc.ca/news/canada/new-brunswick/permanent-residents-voting-rights-nb-electoral-reform-1.4023161>

7 <https://maytree.com/wp-content/uploads/MaytreePolicyInFocusIssue1.pdf>; Halifax Standing Committee Report

8 Government of Newfoundland and Labrador "The Way Forward: On Immigration in Newfoundland and Labrador" online: http://www.nlimmigration.ca/media/21689/immigration_new_online.pdf at p 22.

Enfranchisement - Calls to Action for Municipal Councils:

- Resolve to allow permanent residents to vote if and when the province has made the necessary legislative changes.
- Lobby the Provincial Government to amend the necessary legislation to grant permanent residents the right to vote in municipal elections.

Enfranchisement - Calls to Action for Provincial Government:

- Amend the necessary legislation to grant permanent residents the right to vote in municipal elections.

ELECTION TIMING AND INCLUSION OF STUDENTS

A voter is eligible to vote at an election where they have been ordinarily resident for the 30 days immediately before election day.¹ While the residency requirement is reasonable, the timing of election day in September inadvertently excludes post-secondary students from voting. Given that the majority of post-secondary students move onto or near Campus on the labour day long weekend (the first weekend in September) for the start of the fall semester, an election that takes place in September pushes students outside of the required 30-day residency window. Students may find themselves ineligible to vote in either their home or campus municipality, effectively disenfranchising from municipal elections altogether.

For parents of children in primary and secondary school, the campaign period straddles one of the busiest times of year - the return to school. Many parents will have insufficient time and energy to engage in the election process, to gather information about candidates and issues and may be discouraged from voting. Similarly, parents may avoid running for political office due to the challenge and expense of additional child care costs where children are not yet returned to school.

Across Canada, October is the most common month to hold elections (Alberta, British Columbia, Manitoba, Northwest Territories, Nova Scotia, Nunavut, Ontario, most of Saskatchewan and Yukon).² In the unlikely event that a municipal election coincides with federal or provincial elections, the legislature can act to modify the election schedule for the year. Some provinces hold elections in November, December, May, June or July, but Newfoundland and Labrador is the only province to hold municipal elections in September.

1 Municipal Elections Act, S.N.L. 2001, ss. 22-24

2 See table of municipal election dates in all provinces and territories across the country: https://www.muniscope.ca/research/municipal_facts/Elections/

Enfranchisement - Calls to Action for Municipal Councils:

- Lobby the Provincial Government to amend the necessary legislation to change the voting day to enfranchise student voters.

Enfranchisement - Calls to Action for Provincial Government:

- Undertake to review alternate dates for municipal elections (October being the most common) that would enfranchise students and improve inclusivity of parents as voters and candidates.
- Amend the necessary legislation to change the voting day to enfranchise student voters.



DIVERSITY OF CANDIDATES

ELECTORAL SYSTEM

Our electoral system is the foundation of our representative democracy. It dictates which voices are heard and who is represented in our government. In Canada, the vast majority of municipal elections are held in a First Past the Post electoral system. While there is a benefit to the familiarity of such a system, there are also drawbacks and untapped potential of other systems. In the case of municipal elections, which do not have party affiliations, better proportionality - that is to say that candidates elected better reflect the will of the voters - may seem elusive. However, a small change can make a big difference.

A ranked ballot is easy to understand and implement and increases proportionality. Ontario recently amended its legislation to allow municipalities to use ranked ballots and London, Ontario will use ranked ballots in their upcoming 2018 election. One of the primary benefits of a ranked ballot is avoiding strategic voting. Strategic voting occurs when one votes contrary to their preference or best interest to avoid a perceived threat. Municipalities across the province have councils composed of one or both Ward and At-Large Councillors, so both will be addressed here.

For example, in a Ward, a voter may prefer to vote for one candidate whose positions are best aligned with theirs (Candidate A). However, there may be two candidates leading in the polls, one with whom they strongly disagree with (Candidate B) and one with whom they only somewhat agree or disagree (Candidate C). Under the current system, the voter may feel that they have to vote for Candidate C in order to avoid Candidate B being elected. This problem becomes more acute the more candidates there are on the ballot.

In this example, the voter did not vote for their candidate of choice and will effectively be unrepresented (or at least underrepresented) in council if Candidate C is successful.

In at-large races, voters may be concerned about vote-splitting or dilution. In the 2017 election, a whopping 59% of voters in St. John's undervoted for the "at-large" race. That is to say that voters cast ballots for less than four candidates (the allowed number per ballot). Undervoting is a form of strategic voting which is particular to at-large races. Because voters are unable to rank their choices, the voter marks fewer candidates to avoid diluting votes for their preferred candidate(s). Undervoting effectively leads to underrepresentation as only their top choice(s) get their vote and other preferred candidates get none. As such their true preferences will not be fully reflected in council.

The corollary benefits to a ranked ballot are positive campaigning and reduced barriers to entry for new candidates. Since there is a benefit to being voters' second and third choice, there is an incentive to run positive campaigns, rather than mud slinging. Candidates know that saying something negative about another candidate may put off their supporters and therefore is not in their best interest. These same force help to encourage new and diverse candidates to feel empowered to put their hats in the ring, knowing that there is still a benefit to becoming the second or third choice for voters.

Finally a ranked ballot is uncomplicated, voters simply rank their preferred candidate(s) first second, third and so on. Votes are then counted in rounds. If a candidate achieves 50% of the vote they are elected. If no candidate reaches 50%, the candidate with the least amount of votes is removed from the race and their votes redistributed to the voters' second choice. This process is repeated until a candidate has at least 50% of the vote.

Electoral Systems - Call to Action for Municipal Councils:

- Increase proportionality, reduce strategic voting and promote a more equitable democratic process by adopting a ranked ballot for the municipal electoral system.

Electoral Systems - Calls to Action for Provincial Government:

- Amend the Municipal Elections Act to expressly allow for different electoral systems including ranked ballots and empower municipalities with the authority to determine the electoral system that is best for them.

ONLINE VOTING

In the modern age, the vast majority of Newfoundlanders and Labradorians are regularly connected to the internet. The 2016 Federal Census was conducted through an online portal. 2018 seems an opportune time to consider whether online voting could be an effective alternative to traditional and mail-in voting.

Elections Canada released a comprehensive report which draws on the experience of online voting now occurring in Nova Scotia and Ontario, as well as Switzerland, Estonia and the United States.¹ The report notes the benefits of online voting were: (i) voter convenience and improved accessibility, (ii) enhanced voter privacy, (iii) some jurisdictions experienced a modest increase in voter turnout, (iv) the possibility of reducing ballot errors and spoiled ballots, and (v) possible improvements to the efficiency of elections.

The report also noted barriers and limitations on the current state of online voting as: (i) limitations of digital literacy and internet access, (ii) difficulties ensuring ballot secrecy, (iii) overcoming authentication and verification challenges and reduced auditability, (iv) possibility of fraud, coercion, and security threats, (v) the possibility of privatization of elections, and (vi) loss of the voting experience. Further the report notes that important steps and considerations should online voting be undertaken would be identifying clear requirements for online voting implementation, ensuring voters' list accuracy, outreach and education.

Case studies of Estonia, Switzerland and the United States highlight the importance of slow testing, implementation, research and active collaboration with outside experts. They note that public willingness is an important consideration and the option of online voting as complementary rather than a replacement to paper voting may be a viable solution in some cases. Challenges experienced in those jurisdictions include continually changing technology, and underline the importance of standards especially related to security.²

They found that the adoption of the voting reform depends largely on the culture

1 Elections Canada, Online Voting Path Forward <https://www.canada.ca/en/democratic-institutions/services/reports/online-voting-path-forward-federal-elections.html>

2 <https://www.verifiedvoting.org/internet-voting-outside-the-united-states/>

and institutions of the jurisdiction. In Halifax, Nova Scotia, online voting was used in 2016 and turnout dropped significantly. On the other hand, in Markham, Ontario online voting was used in 2006 with a 48% increase in turnout. Numerous online elections have faced problems with logins and with hardware in jurisdictions across the country. Estonia uses a smart card that solves some login problems. However security problems, lack of protection of anonymity or privacy of ballots, mis-recorded votes and threat of hacking remain the key focus.

Voting Method - Calls to Action for Municipal Councils:

- Consider whether online voting is appropriate in the community and if so, engage in further study to ensure the process remains secure and accessible.

Voting Method - Calls to Action for Provincial Government:

- Amend the Municipal Elections Act to expressly allow for different online voting and empower municipalities with the authority to determine whether online voting is best for them.

EXAMINING THE MAIL-IN BALLOT METHOD

Introduction

The City of St. John's 2017 Municipal Election was the 8th election to use the Vote by Mail By-Law since it was passed by Council on July 10, 2001. The Vote by Mail process is unique in the province, and is centered around an 18-day Election Period (September 8-26), rather than a single Election Day. The stated intentions when the by-law was adopted were to (i) enhance accessibility and convenience of voting by delivering ballots delivered directly to residents by mail, (ii) increase voter turnout and (iii) provide cost savings to the City. The available research and public discussion since its inception (including traditional media, social media), raise issues with the Vote by Mail system which occur during the campaign, on Election Day, and in the ballot-counting process.¹

¹ CBC articles - Where have all the voters gone? St. John's election plagued by missing ballots, low turnout; St. John's voter turnout not as dismal as city numbers suggested

1. Shortening the Campaign Period

Election period begins the day voter kits are mailed out, only 9 days after the nomination period ends. Historically, the majority of ballots are returned to City Hall within the first week of voting, effectively making the campaign period less than 2 weeks, shorter than in any other municipality in the province. A short campaign period disadvantages new candidates who may need more time to make themselves and their platforms known to the public. Many media outlets have policies that election candidates will not receive coverage until nominations are closed.

Not only does a short campaign mean less time for candidates to get their ideas out, it also means less time for voters to educate themselves about the candidates. The timing of ballot delivery and the deadline for returning ballots had a considerable influence on voters' decisions. Voters wishing to return their ballot by mail may rush to meet the mail-in deadline, shortening the time available to assess all the candidates and their positions.

2. Procedural confusion for voters

In most municipal elections voters attend at polling stations on election day with identification, are handed a ballot and place their marked ballot directly into a ballot box. In St. John's, ballots are sent out by mail in "Voter kits" which contain a ballot, a white secrecy envelope, an instruction sheet with a voter declaration form on bottom that had to be torn off and signed, and a yellow return envelope. Many voters found the instructions confusing. There was additional confusion for voters who attended on at Satellite Drop-Off Stations Election Day, who were still required to place their ballots in the return envelope rather than directly into the ballot box.

The ballot packages had to be returned to the City (with address facing out on declaration form) by September 22. Voters could drop off their ballots at City Hall up to and including September 26, or at Satellite Drop Off Stations on Election Day. The multi-step instructions and various dates and locations were confusing for voters, which resulted in frustration and 494 rejected ballots due to issues with voter declaration form, secrecy envelope, and return envelope received late (see table 2.5 in Nov 29th, 2017 COTW Agenda). The Vote by Mail system has not been simple to use and on Election Day, many residents came to polling stations for help because they were unsure on how to properly fill out their ballots. This

suggests a process that is more difficult for some residents including seniors, persons with arthritis or rheumatism, or people with a low level of literacy.

3. *Identity and security*

The Vote by Mail system lacks measures to confirm identity and ensure security and is susceptible to malicious interference and fraud. Across the downtown core voter kits are left in open mailboxes by Canada Post, and could easily be collected if one sought to disenfranchise voters. Due to inaccuracies in the voters list, many ballots were delivered to wrong addresses, deceased persons, or not delivered at all. There is no mechanism for ensuring that the person signing the ballot is in fact the person named and this creates opportunities for voter fraud. The democratic process relies on free and fair elections, which include safeguards against malicious interference and fraudulent voting. Such safeguards are essential to ensure the legitimacy of the election, while encouraging voter engagement and enfranchisement.

The introduction of mail in ballot was intended to improve accessibility, increase and diversify voter turnout and reduce cost, but its performance in respect of these measures remains unclear.² What is clear is that it has shortened the campaign period, create confusion for voters and left the election susceptible to malicious interference. The voters of St. John's deserve a transparent, fair and accountable electoral process, that ensures a level playing field for both new candidates and incumbents.

² An Assessment of the Vote by Mail System Used in the September 2001 St. John's Municipal Election from Debbie McGee ; Mail-in Ballot "Voters deserve better" from Simon Lono ; St. John's City Council Committee of the Whole (COTW) Agenda from Nov 29, 2017

Voting Method - Calls to Action for Municipal Councils:

- Conduct an independent review to determine whether the mail-in-ballot system met the objectives of increasing accessibility, improving and diversifying voter turnout and providing cost savings.
- Consult with community partners and stakeholders including the differently abled, and seniors, to identify and implement mechanisms to ensure accessibility and engagement for all residents.

DEMOCRATIC PROCESS



ELECTION PROCESS, TRANSPARENCY, AND VOTER LISTS

Election Transparency

Municipal elections in Newfoundland and Labrador are governed by the Municipal Elections Act. The Act provides two options: a conventional in-person ballot, and a mail-in ballot. The City of St. John's has resolved to conduct elections by mail-in voting. Where a municipality elects to conduct a ballot by mail, it is up to the municipality to make the regulations necessary to carry out the election. The City has done this through the City of St. John's Municipal Elections Vote by Mail By-Law.

While the City's By-Law is quite detailed, it does not provide the extent of procedural protections and safeguards offered by the Act. Nor does the By-Law indicate that in the event of a gap or conflict between the By-Law and the Act, which would govern. For instance, the City's By-Law does not outline the role and duties of a candidate's agent (scrutineer)¹, election officials work at Satellite Drop Off Centres (SDOC). The lack of defined roles for scrutineers and election officials results in the inability to scrutinize the full process from vote cast to counted. The By-Law does not require that each SDOC have an Returning Office on site, which meant that voters needing to be added to the voters' list on Election Day may have to wait for qualified staff to come from another location. Nor does it reflect the prohibition on campaigning within 30m of a SDOC.

¹ Municipal Elections Act at s. 41(1); s. 38(a)

In 2017, 4402 voters (11.4%) voted via a Satellite Drop Off Centre. While a Vote by Mail is not the same as an in-person polling station, it is important to recognize that the character of the Satellite Drop Off Centre closely resembles a polling station and that to much of the public there is no observable difference. In order to maintain public confidence in municipal elections, it is important that the same level of scrutiny and procedural safeguards apply to a Satellite Drop Off Centre as would apply at a polling station.

Under the Act, ballot boxes must be sealed at the polling station to safeguard against tampering with ballots. There is no such requirement under the City's By-Law. Further, in a typical election, an election official counts the votes on each ballot and each ballot is observed by the candidates scrutineers to ensure accuracy. The City of St. John's has retained a third party company for a vote counting machine. There is little or no information about the parameters set for the machine, scrutineers are not able to observe each ballot to verify the count and no addition checks and balance are in place to confirm accuracy. These gaps create opportunity for human error or malicious interference to impact on the results. Collectively, the lack of procedural safeguards in the Vote by Mail By-Law undermine the legitimacy of the municipal election process.

Voter List

Under the Municipal Elections Act, the City must prepare a Voter List before each election. In recent elections it has formed a provisional voter list using information from the provincial government. In the City of St. John's, ballots must be mailed to all residents on the list. Eligible voters who were not on the list can be added, and residents who received ballots intended for other people are supposed to return them.

The voter list is inaccurate every year. In most jurisdictions this is not particularly problematic, because voters must confirm their identity at the polling station and can be added as needed at that time. The experience in St. John's has been that many people don't receive ballots in a timely manner, or at all, even though they have confirmed registration or lived at the same address for many years and voted regularly. These people face additional, undue obstacles to voting. In all likelihood many of them do not vote.

While undelivered ballots are the most serious form of inaccuracy, they are not the most visible form. Thousands of ballots are undeliverable, and many delivered ballots silently go to the wrong addresses. The City keeps records of undeliverable ballots, and people notice stacks of ballots showing up in error. As previously mentioned, this creates opportunities for interference with the election, a point that is not lost on the public, being the subject of many social media discussions throughout the election.

To prevent ballots being mailed to the wrong addresses, the City's election report recommends that the City only mail ballots to voters who register online, by phone or in person. This addresses the visible effects of voter list inaccuracy but not the most serious ones. It does not address the problem of registered voters not receiving their ballots. It also creates an additional barrier to voting for many people, reducing accessibility. Further, it raises questions about the City's legal obligation to mail ballots to each eligible voters pursuant to the By-Law.

In a representative democracy, it's incumbent on our elected officials to reduce barriers to voting and ensure accessibility and inclusion. The City should prioritize equal access to a ballot. If ballots are going out in the mail, they should go to as many eligible voters as possible, and not only to the voters who show the most initiative.

Transparency - Call to Action for St. John's City Council:

- Ensure that Vote by Mail procedures, including satellite drop-off centres have the same protections and safeguards that exist at polling stations, including fully empowered scrutineers, clearly delineated roles for election officials, and a prohibition on campaigning near polling stations.

Voter List - Call to Action for St. John's City Council:

- Continue to use provincial data to produce the most inclusive possible voter list.

COUNCIL STRUCTURE

In the City of St. John's, council is made up of five ward councillors, four at-large councillors, the Deputy Mayor and the Mayor, for a total of eleven representatives. Ward councillors are answerable only to constituents of their ward, whereas at-large councillors, deputy mayor and mayor represent all constituents city-wide. Despite the overlapping mandate, these councillors are all elected separately, which requires candidates to choose one of three potential roles in representing the whole city.

The current system is binary, winner-take-all system. Any unsuccessful candidate for the positions of Mayor or Deputy Mayor will not have a seat on council, even if they garnered more votes than at-large candidates. A winning candidate may have less than 50% of the votes if there are more than two candidates, leaving the majority of voters unrepresented. Therefore voter preference may not be reflected in the composition of council.

Other municipalities in the province have alternative structures. One example is that Deputy Mayor would be awarded to the at-large councillor with the most votes. Such a practice could also be adopted for the position of Mayor. However, the Mayor must also be a leader who facilitates teamwork and popularity as an at-large candidate may not necessarily correlate with these skills.

Council Structure - Call to Action for Municipal Councils:

- Further study the current and other potential council structures (i.e. ward and/or at-large councillors) and the method of determining the roles mayor and deputy mayor to determine the best fit for your community.

CAMPAIGN FINANCE

There is an appetite, at all levels of government, across Canada for campaign finance reform. This desire for change has been demonstrated by legislative conversations in provinces such as British Columbia, Ontario, Quebec, and Nova Scotia, calls from advocates and campaign promises in recent elections, and attention to the issue by media, academics, and activists. Conversations regarding municipal campaign finance reform involve themes such as public trust related to donors and spending, barriers to entry for new candidates, and the effect of campaign finance on voter engagement.

Currently, municipal campaign finance in St. John's is governed by legislation at the municipal and provincial level, and initial steps can be taken by St. John's City Council to improve our campaign finance regulations. More specifically, the contribution and expenditure limits, as well as further restrictions on who can contribute to a campaign, can be set at the municipal level, and the City of St. John's can respond to many campaign finance concerns through changes to municipal by-laws.

Reasonable Expenditure Limits

St. John's regulations limit campaign expenditures to \$10,000 plus \$1 for each voter in the constituency (resulting in a limit of between \$22,000-25,000 for a ward, and \$78,000 for city-wide positions) Based on conversations with former campaign managers, and an analysis of past campaign contribution disclosure forms and campaign budgets published and provided by former candidates, in the City of St. John's a ward campaign can function effectively with a \$10-20,000 budget, and a full city campaign (either at-large, mayoral, or Deputy Mayoral) can function effectively with a budget under \$40,000. This would suggest that the expenditure limits are above and beyond what is necessary. It also becomes obvious that, with limits of \$1,000 and \$2,000 respectively, individual and business/union contributions can have a significant effect on a campaign. The existing contribution and expenditure limits can lead to unfair advantages, as well issues of voters trust in regard to impartiality of councillors. Research conducted in Canada, the United States, and the United Kingdom, also indicates that lower expenditure and contribution limits correlate with higher voter turnout and greater number of candidates.

Within the discussion of expenditure and contribution limits also exist concerns regarding who should be permitted to contribute to a campaign. This conversation is

occurring across Canada, with provinces such as British Columbia recently making legislative changes to ban corporate and union donations, and municipal by-laws following shortly behind. The discussion of who should be permitted to contribute to campaigns has many arguments, but in this context we focus on public trust concerns and barriers to entry for new candidates. St. John's and other municipalities in NL have the opportunity to adjust regulations related to union and corporate regulations prior to provincial legislative change, at a time when jurisdictions across Canada and around the world are moving toward allowing only individual contributions in elections.

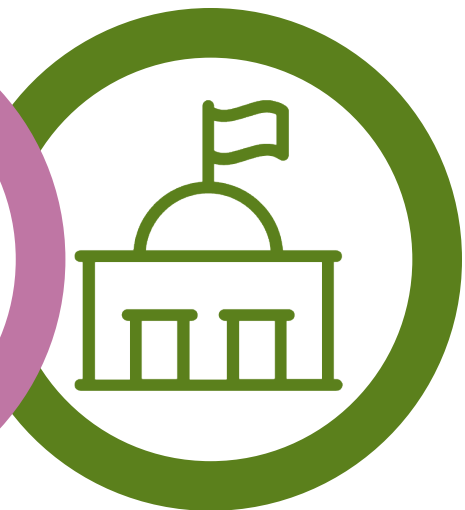
In addition to the concerns regarding contribution and expenditure limits, concerns exist related to disclosure requirements. Currently, candidates are required to disclose campaign contributions within 90 days following an election, and must only swear an oath that they did not exceed the expenditure limit. For those elected, 90 days is a significant length of time in office without publicly presenting their donors, and is well outside the period of time in which the public are interested in news regarding the election. Allowing candidates to simply swear an oath regarding expenditures instead of declaring the actual amount spent and how that money was spent raises concern related to transparency and also related to the ability of new candidates to plan a campaign.

Campaign Finance - Calls to Action for Municipal Councils:

- Reduce expenditure caps based on the real need of campaigns, the effect on barriers for new candidates, and the relationship with voter engagement
- Ban corporate and union donations based on public trust concerns, and barriers for new candidates
- Amend the necessary by-laws to reduce timeline for disclosure of campaign contributions to allow greater transparency of donors
- Amend the necessary by-laws to require disclosure of expenditures in addition to contributions to improve transparency and public trust



**Citizens'
Assembly for
Stronger
Elections NL**



www.casenl.ca

A Review of Selected Election Processes for the City of St. John's

Presented to:

City of St. John's Municipal Council

Presented by:

Dr. Amanda Bittner

Mr. Ross Reid

Ms. Marie Ryan

Dr. Stephen Tomblin

September 30, 2019

*Panel Members would like to thank Katherine McLaughlin, Clare Noxon, Brooke Steinhauer, and Kiera Walsh for excellent research assistance.

Dear Mayor and Council,

We, the Expert Panel, are pleased to present this report on our review of select election processes for the City of St. John's, as delineated in the *Terms of Reference for the External Panel to review Election Processes including the Finance-By-Law*.

The Expert Panel was duly constituted by Council in July 2019 to consider specific aspects of the submission by the Citizens' Assembly for Stronger Elections (CASE). We were provided 60 days to carry out our mandate, with a report deadline date of September 30, 2019.

We were pleased to be given the opportunity to support Council's endeavours and believe that our backgrounds and expertise in the academic, administrative and/or political areas (see Appendix "A") enabled a comprehensive review of the issues under consideration. We trust that our collective effort will provide Council with sufficient insight to move forward as it deems appropriate.

Respectfully submitted this 30th day of September 2019,

Dr. Amanda Bittner

Mr. Ross Reid

Ms. Marie Ryan

Dr. Stephen Tomblin

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1.0 Background and Context

1.1 Why Reform?

Reforming an electoral system is a decision that may be the result of a multitude of pressures and circumstances. Additionally, it is likely that there will be a variety of constraints that make reform challenging. Electoral institutions are all imperfect, and there is no one “ideal” system. All change involves trade-offs, and depending on the perceived needs in a given democracy, some institutions may be more appropriate than others. Democratic reforms designed to address issues of legitimacy or access, for example, may involve different considerations in comparison to calls to improve effectiveness, or to address equity imbalances. Issues such as partisanship and territoriality can also complicate efforts to address common challenges, and electoral reform efforts are usually fraught and highly politicized. Large scale efforts to overhaul electoral systems in Canada have usually failed (and for a variety of reasons), but jurisdictions across the country have successfully implemented many smaller changes to electoral laws.

Public Policy and Context

When this Panel was first provided with the Report of the Citizens’ Assembly for Stronger Elections (CASE) and asked to advise St John’s City Council, there was some confusion over the objectives and purpose behind Council’s request. There were few details of the contextual factors underlying the ideas presented for reform, nor was there any discussion of anticipated/unanticipated outcomes, and how these might be measured and evaluated.

This Panel was asked to review recommendations that lack context, and there are knowledge gaps with respect to clearly defining the problem(s) requiring policy action, understanding the various possible remedies (instruments) available for consideration, and the likely impact and outcomes to be generated not only for the City of St. John’s but also for the entire province. Discussions about signage, campaign finance, council structure, electoral systems, and enfranchisement would be more effective if there were more details on the general context, the problem(s) requiring resolution, and what is doable with respect to changing technologies and patterns of behaviour.

Analyzing public policy proposals is difficult when municipalities have to rely upon others to put these plans into action. Public policy requires legislation, and many of the reforms that were proposed for our review include changes that the City of St. John’s cannot make on its own. Given that reality, it may make more sense to address these questions in the appropriate jurisdiction which has the legislative capacity to initiate these changes, and who will need to be the primary actor in any democratic reform process in the province of Newfoundland and Labrador. The strategy of lobbying or pressuring as a means to achieving policy reform is not the best approach for improving functionality or making decision-making less political. Rather, new

venues need to be created which strategically engage key stakeholders across the municipality, enabling consideration of diverse interests and expertise.

It is possible, too, that while increasing the power and capacity of the City of St. John's may be viewed as a positive step by local audiences and decision-makers, it may do very little when it comes to old rural-urban divisions and patterns of competitive territorial-political behaviour in Newfoundland and Labrador. By design, the CASE initiative is focused on St. John's only, and, from a public policy perspective, this is more about territoriality than functional integration and community engagement. The City of St. John's might consider working with other municipalities as well as the provincial government, to push a wider agenda of democratic reform.

Given that this Panel was not provided with much background information, and given that its understanding of the motivations for reform is unclear, this report will focus on an assessment of proposed reforms. Where possible, the report makes note of findings from existing research to make it easier to engage decision-makers, experts, and citizens on a complex topic. The report highlights the types of considerations that may be raised in future discussion by Council, citizens, and other stakeholders.

1.2 Our Process

Given the constraints noted above, the Panel found it difficult to offer many critical insights. After much discussion, it was decided that we would provide commentary for each of the issues/considerations identified by Council, assessing and making note of pros and cons, and providing additional considerations where appropriate. In so doing, we believe we have provided Council a foundation for further discussion before they respond to specific CASE recommendations.

THE ISSUES

2.0 Campaign Finance

Issues identified by Council:

- a) Reduce expenditure caps based on the real need of campaigns, the effect on barriers for new candidates, and the relationship with voter engagement.
- b) Ban corporate and union donations based on public trust concerns, and barriers for new candidates.
- c) Amend the necessary by-laws to reduce timeline for disclosure of campaign contributions to allow greater transparency of donors.

d) Amend the necessary by-laws to require disclosure of expenditures in addition to contributions to improve transparency and public trust.

2.1 Commentary

A combination of expenditure caps, the banning of corporate donations, and a cap on individual donations (both per candidate and in total), and shorter timelines for disclosure of expenditures and contributions (with reduction in the donation amount threshold for disclosure), will likely yield the most democratic and transparent campaigning process. These changes also have the potential to make elections more accessible to a wider pool of potential candidates.

2.2 Pros and Cons

Proposed Reform:	Pros	Cons
Reducing Expenditure Caps	<ul style="list-style-type: none">- An increasing number of municipalities across Canada have implemented expenditure caps, both in provincial and municipal elections.- Expenditure caps may level the playing field amongst all potential candidates, allowing for the possibility of a more diverse candidate pool as well as more competitive elections.- Can limit the advantage of incumbents with established connections.- Non-traditional candidates tend to have difficulty raising funds; therefore, limits to spending may help to increase diversity of candidates.	<ul style="list-style-type: none">- Reduces the capacity to circulate candidate/campaign information to voters.- Spending limits/a low expenditure cap may protect and favour the incumbent (who already benefits from name recognition). Additionally, unless the opposition spends more efficiently, the incumbent is also favoured.- Relying on social media for campaigning places those with reduced access to the internet, as well as those with less computer literacy, at a disadvantage.

Proposed Reform:	Pros	Cons
	<ul style="list-style-type: none"> - Caps can be decided based on population/ward size or can be evenly split. - May encourage more public forums, rather than selling-marketing brands and slogans. - Social media has become a powerful, cost-effective, campaign tool. 	
Banning Corporate and Union Donations	<ul style="list-style-type: none"> - May limit the possibility and impression that financial donations might influence the work of Council, enhancing public trust. - May reduce the fundraising advantage of incumbents, e.g., through previous connections. - Donations are highly gendered, and non-traditional candidates tend to be disadvantaged in this area (especially compared to incumbents). Banning corporate/union donations would help to level the playing field. - Many other provinces have implemented bans on corporate and union 	<ul style="list-style-type: none"> - Increases the potential for significant decreases in overall donations. - Can hinder those with limited available resources. - Corporate and union donations can instead be contributed in the form of personal donations. - A larger issue at the provincial and federal levels.

Proposed Reform:	Pros	Cons
	donations. Following suit may help to bring St. John's in-line with best practices elsewhere in the country.	
Shorter Timelines for Disclosing Expenditures/Transparency	<ul style="list-style-type: none"> - Transparency is essential in building confidence within the electorate. - Enforces standards for accountability. 	

2.3 Other Considerations

Spending limits/caps

Limiting the total dollar amount of individual donations in a given election - while still allowing multiple donations - means that many candidates may receive funding, including new/challenger candidates who may not have a long-term funding base. Examples:

- Halifax has a donation limit of \$1,000 per individual donor per candidate, with a maximum donation amount of \$5,000 across all candidates in a given election.
- British Columbia legislation also changed in 2017, with the introduction of the Election Act Amendment (Bill 3, as proposed by the B.C. NDP government) as a way to ban limitless donations, decrease foreign and corporate influence over elections, and restore public trust via full transparency. The province limits individual donations to \$1,200 per person.

Potential actions:

Spending

- Reduce the expenditure cap by adjusting or redesigning the current formula.
- In advance of every election, institute a formal review of spending rules and limits that takes into account all aspects of campaign spending, seeks the input of interested voters

and reflects the principles behind the campaign financing regimes in federal and provincial campaigns in this province.

Donations

- Currently, the limit for a financial contribution to be considered a “donation” for cash donations, accrual and disclosure purposes is \$250. This should be reduced to at least \$100 as anticipated in provincial legislation. Council may want to consider an even lower threshold.
- If there are concerns about the real or perceived influence donors can have over elected officials, campaigns should be allowed to engage more than just the agent or the candidate to raise funds. Both would remain ultimately responsible and accountable, but the task can be further delegated.

Reporting and accountability

- Amend the necessary by-laws so that candidates are obliged to report on campaign contributions and expenditures in excess of the limits above, within sixty (60) days of the date of the municipal election.

3.0 Council Structure

Issue identified by Council:

a) Further study the current and other potential council structures (i.e. ward and/or at-large councillors) and the method of determining the roles of mayor and deputy mayor to determine the best fit for your community.

3.1 Commentary

In the City of St. John’s, the municipal Council is made up of five ward councillors (elected by constituents within ward boundaries), four at-large councillors (elected by all constituents), the deputy mayor and the mayor, for a total of eleven representatives. If Council wishes to make changes to its structure (including the role of Deputy Mayor), we recommend they identify the perceived democratic deficit and the rationale for doing so. Restructuring of Council should be based on a compelling argument on how such a change contributes to increased confidence in the system and more engagement.

However, we also note that engaging in a reorganization of the Council structure is likely to have minimal impact, at the expense of more fundamental issues facing Council during their term.

3.2 Examples of Municipal Council Structures

While some councils do not have a deputy mayor, or lack those elected at-large, most have councillors who represent specific geographic regions within the municipality.

The town of *Quispamsis, New Brunswick* has a council structure of a mayor, deputy mayor and six council members, all elected at-large.

The *Halifax Regional Municipality* (a product of the amalgamation of Halifax, Dartmouth, Bedford, and Halifax County) has a regional council, which acts as the main decision-making body for all towns included in the municipality. It consists of a mayor and sixteen councillors, who all sit on boards, committees, commissions and community councils.

Charlottetown City Council is comprised of a mayor and ten councillors representing 10 wards within the city. The mayor is elected at large, and councillors are elected by ward, with elections held every four years.

The *City of Toronto* has a mayor (who is elected at-large), and twenty-five councillors, who are elected by voters within the twenty-five wards.

Winnipeg also has a mayor elected at-large, and fifteen councillors representing their respective wards.

The *City of Lethbridge, Alberta*, also has a slightly different council structure, as under the mayor, each of the elected councillors has opportunity to act as deputy or acting mayor within their four-year rotations.

3.3 Pros and Cons

Proposed Reform:	Pros	Cons
Ward versus At-Large Council positions	<ul style="list-style-type: none">- Ward councillors may be able to provide constituents with more one-on-one support for issues.- The position of a ward councillor may be more amenable to those who are	<ul style="list-style-type: none">- Some suggest that at-large Councillors may overlook geographically-based community interests. They do not have responsibility for ward-based issues.- Ward councillors may

	<p>active in their wards, and/or who have grown up, reside and/or have family in the area.</p> <ul style="list-style-type: none"> - Ward-based elections can result in more representation of minority communities, if they are geographically concentrated, when compared to at-large elections. - Ward-based elections may be accompanied by less voter fatigue, resulting in more voters completing their ballots. With at-large elections, voters need to choose multiple candidates at once, and some voters may not completely fill in their ballots due to fatigue, confusion, or frustration. 	<p>sometimes appear to be more concerned with supporting constituents than with taking principled policy stances. Pleasing geographically-based constituents may be top-of-mind for these representatives.</p> <ul style="list-style-type: none"> - Depending on the ward, ward councillors are inundated with daily calls and complaints. - Some studies suggest that ward-based systems encourage parochialism and can lead to higher municipal expenditures.
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3.4 Other Considerations

Engaging in a reorganization of the council structure is likely to have minimal impact and may come at the expense of more fundamental issues in the municipality. Choosing roles for City Councillors, including whether or not there is a position of Deputy Mayor, is complex and may be extremely political at times. There must be someone identified to act in the Mayor's absence. If this is a rotating position, it may result in lack of continuity and may mean that Council has to adapt to several styles and skill sets. If this position is elected from within Council (by sitting Council members), it may also be particularly challenging in cases where there is a difficult group dynamic and/or Council factions. This may distract from the business of Council.

The Panel urges Council to identify the problem(s) with the current council structure before embarking on reform.

4.0 Electoral Systems

Issue Identified by Council:

a) Increase proportionality, reduce strategic voting and promote a more equitable democratic process by adopting a ranked ballot for the municipal electoral system.

4.1 Commentary

Considerations of electoral reform that include electoral system change and ballot design are substantial, and not without controversy. Making changes of this magnitude requires substantial informed citizen engagement, and it must be acknowledged that all electoral systems have flaws. We encourage Council to identify clear problems with the existing system and priorities for desired change, and to undertake a process to ensure that citizens understand the pros and cons of all systems, including the existing system and any proposed changes.

4.2 Pros and Cons

Proposed Reform:	Pros	Cons
Current Ballot – First-Past-The-Post (FPTP)	<ul style="list-style-type: none">- Voters only have to choose a single candidate.- Less expensive to create and count the ballots.	<ul style="list-style-type: none">- Elected candidate may win without a majority (50% plus 1) of the vote share.
Ranked Ballot	<ul style="list-style-type: none">- May increase proportionality.- May promote a more equitable democratic process.- May lead to more elected representatives who win by a majority.- May discourage negative campaigning as those who do so may lose second choice votes as well.- Provides more options for voters.	<ul style="list-style-type: none">- It may be considered difficult to understand by voters and, therefore, will require education about how the new system works.- Confusion can lead to decreased voter turnout.- People may not rank all candidates on the ballot, which may reduce the effectiveness of the ranked-ballot system. If only 3 choices are registered out of a longer list, and if

Proposed Reform:	Pros	Cons
		<p>all of a voter's choices are eliminated due to not having enough votes, then their whole ballot will likely be considered to be 'wasted'. This is unlikely to happen if there are fewer candidates like in St. John's mayoral and deputy mayoral races, but more likely in races with more candidates as per for the councillors (especially the at-large races).</p> <ul style="list-style-type: none"> - The ballot design may increase the overall cost of election administration. - Potential for more error when tallying votes. - Ranked ballot designs are not a panacea, and with all electoral systems and ballot designs, there are trade-offs.

5.0 Voting Method

Issue Identified by Council:

a) Conduct an independent review to determine whether the mail-in-ballot system met the objective of increasing accessibility, improving and diversifying voter turnout and providing cost savings.

5.1 Commentary

More research is needed to understand the impact of the mail-in ballot system. We recommend that Council obtain the data necessary to assess this issue, and that a fulsome review of this voting method (with consideration of multiple alternative methods) takes place.

5.2 Current Methods

Currently, available voting methods in the City of St. John's include:

- Mail-in-ballot
- In-person voting
- Advance poll
- Proxy
- Mobile and special ballots.

5.3 Pros and Cons

Proposed Reform:	Pros	Cons
Mail-In Ballot Only System	<ul style="list-style-type: none">- May increase accessibility for some voters.- Voter participation may increase (over polling station attendance) due to convenience.- May streamline the voting process for both voters and those who are administering the elections.- Potential to save money in terms of number of polling stations and staff.- May give voters more time to think about their ballot while holding it in their possession.- A single voting method may be preferable to multiple options – e.g., in-person voting or mail-in ballot.	<ul style="list-style-type: none">- May result in abuse and coercion.- Voter participation may decrease due to confusion.- Voters with limited literacy and other disabilities may encounter challenges.- May shorten the campaign period, as many cast their ballot early.- May lead to extra expenses (e.g., paper, printing, postage).- May lead to loss of tradition; the civic experience with voting would no longer exist.

5.4 Other Considerations

Identifying an effective voting method

St. John's needs a system that is easy for voters and encourages their participation. The suggestion to do a review is practical and timely. This review should not only be of the mail-in-ballot system on its own, but as a component of a larger review of the best approach to take in the years ahead. It is necessary to implement a system that is as inclusive as possible while ensuring the integrity of the system.

This could be an opportunity to engage with the Provincial Government, as it has expressed the intention of reviewing its existing and dated election laws. The City of St. John's could work with other municipalities and Municipalities NL to encourage Elections NL to make revisions and adopt cutting-edge technology for future elections.

6.0 Enfranchisement

Issues Identified by Council:

- a) Lobby the Provincial Government to amend the necessary legislation to change the voting day to enfranchise student voters.
- b) Resolve to allow permanent residents to vote if and when the province has made the necessary legislative changes.
- c) Lobby the Provincial Government to amend the necessary legislation to grant permanent residents the right to vote in municipal elections.

6.1 Context – the Current Legal Framework in Canada

As our Panel did not include legal scholars, we rely upon the work of others, such as the Canadian Civil Liberties Association, to provide context. They indicate:

“As it stands in Canada, no non-citizen is permitted to vote at any level of government, be it municipal, provincial, or federal. The wording of Section 3 of the *Canadian Charter of Rights and Freedoms*, which upholds democratic rights, explicitly states that voting rights are reserved for Canadian citizens, as it states, “*Every citizen of Canada has the right to vote in an election of members of the House of Commons or of a legislative assembly and to be qualified for membership therein.*” The Supreme Court has interpreted the purpose of section 3 as to ensure that every citizen has the right to play a meaningful role in the democratic process.[2] Democratic rights are thus one of the few *Charter*-protected rights that are only guaranteed to Canadian citizens. [3] While the current constitutional framework limits voting rights to Canadian citizens, this would not

preclude municipalities from extending voting rights to non-citizen residents if there was the political will.” (Canadian Civil Liberties Association, March 2019: <https://ccla.org/non-citizen-voting-rights/>).

6.1.1 Commentary

Enfranchisement of all residents of the City of St. John’s, and expanding the right to vote to include those who are currently disenfranchised, is a laudable goal. There are legal and constitutional issues to consider, but, if the City pursued this path, it would be leading the country in this effort.

Increasing participation of those who are currently eligible to vote and run as candidates and focusing on reforms to ensure a more open and inclusive system, may be a more realistic focus for Council. We suggest that any efforts to increase the diversity of participants in the electoral process would require targeted discussions with underrepresented communities and traditionally marginalized groups.

Changing the date of elections from September is worthy of consideration for a variety of reasons, including the potential disenfranchisement of students, as well as the impact of summer and returning to school on campaign engagement by activists and voters. This concern should be properly articulated and presented as part of a larger effort to increase engagement in elections by removing barriers to all of those who might otherwise be involved.

6.2 Pros and Cons

Proposed Reform:	Pros	Cons
Enfranchisement of non-citizen or permanent residents	<ul style="list-style-type: none">- Giving non-citizen residents voting rights may increase democratic legitimacy, promote integration of immigrants, and increase the likelihood of pursuing citizenship.- Non-citizen residents are affected by the laws; therefore, enfranchisement	<ul style="list-style-type: none">- May provide disincentives to the process of naturalization and the civic duty that eventually comes with it.

Proposed Reform:	Pros	Cons
	<p>allows them to have input in the process that produces laws (e.g., they pay taxes and hold jobs, their children may attend public local schools, and they are subject to local laws).</p> <p>- Permanent residency is seen as a path to citizenship, therefore, the right to vote is a right they will eventually gain – the rationale for disenfranchisement of this group is not clear.</p>	

6.3 Other Considerations

Changing the election date

The municipal election date, the last Tuesday in September, is set down in the Provincial Government's Municipal Elections Act, as per section 5.0 General Elections. Should Council decide to pursue a change of date, it would be prudent to discuss this with MNL, as likely this change also would benefit the act of voting in many other municipalities as well.

Facilitating inclusion in the election process

While there is much discussion regarding obtaining the right to vote for permanent residents within urban centres such as Vancouver and Toronto, there has not been much headway made, as municipalities would have to adhere to provincial legislation (which would need to be amended to allow this process to occur).

In this context, models of local governance should be designed to make everyone feel that they matter and are part of the community. One of the biggest policy challenges facing the province and city is the recruitment and retention of young people with critical knowledge competencies essential to economic innovation and development. If their voices are ignored, for example, and

critical services they value are not on the radar, it will be difficult to encourage them to stay and contribute to the growth of the community.

As a result, it makes sense to bring about reform to increase access to and engagement in the political system: facilitating the vote for both students and permanent residents. In order for this to happen, there should be pressure applied to the provincial government to make appropriate changes in legislation.

More broadly, we do not currently well understand the various limitations of language and culture inhibiting new Canadians. We must continue to do more to engage those communities with a goal to enable them to find their places and voices in the city.

Activities to engage are often seen as exclusive or elite-focused and can be made more mainstream. If Council is motivated to expand the participation of voters, it should be prepared to make a sustained and concerted effort to promote engagement, voting, and candidacy in the population generally and in targeted communities particularly.

6.4 Election Signage

Issue Identified by Council:

- a) Investigate the use of election signage noting that other Canadian jurisdictions have banned the use of such in public places.

6.4.1 Context – Examples in Other Municipalities

Campaign signage appears to be legal on public property in many Canadian cities (notably Winnipeg, Victoria, Toronto), however they have regulations. The regulation of signage on public property in other cities appears to be stricter than that of St. John's (from BY-LAW NO. 1471, SIGN BY-LAW), with specific mentions to:

- Limiting the proximity of signs to voting places/facilities (Toronto); signs must be 100 metres away from a voting facility/out of sight (Victoria) (though Elections NL does have this clause).
- Prohibiting signs on all City facilities including structures, parks, playing fields and adjacent boulevards (Victoria).
- Allowing signage on transit advertising space (e.g., on buses) and bus shelters, garbage/recycling units, or other street installations used for advertisements (Toronto).
- Prohibiting use of boulevard trees for signage (Victoria).

Further:

Surrey, British Columbia, banned election signs on public property, after spending nearly \$160,000 to remove them post-election.

London, Ontario, has an election sign by-law which increases campaign restrictions to avoid cluttering city streets and intersections. This is primarily from a safety standpoint to ensure that pedestrians can access all walking routes, and that drivers are less distracted behind the wheel. The signs also have to be a certain distance apart to avoid clutter. The general consensus is that election signs require too much time, money and effort to be truly useful in the long-run.

There are some examples of adaptation, such as York, Ontario, which processes plastic campaign signs at recycling depots to reduce environmental degradation.

Vaughn, Ontario also has a sign deposit fee of \$250 for every candidate, to keep the costs of clean-up within budget.

Kingston, Ontario, also has a by-law which prohibits election signs on all public property. They also have a limit of two signs per private property. This has led to city residents feeling that such laws limit an individual's freedom of speech and political expression.

6.4.2 Commentary

While social media and online campaigns are amenable to many voters, these venues are not easily accessible to many populations including those living in poverty, those with limited literacy, and those with certain disabilities. With an enforceable regulatory regime, including limits on the number of signs, where signs can be placed, and considerations for more environmentally friendly-options, election signage may be more acceptable.

6.4.3 Pros and Cons

Proposed Reform:	Pros	Cons
Election Signage	<ul style="list-style-type: none">- May allow candidates to advertise and appeal to the public.- May boost name recognition.	<ul style="list-style-type: none">- Signs are expensive, both for candidates to buy, and for a city to regulate and remove after an election.- Current rules appear to be

	<ul style="list-style-type: none"> - May boost voter turn-out, as campaign signs may remind voters to head to the polls. 	<ul style="list-style-type: none"> inconsistently applied and enforced. - May be logistically tough to distribute and to maintain, particularly with local weather. - Majority of signs are single use plastics, create litter and clutter and can sometimes be dangerous. - May pose a potential barrier to new candidates due to cost.
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6.4.4 Other Considerations

Research indicates that signs have a very modest effect on a campaign's success and are unlikely to have a large enough impact to alter the outcome of an election. They have been found by some to be about as equally effective as receiving campaign material in the mail.

In various jurisdictions, rules for election signage delineate, for example, where they can be displayed or not (private versus public property) and timing around election cycles. In the age of social media, election signage may become less important to electoral campaigns.

7.0 Overall Considerations

Election reforms should be designed to encourage and facilitate increased participation of all citizens in electing our municipal leaders and in the ongoing governance of the city.

Electoral reform in the City of St. John's cannot be effectively undertaken without in-depth consultation with the provincial government, Elections NL, and MNL to discuss the broader implications of system change.

The Panel suggests that the electoral reform process would be facilitated if all of the relevant election legislation and regulations for St. John's are consolidated into one document – forming a comprehensive handbook. This would allow for easier review of existing regulations, while also making understanding electoral law easier for new and incumbent candidates.

8.0 Conclusion

We hope that our research, discussion and commentary assists Council to identify critical next steps in its efforts to consider election reform. We must note that election reform is a *process*, and, to that end, it has key steps including **informed** and **inclusive** engagement.

Appendix “A” – the Expert Panel

Dr. Amanda Bittner: a full professor in the Department of Political Science at Memorial University. Studies elections and voting in Canada and around the world, including research on gender and political attitudes, survey research and measurement, and the factors influencing attitudes and vote choice.

Ross Reid: former Canadian politician who has been a federal minister and Member of Parliament, a senior political advisor in Ottawa and St. John’s, a provincial deputy minister and has advised on democratic institutions and elections in more than 30 countries around the world.

Marie Ryan: Partner at Goss Gilroy Inc. Management Consultants and tireless advocate for social justice in the community, former councillor and deputy mayor. She is the recipient of the Queen’s Diamond Jubilee Medal and the Order of Newfoundland and Labrador.

Dr. Steven Tomblin: a full professor in the Department of Political Science and Medicine (Community Health) at Memorial University. In addition to administrative service in the political science department, Tomblin has served as the Principal Investigator for the Atlantic Regional Training Centre.

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Terms of Reference

External Panel to review Election Processes including Finance-By-Law

Background

Subsequent to the 2017 Municipal Election, a non-commissioned report of the Citizens' Assembly for Stronger Elections (CASE) was presented to the City for consideration.

The City established an internal ad hoc committee to review the recommendations put forward in the CASE report. The Committee consisted of the following members

Council	Mayor Danny Breen Councillor Ian Froude Councillor Dave Lane Councillor Maggie Burton
Staff	Elaine Henley, City Clerk Karen Chafe, Supervisor of the Office of the City Clerk/Election Coordinator 2017

The ad hoc committee put forward its recommendations to Council in a Decision Note dated July 5, 2019. The recommendations were approved by Council at its Regular Meeting held July 22, 2019.

Purpose

The Panel is tasked with reviewing the proposed amendments noted below (taken directly from the CASE report) and providing Council with a detailed report including the impact of such changes.

1. Campaign Finance

- a) Reduce expenditure caps based on the real need of campaigns, the effect on barriers for new candidates, and the relationship with voter engagement.
- b) Ban corporate and union donations based on public trust concerns, and barriers for new candidates.
- c) Amend the necessary by-laws to reduce timeline for disclosure of campaign contributions to allow greater transparency of donors.
- d) Amend the necessary by-laws to require disclosure of expenditures in addition to contributions to improve transparency and public trust.

2. Council Structure

- a) Further study the current and other potential council structures (i.e. ward and/or at-large councillors) and the method of determining the roles mayor and deputy mayor to determine the best fit for your community.

3. Electoral Systems

- a) Increase proportionality, reduce strategic voting and promote a more equitable democratic process by adopting a ranked ballot for the municipal electoral system.

4. Voting Method

- a) Conduct an independent review to determine whether the mail-in-ballot system met the objective of increasing accessibility, improving and diversifying voter turnout and providing cost savings.

5. Enfranchisement

- a) Lobby the Provincial Government to amend the necessary legislation to change the voting day to enfranchise student voters.
- b) Resolve to allow permanent residents to vote if and when the province has made the necessary legislative changes.
- c) Lobby the Provincial Government to amend the necessary legislation to grant permanent residents the right to vote in municipal elections.

Council also requested that the Panel further consider the following item (which is not part of the CASE report):

6. Election Signage

- a) Investigate the use of election signage noting that other Canadian jurisdictions have banned the use of such in public places.

Membership

The Panel will consist of the following four members:

- **Ross Reid:** former Canadian politician who most recently served as the Chief of Staff to Newfoundland and Labrador Premiers Kathy Dunderdale and Tom Marshall. Reid is a former Progressive Conservative member of Parliament who served as the Minister of Fisheries and Oceans and Minister for the Atlantic Canada Opportunities Agency under Prime Minister Kim Campbell;
- **Dr. Amanda Bittner:** studies elections and voting in Canada. She has published research on voter turnout, immigration, as well as the impact of social cleavages and political sophistication on political attitudes. She is currently working on projects in a number of areas, including voters' attitudes about immigration; the influence of gender on public opinion and voting; and Canadian parties and elections.
- **Marie Ryan:** Partner at Goss Gilroy Inc. Management Consultants and tireless advocate for social justice in the community, former councillor and deputy mayor. She is an advocate for inclusive citizenship and development of the housing and

homelessness support services sector. She is the recipient of the Queen's Diamond Jubilee Medal and the Order of Newfoundland and Labrador

- **Dr. Steven Tomblin:** is a full professor in the Department of Political Science and Medicine (Community Health) at Memorial University of Newfoundland. In addition to administrative service in the political science department, Tomblin has served as the Principal Investigator for the Atlantic Regional Training Centre.

Compensation

Members of the Panel will serve in a volunteer capacity and as such, there will be no compensation.

Operating Principles

Regardless of their backgrounds and/or affiliations, members shall serve in an individual capacity having regard to the public interest, and not as the delegates or representatives of sectoral groups. While knowledge of political context and processes is an asset, care must be taken to avoid political partisanship.

Report/Recommendations

The Panel shall provide to Council a written report of recommendations within 60 days of the Panel's establishment. The report shall be made public by Council at a reasonable time after Council's review.

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St. John's, Newfoundland, Canada

Important Information

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BY-LAW NO. 1506

AMENDMENT NO. 1525, 1576, 1578, 1598

ELECTION FINANCE BY-LAW

PASSED BY COUNCIL ON October 15, 2007

Pursuant to the powers vested in it under the Municipal Elections Act, R.S.N.L. 1990 c. M-20.2, as amended and all other powers enabling it, the City of St. Johns enacts the following By-Law relating to municipal election finances.

BY-LAW

1. This By-Law may be cited as the St. Johns Election Finance By-Law.

2. In this By-Law:

(a) “contribution means a contribution of money, goods, or services, but does not include a donation by a natural person of his or her personal services, talents, or expertise or the use of his or her vehicle where it is given freely and not as part of his or her work in the service of an employer”; and (**Amended 06/19/2017; #1598**)

(b) election means a general election, by-election or special election called under the Municipal Elections Act.

EXPENDITURES

3. (1) A candidate for mayor shall not in any election expend monies exceeding the total of \$10,000.00 plus \$1.00 for each voter on the voters list as of the date of the election.

(2) A candidate for deputy mayor shall not in any election expend monies exceeding the total of \$10,000.00 plus \$1.00 for each voter on the voters list as of the date of the election.

(3) A candidate for councillor at large shall not in any election expend monies exceeding the total of \$10,000.00 plus \$1.00 for each voter on the voters list as of the date of the election.

(4) A candidate for ward councillor shall not in any election expend monies exceeding the total of \$10,000.00 plus \$1.00 for each voter in the applicable ward on the voters list as of the date of the election.

CONTRIBUTIONS

4. (1) (a) Contributions to candidates shall be made only by natural persons individually, or by corporations or trade unions individually.

(b) The value of goods or services contributed to a candidate is:

(i) if the contributor is in the business of supplying those goods or services, the lowest amount charged by the contributor for an equivalent amount of the same goods or services at or about the time and in the market area in which the goods or services are contributed; and

(ii) if the contributor is not in the business of supplying those goods or services, the lowest amount charged, at or about the time the goods or services are provided, by another person who provides the same goods on a commercial retail basis or services on a commercial basis in the market area in which the goods or services are contributed.”

(c) For greater certainty, where an employee spends time working for a candidate for which he or she is compensated by his or her employer and the employer is not a candidate, the value of that compensation is a contribution of the employer for the purposes of this By-Law. **(Section 4(1) - Amended 06/19/2017; #1598)**

(2) (a) Natural persons individually may in a calendar year make a maximum contribution of \$1,000.00 to a candidate; and

(b) Corporations and trade unions may in a calendar year make a maximum contribution of \$2,000.00 to a candidate.

(3) Only a candidate or his or her agent may solicit, collect or accept contributions.

(4) A contribution to a candidate that is made by a person in a calendar year, the total value of which does not exceed \$250.00 is not a contribution for the purposes of this section.

(5) Money given to a candidate in an amount exceeding \$250.00 shall be made only:

(a) by a cheque that has the name of the contributor printed legibly on it and that is signed by the contributor and drawn on an account in the contributor's name;

(b) by a money order that identifies the name of the contributor; or

(c) in the case of a contribution by an individual by the use of a credit card, if that credit card has the name of the individual contributor imprinted or embossed on that card,

and that contribution shall not be accepted unless the contribution is made in accordance with this subsection.” **(Section 4(5) - Amended 06/19/2017; #1598)**

(6) Notwithstanding subsection (5), where money in an amount exceeding \$250.00 is anonymously contributed to a candidate, that money shall not be utilized by the candidate in the election but shall be paid to the City of St. Johns and used to offset the costs of the election.

(7) Where goods or services in an amount exceeding \$250.00 are anonymously contributed to a candidate, those goods or services shall not be utilized by the candidate in the election.” **(Amended 06/19/2017; #1598)**

REPORTING

5. (a) All candidates in an election, including those not elected, shall, not more than 90 days after the election, file with the returning officer a statement in the required form and made under oath or affirmation stating:

i. the total amount of the contributions received by him or her;

ii. each contribution from a corporation and the contributors of those amounts; and

iii. each contribution from an individual that exceeds \$250.00 and the contributors of those amounts. **(Amended 07/14/2015; #1578)**

(b) All candidates in an election, including those not elected, who did not receive any one contribution in an amount exceeding \$250.00 shall, not more than 90 days after the election, file with the returning officer a statement under oath or affirmation stating the total amount of the contributions received by him or her and that he or she did not receive any one contribution in an amount that exceeded \$250.00.

6. All candidates in an election, including those not elected, shall not more than 90 days after the election, file with the returning officer a statement under oath or affirmation stating the total amount of expenditures made by him or her on the campaign and confirming that said amount did not exceed the limits set out in section 3 of this By-Law. **(Amended 05/25/2015; #1576)**

(1) A statement filed under this By-Law shall be considered to be an official record of the City, and upon request, shall be made available for inspection by members of the public. **(Amended 06/19/2017; #1598)**

OFFENCE AND PENALTY

7. Sections 99 and 100 of the Municipal Elections Act apply to a contravention of this By-Law.

APPLICATION

8. This By-Law shall apply to an election which may be called after the enactment of this By-Law.

DECISION/DIRECTION NOTE

Title: Strategic Plan 2019 Report on Progress and 2020 Action Plan (Draft)

Date Prepared: Feb. 12, 2020

Report To: Committee of the Whole

Councillor and Role: Mayor, Governance and Strategic Priorities

Ward: N/A

Decision/Direction Required: Table the 2019 Strategic Plan and Continuous Improvement progress reports and seek approval on the draft initiatives for 2020.

Discussion – Background and Current Status:

The City's Strategic Plan, [Our City, Our Future](#), was approved by Council in March 2019 along with a series of [action items](#) to begin in 2019. The plan is designed to have four strategic directions covering a period of ten years – A Sustainable City, A City that Moves, A Connected City, and An Effective City and goals to reflect the priorities for each term of Council. The action planning process is an annual activity whereby staff review progress on the planned activities, add/or adjust timelines where required, and identify new activities for 2020 to achieve the goals.

Below is a summary of the 2019 progress against the plan.

Completed Initiatives

Twenty-nine initiatives were noted as complete, meaning the item was completed in full and has concluded or the planned activities associated with the initiative for 2019 were completed. In the case of the latter, the item has additional actions which go in to 2020/21 and the Council progress update notes the activities planned for 2020. These include:

- Advance the Sustainability Plan
- Advance the Healthy City St. John's Strategy
- Advance an Information Management Strategy
- Develop Policies and Procedures to enhance Regulatory Services

Eight policies were completed in 2019 which are now in various stages of implementation.

Two significant reviews/strategies were completed in 2019: Public Transit Review and Bike St. John's Strategy. These have resulted in projects/initiatives being added to the 2020 Action Plan.

ST. JOHN'S

On Track Activities

Ten initiatives scheduled into 2020 are on track for completion. Some of these are multi-year projects/strategies such as the advancement of a new city website.

Behind

Five initiatives are behind schedule meaning that while progress has been made, the initiative has not progressed as quickly as planned due to a variety of challenges or delays. Details are provided in the Council progress updates in the report.

Overdue

Eighteen initiatives are overdue. These are initiatives that were planned to be fully complete in 2019 but for a variety of reasons have been delayed and were not able to be completed on time. The Council progress updates provide notes for each initiative.

Summary

Of the 62 initiatives outlined in the 2019 Action Plan, nearly two thirds or 63% are complete or on track and 37% are behind or overdue. All items noted as behind or overdue are now scheduled for completion in 2020.

An overview of progress on the 2019 CI projects is also provided in the report. The next quarterly report will provide a more comprehensive CI update noting new projects for 2020 and sustained results from 2018 projects.

2020 Action Plan

There are 45 new initiatives scheduled to begin in 2020. Some of these span multiple years and the start and end dates are reflected in the report. As noted earlier, some existing 2019 initiatives also have new activities planned for 2020 which are not reflected in these numbers.

As outlined in the framework for the strategic plan, Council will receive progress reports on a quarterly basis with the first report scheduled for early April 2020.

Key Considerations/Implications:

1. Budget/Financial Implications:

All items in the strategic plan are aligned with operating or capital budget.

2. Partners or Other Stakeholders:

The guiding principle of the strategic plan framework states: We will work with partners and municipal neighbours to advance our strategic directions through cooperative and innovative approaches.

3. Alignment with Strategic Directions/Adopted Plans:
The strategic plan is the overarching plan for the city.
4. Legal or Policy Implications:
Any legal or policy implications are considered as initiatives are planned for and implemented.
5. Privacy Implications:
The City follows its Privacy policy when planning for new projects.
6. Engagement and Communications Considerations:
Where appropriate, engagement and communications are involved in the development and implementation of initiatives in this plan. The Division of Organizational Performance and Strategy prepares and publishes reports on the strategic plan and its action plans for both the City's intranet and internet. Marketing and Communications shares the plans through other traditional communications channels. In early 2020, the public dashboard showing real time progress of the plan will also be launched.
7. Human Resource Implications:
N/A
8. Procurement Implications:
All projects and initiatives follow current legislation and policy.
9. Information Technology Implications:
Information services is consulted in the development of the annual action plan.
10. Other Implications:

Recommendation: Table the 2019 Progress Report at an upcoming meeting of Council and approve the 2020 draft initiative plan.

Prepared by/Date: Victoria Etchegary, Manager, Organizational Performance and Strategy, Feb. 12, 2020

Reviewed by/Date: Derek Coffey, Deputy City Manager, Finance and Administration, Feb. 12, 2020

Approved by/Date: Kevin Breen, City Manager

Attachments:

Council Update Report 2019
CI Project Status Report
Draft 2020 Action Plan



Annual Action Plan

- Progress report on 2019 actions
- Draft 2020 actions
- Continuous improvement project update

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



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

CITY OF ST. JOHN'S PLAN

A SUSTAINABLE CITY

Goal	Start Date	Due Da...	Current Com...	Council Report Update
Be financially responsible and accountable: 100%	2019/01/01	2022/01/01	On Track	<i>No updates recorded</i>
→ Develop a Fraud Policy: 100%	2019/01/01	2019/12/31	Complete	NEW Council Quarterly Achievements: Policy was approved by Council on January 13, 2020. 2020/01/14
→ Develop a Sponsorship Policy: 100%	2018/01/01	2019/12/31	Complete	NEW Council Quarterly Achievements: Policy was approved by Council on January 13, 2020. 2020/01/14
→ Develop a City-wide Cash Handling and Petty Cash Policy: 100%	2019/01/01	2019/12/31	Complete	NEW Council Quarterly Achievements: Approved by Council January 13, 2020 2020/01/13
→ Develop a Collection of Accounts Receivable Policy: 100%	2019/01/01	2019/12/31	Complete	NEW Council Quarterly Achievements: Policy was approved by Council at its regular meeting on November 12, 2019. 2019/11/14
→ Advance a corporate wide asset management plan: 100%	2019/01/01	2021/12/31	On Track	NEW Council Quarterly Achievements: Key milestones achieved in 2019 include: the creation of an Asset Management (AM) team, a CI review of AM business processes in the organization, completion of the FCM AM readiness scale, and the initial drafting of an AM Policy. Future objectives (2020-2024) include: finalizing the AM policy, developing an AM governance structure and framework within the organization, identifying stakeholder values and priorities, establishing current & target levels of service, various data collection initiatives, development of an overall AM strategy, and developing distinct AM plans for the various classes of assets at the City. It is intended that these steps will lead to the development of a State of the Infrastructure Report (biennially), and the utilization of AM information to support evidence-based decision making impacting both short and long-term capital budgets and annual maintenance (operating) budgets. 2020/01/16
→ Formalize a long-term partnership agreement with the St. John's International Airport Authority: 100%	2019/01/01	2019/12/31	Complete	<i>No updates recorded</i>

Plan for land use and preserve and enhance the natural and built environment where we live: 100%	2019/01/01	2022/01/01	On Track	No updates recorded
→ Advance the development of a sustainability plan: 100%	2019/05/05	2020/12/31	Complete	<p>NEW</p> <p>Council Quarterly Achievements: - Terms of Reference and structure for Expert Panel were complete and selection process is on final stage.</p> <ul style="list-style-type: none"> - Inter-departmental and Multi-stakeholder working groups are identified and will be engaged in planning phase. - Desktop review of current sustainability was complete, and planning framework presented to council. - Energy & greenhouse gas emission report, climate change trends, overview of past sustainability initiatives, and Sustainability Planning Framework will be made public via City website in early 2020. <p>The Sustainability Plan will follow the direction set by the Strategic Plan, Council's declaration of a Climate Emergency, and the Mayor's commitments to the Global Covenant of Mayors for Climate and Energy. The plan will follow the Sustainability Planning framework presented to council on December 2019 to plan for St. John's sustainability while focusing on greenhouse gas reductions, energy efficiency, and adaptation to climate change.</p> <p>2020/01/09</p>
→ Launch energy efficient pilot project for City-owned affordable housing: 100%	2019/08/01	2019/12/31	Complete	<p>NEW</p> <p>Council Quarterly Achievements: This was completed in Dec 2019. Twenty-six digital thermostats installed.</p> <p>2020/01/27</p>
→ Divert waste from landfill: 100%	2019/01/01	2019/12/31	Overdue	<p>NEW</p> <p>Council Quarterly Achievements: There are four activities under this initiative, all contributing to waste diversion. In 2019, we experienced some positive gains in the following programs:</p> <ul style="list-style-type: none"> • 43% increase in yard waste tonnage collected at the curb when compared to 2018. • 12% increase in residents participating in backyard composting sessions which resulted in a 20% increase in the number of compost bins purchased by those participants when compared to 2018. • 120% increase in the tonnage of household furniture directed to Home Again Furniture Bank when compared to 2018. <p>Tonnage of recyclables collected at the curb did not change in 2019. It is anticipated that the soon to be released updated Provincial Waste Management Strategy will inform future waste diversion efforts both residential and commercial.</p> <p>In 2020 we will be developing a communication strategy for waste reduction.</p> <p>2020/01/03</p>

→ Review/modify the existing Downtown Litter Can Collection and clean-up programs	2019/01/01	2019/12/31	Complete	NEW Council Quarterly Achievements: All concrete open bins have now been covered. Deployed refurbished 'decorative' bins into downtown section and removed the plastic three stream containers that did not hold up to vandalism. Tried retrofitting a device to keep plastic three streams from getting damaged but this failed. New metal two stream containers issued in early 2019 held up well to vandalism and are still in excellent condition. Next Steps: Continue to replace the plastic three stream containers with metal containers. Look at replacing the 'DDC' open containers downtown with a covered version. 2020/02/05
→ Develop alternatives to traditional snow removal: 100%	2019/01/01	2019/12/31	Complete	NEW Council Quarterly Achievements: Council approved tender on November 18, 2019. 2019/11/22
→ Complete Envision St. John's Municipal Plan and Development Regulations - finalize and bring into legal effect: 100%	2019/01/01	2020/11/27	Behind	NEW Council Quarterly Achievements: Council adopted-in-principle Envision St. John's on March 4, 2019. It was sent to the Province the next day for provincial release, which we still await. Once we get a release, we can continue with the process: adoption,; commissioner's public hearing; approval; registration and gazetting. Staff have been in touch regularly with Municipal Affairs regarding provincial release. 2020/01/28
→ Review Stormwater Detention Policy to enable more efficient design of detention facilities: 100%	2019/01/01	2019/12/31	Overdue	NEW Council Quarterly Achievements: A draft of the Policy was completed last Fall and is now undergoing review by the Legal Department. We expect the Policy to be sent to Council for consideration by the end of March 2020. 2020/01/30
→ Implement new stormwater management design criteria to account for climate change: 100%	2019/04/23	2019/12/31	Complete	No updates recorded
→ Initiate City-wide wetland report to delineate all wetlands within municipal boundary for protection: 100%	2019/01/01	2020/02/28	On Track	NEW Council Quarterly Achievements: The City's consultant, C-Core, expects to have a draft of the Final Report to the City in February, 2020, for review. We expect to bring the report to Council for consideration by the end of March 2020. 2020/01/30
→ Develop a Downtown Plan - a secondary or area plan under the Envision St. John's Municipal Plan: 100%	2019/10/14	2021/06/25	Behind	NEW Council Quarterly Achievements: Staff from several divisions have met to research downtown plans elsewhere and review existing documents that will have a bearing on downtown St. John's. We are drafting terms of reference to guide the preparation of the new Downtown Plan. 2020/01/28
Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors: 100%	2019/01/01	2022/01/01	On Track	No updates recorded

→ Deliver on a regional Themed Signage Strategy as outlined in Roadmap 2021: 100%	2019/01/01	2020/12/31	On Track	NEW Council Quarterly Achievements: Working with consultant and stakeholders to develop the wayfinding program. Request For Proposals for final design, construction and implementation anticipated for third quarter 2020. 2020/01/31
→ Complete a new Economic Development Plan, review and prioritize recommendations: 100%	2019/01/01	2019/12/31	Overdue	NEW Council Quarterly Achievements: Working draft plan completed and currently under review by internal stakeholders. Anticipate final document by end of first quarter 2020. 2020/01/31
→ Reduce development fees in intensification areas to stimulate growth within the City core: 100%	2019/01/01	2019/12/31	Complete	NEW Council Quarterly Achievements: The intensification areas have been delineated throughout the City and are now in effect. 2019/10/03
→ Amend Development Regulations to make minimum parking requirements discretionary in the Downtown: 100%	2019/01/01	2019/12/31	Complete	NEW Council Quarterly Achievements: This work is completed. Parking relief in the Downtown Parking Area has been restored by an amendment to the St. John's Development Regulations. 2019/10/09
→ Develop a City marketing initiative to support branding: 100%	2019/08/01	2020/04/03	On Track	NEW Council Quarterly Achievements: Internal review completed, moving to external discussion. On track for April 2020. 2019/12/04

A CITY THAT MOVES

Goal	Start Date	Due Da...	Current Com...	Council Report Update
Create a sustainable and accessible public transportation system: 100%	2019/01/01	2022/01/01	On Track	<i>No updates recorded</i>
→ Make traffic signal modifications at select intersections to allow transit vehicles to pass with priority: 100%	2019/01/01	2019/12/31	Overdue	NEW Council Quarterly Achievements: Initial location complete. Significant assistance from signal control vendor required for remaining installs. Completion expected by Q2 2020. 2020/01/27
→ Complete the Public Transit Operational Review: 100%	2019/01/01	2019/12/31	Complete	NEW Council Quarterly Achievements: The Public Transit Operational Review is complete. Select recommendations will be implemented in 2020. 2020/02/13
Improve safety for all users on a well-maintained street network: 100%	2019/01/01	2022/01/01	On Track	<i>No updates recorded</i>
→ Pilot recessed pavement markings in targeted areas: 100%	2019/01/01	2020/05/15	On Track	NEW Council Quarterly Achievements: Recessed pavement markings are installed in various areas and will be assessed for durability in spring 2020. 2019/10/07

→ Complete a city-wide collision report: 100%	2019/01/01	2019/12/31	Overdue	NEW Council Quarterly Achievements: Collision data agreement now secured. Data export being prepared. Expected completion early 2020. 2020/01/29
→ Implement select recommendations and actions from the Paid Parking Management Strategy: 100%	2019/01/01	2019/12/31	Overdue	NEW Council Quarterly Achievements: Initiative contains four actions continuing in to 2020. An update is provided below. 1. Begin issuing e-tickets: delayed due to dependency on pay station roll out 2. Complete changes affecting Churchill Square: deferred to be incorporated in the redesign project which has been added as a 2020 activity 3. Begin consultations on residential and visitor permit program: delayed due to dependency on pay station roll out. An activity to build on permit consultations has also been added to 2020. 4. Install new pay stations: delayed due to longer than expected procurement timelines, expected to be completed in first half of 2020 All activities are expected to be complete during 2020. 2020/01/31
→ Complete Hebron Way street extension to Major's Path: 100%	2019/01/01	2020/11/27	Behind	NEW Council Quarterly Achievements: Still awaiting comments from some regulatory agencies and land acquisition from Airport Authority before being able to proceed to tender. The construction end date has not changed as a result however if the review continues into the spring, the construction end date may have to be pushed out. 2020/01/15
→ Report on small traffic/road improvement projects throughout the city to address concerns of residents and improve road safety: 100%	2019/04/30	2019/12/31	Complete	NEW Council Quarterly Achievements: Complete. CD R2019-10-15/5 Projects stemming from this report to be pursued in 2020. 2020/01/28
→ Implement the Transportation Master Plan: 100%	2019/01/01	2019/12/31	Overdue	NEW Council Quarterly Achievements: Work ongoing for data collection phase. This includes a Household Travel Survey and permanent count stations. 2020 completion expected at which time next phase (model development) to be undertaken. 2020/01/31
Expand and maintain a safe and accessible active transportation network: 100%	2019/01/01	2022/01/01	On Track	No updates recorded
→ Complete the Bike St. John's Master Plan to support cycling in the city: 100%	2019/01/01	2019/06/10	Complete	NEW Council Quarterly Achievements: Complete. CD R2016-06-10/5 Stemming from this is the Kelly's Brook Trail design project to be completed 2020. 2020/01/31

→ Install Accessible Pedestrian Signals (APS): 100%	2019/08/06	2019/12/31	Complete	NEW Council Quarterly Achievements: Formal launch November, 2019. http://www.stjohns.ca/media-release/key2access-pilot-project-promotes-safety-and-inclusion 2020/01/28
→ Build an infill sidewalk program for areas currently lacking sufficient sidewalks: 100%	2019/01/01	2020/07/31	On Track	NEW Council Quarterly Achievements: Contract has started and one street was completed prior to the winter season. The remaining contract will be completed in the spring/early summer of 2020. 2020/01/15

A CONNECTED CITY

Goal	Start Date	Due Da...	Current Com...	Council Report Update
Increase and improve opportunities for residents to connect with each other and the City: 100%	2019/01/01	2022/01/01	Behind	<i>No updates recorded</i>
→ Create a Community Connections communications strategy to promote sense of belonging and pride of place: 100%	2019/01/01	2019/12/31	Overdue	NEW Council Quarterly Achievements: Due to conflicting projects, the division delayed the launch of <i>Our City, Our Story</i> to 2020. At this point, 4 of the originally-contracted 8 stories have been completed and will be part of the go-live in early 2020. Other stories will be added as completed, with a goal to add two new stories each month. The neighbourhood mapping art project is the primary focus for 2020. 2020/01/15
→ Advance a new City website: 100%	2019/01/01	2020/03/31	On Track	NEW Council Quarterly Achievements: In the process of drafting the RFP which will be released in the 1st quarter of 2020. 2020/02/03
→ Implement Phase 1 of online neighbourhood profiles improving access to information to residents: 100%	2019/01/01	2020/01/31	Overdue	NEW Council Quarterly Achievements: Neighbourhood Profiles has experienced some delays. Project is now back on track and revised completion date is April 10, 2020. 2020/02/05
→ Launch Corporate Community Outdoor Program: 100%	2019/01/01	2019/12/31	Overdue	NEW Council Quarterly Achievements: Web page is currently being transitioned from web designer to City of St. John's to be linked to City website. Site should be available by Feb 21, 2020 2020/02/05
→ Implement a new 311 Call Center Solution to improve client experience: 9.6092% to 100%	2019/01/01	2019/12/31	Complete	NEW Council Quarterly Achievements: The new 311 call center solution has gone live as of February 13th, 2020. This project is now complete. 2020/02/13

→ Undertake a Youth Engagement Strategy to improve youth participation in City engagement efforts: 100%	2019/04/01	2019/12/31	Overdue	<p>NEW</p> <p>Council Quarterly Achievements: Committee established and have had three meetings to date including a familiarization session with City staff on Jan 13 which focused on: the planning process; economic development and connection to post-secondary and newcomers; process to become involved in City advisory committees; communications processes and tools, City youth programming. Next steps include an outreach component to gather perspectives from the youth community more broadly and the development of the report with recommendations. Expect to complete this initiative in Quarter 1.</p> <p>2020/01/15</p>
Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities: 100%	2019/01/01	2022/01/01	On Track	<p>No updates recorded</p>
→ Advance the Northeast Avalon Healthy Communities Alliance: 100%	2019/01/01	2021/12/31	Complete	<p>NEW</p> <p>Council Quarterly Achievements: This goal is on target. In addition to developing a draft terms of reference for the N.E. Avalon Healthy Communities Alliance, City and Eastern Healthy staff will work together in 2020 to further the Healthy City Strategy.</p> <p>2020/01/16</p>
→ Advance the Healthy City St. John's Strategy: 100%	2019/01/01	2021/12/31	Complete	<p>NEW</p> <p>Council Quarterly Achievements: Progress: This goal is on target. Individual meetings with Healthy City Strategy staff champions have taken place and an initial draft work-plan has been developed. The draft work-plan is built upon 6 pillars: (1)Housing (2) Urban Design (3) Transportation (4) Natural Environment (5) Healthy Neighbourhoods & People (6) Inclusion. The work-plan supports the City's Strategic Directions and includes contributing plans and strategies (i.e.) Envision, St. John's Municipal Plan, Affordable Housing Strategy; Open Space Master Plan; etc.</p> <p>Healthy City Staff Champions will meet as a team early in 2020 to further develop the draft work plan to identify:</p> <ul style="list-style-type: none"> • Long term activities that support the City's Strategic Directions (10 years) • Medium term activities that support the City's Goals (3-5 years) • Short term activities and initiatives (1- 3 years) <p>(Show history)</p> <p>Challenges:</p> <p>The work of the City's new Sustainability Coordinator and how it interfaces with the Healthy City Strategy will need to be determined.</p> <p>2020/01/16</p>
→ Acquire HIGH FIVE® quality assurance accreditation for recreation programming: 100%	2019/01/01	2019/05/31	Complete	<p>NEW</p> <p>Council Quarterly Achievements: Goal was completed by deadline. St. John's was successful in becoming the first HIGH Five fully accredited organization outside of Ontario. Community Celebrations took place at City Community Centres on April 28, 2019.</p> <p>2019/10/07</p>

→ Develop Port of St. John's risk mitigation program to improve safety & response from St. John's Regional Fire: 100%	2019/01/01	2020/05/29	On Track	NEW Council Quarterly Achievements: 2019 saw great achievements in this initiative in that 36 personnel were able to receive specialized training in shipboard fire fighting. In 2020 the department will continue to build on these successes with the Port Authority and its clients. The first meeting of the Port Safety and Risk Committee will take place on February 12th and this Committee will be the catalyst to move the project forward. Financial support of the initiative by the remaining Port clients will be discussed at this meeting as well as continued goals to identify and mitigate risks in the Port. 2020/02/03
→ Complete site selection & initiate detailed design work for new H.G.R Mews Community Centre: 100%	2019/08/19	2019/12/31	Complete	NEW Council Quarterly Achievements: All tasks identified for completion in 2019 were achieved including: 1). Public Consultation on Site Selection; 2). Recommendation to Council on Site Selection for new Mews Centre; 3). RFP issued for Architectural and Engineering Design Services; 4). Award of Architectural and Engineering Design Services to Lat49; and, 5). Project Kick Off Meeting with Project Steering Committee. Next steps for the Mews Replacement project in 2020 are: 1). Completion of Technical Memorandums; 2). Stakeholder and Public Engagement Sessions in late Spring/early Summer; 3). Completion of H.G.R. Mews Community Centre Replacement Detailed Design in mid-late fall; 4). Issue Tender for Construction in late 2020. 2020/02/10

AN EFFECTIVE CITY

Goal	Start Date	Due Da...	Current Com...	Council Report Update
Work with our employees to improve organizational performance through effective processes and policies: 100%	2019/01/01	2022/01/01	On Track	No updates recorded
→ Explore alternative service delivery models: 100%	2019/01/01	2021/12/31	On Track	No updates recorded
→ Develop a Procurement Policy: 100%	2018/01/31	2019/12/31	Complete	NEW Council Quarterly Achievements: Will have Policy and Procedure document put on the Supply Chain Divisions intranet page. Notices will be pushed out to departments informing them of the new Policy and Procedures. Management training will take place where necessary. 2020/01/29

→ Develop a Privacy Management Policy: 100%	2019/01/01	2019/12/31	Complete	NEW Council Quarterly Achievements: The Privacy Management Policy was approved by Council on June 25, 2019. 2020/02/05
→ Develop a Respectful Workplace Policy: 100%	2019/01/01	2020/01/13	Complete	NEW Council Quarterly Achievements: The policy was approved by Council Jan 13, 2020. Initiatives for 2020 are to roll out the Respectful Workplace Policy, including conflict management training. 2020/02/05
→ Advance an Information Management Strategy: 100%	2019/01/01	2019/12/31	Complete	NEW Council Quarterly Achievements: Request For Proposals issued and submissions to be reviewed with a contract awarded by the end of February, 2020. Three to five year strategy for Records and Information Management anticipated to be developed by end of 2020. 2020/01/31
→ Undertake Continuous Improvement Projects: 100%	2018/09/03	2020/03/31	Behind	NEW Council Quarterly Achievements: The last CI Council update was tabled at the Committee of the Whole Agenda Aug. 21, 2019 . Since that time, three projects from that list have been completed and have been permanently implemented resulting in both capacity and turn around time improvements and a series of new projects are in various phases of completion. Public notification process for development and planning applications (complete) <ul style="list-style-type: none"> • 65-68% time savings improvement for administrative staff plus time savings for office services staff • Removed 16 non-value added steps for a 31% improvement • Total annual time savings = 6.75-8.5 work days • Total annual hard cost savings=\$738 • learning transferable to other similar processes Reducing lead time for setting of grades in the permit process (complete) The average turnaround time for setting grades is now 3.2 working days overall, compared to an average of 7 days prior to the project which is a 54% improvement. Reducing processing time for permits of new home construction, renovations and extensions by expediting the process of plan reviews Project reduced the average working days by 14 % from approximately 9 working days for the building inspectors to generate their plan review letter after it is passed on to them from the grades inspector compared to approximately 7.7 after the project. These two projects have improved overall turnaround time on the plans review process by 34% 2020/02/10

→ Outreach initiatives at St. John's Regional Fire Department: 100%	2019/02/01	2019/12/31	Overdue	NEW Council Quarterly Achievements: The final scheduled newsletter is expected to be completed in February, at which time this initiative will become an annual operational process. 2020/02/03
→ Review and update by-laws: 100%	2019/01/01	2019/12/31	Overdue	NEW Council Quarterly Achievements: There are four by-laws to be reviewed and updated: Heritage By-law, Commercial Maintenance By-law, Residential Property Standards By-law, and Sanitation Regulations. Anticipate the Final Draft and Notice of Motion for each of the by-laws to be completed by February 29, 2020. Anticipate they will be Gazetted by March 31, 2020. 2020/01/16
→ Develop policies, procedures & service standards to enhance Regulatory Services processes 0%	2019/01/01	2019/12/31	Complete	NEW Council Quarterly Achievements: 16 Standard Operating Procedures developed in 2019 with goal to develop 12 additional in 2020. 2020/02/03
→ Identify and source a tool for paperless workflows to improve efficiency: 100%	2019/01/01	2019/12/31	Complete	NEW Council Quarterly Achievements: Vendor was selected through RFP process and awarded fall of 2019. The contract is the final stages of review. Start date to begin consultations with vendor is anticipated to be early April with a target of September for full implementation. 2020/01/28
→ Pilot an employee performance management initiative: 100%	2019/01/01	2020/01/31	Complete	NEW Council Quarterly Achievements: The Performance Management Pilot program was completed and a number of recommendations have been derived from that process. Two of these are targeted to be completed in 2020. The first being to develop an action plan and build capacity at Senior levels to support the Employee Success Program (Performance Management). The second goal being to conduct a jurisdictional scan and complete a RFI for a Performance Management software to support the Employee Success Program. 2020/02/05
→ Develop an Employee Learning and Development Policy: 100%	2018/09/03	2019/12/31	Complete	NEW Council Quarterly Achievements: New Policy approved by Council Dec. 2. New forms, process documents and guidelines have been implemented. 2020/01/13
→ Design a management development program to advance core management competencies: 100%	2019/01/01	2019/12/31	Overdue	NEW Council Quarterly Achievements: Awaiting roll out of new competencies across the management group in early 2020 which will allow for the next steps in the process. Expect to launch and evaluate the pilot for a management development program in Q3/Q4 2020 2020/01/15

→ Advance a Service Excellence Framework: 100%	2019/06/03	2019/12/31	Overdue	NEW Council Quarterly Achievements: Jurisdictional scan complete and best practices identified. Next steps in 2020 include survey of staff and outline of a strategy for the City of St. John's. Expect to have strategy ready for review in early 2021. 2020/01/31
→ Create a continuous improvement (CI) culture through ongoing training & development: 100%	2019/01/01	2020/03/31	On Track	NEW Council Quarterly Achievements: New training and advisory services contract put in place in 2019. Green belt training provided for 10 candidates, projects underway and 8 people have completed exam requirements to date. CI strategy session held in Nov. 2019 to outline a 2020 CI Roadmap and two training events were held with managers focused on using performance indicators for CI and being an everyday CI manager. For 2020, the city will focus on continuing to build capacity for CI, complete and undertake new CI projects and improve communications and progress reporting. 2020/01/13
Ensure accountability and good governance through transparent and open decision making: 100%	2019/01/01	2022/01/01	On Track	No updates recorded
→ Initiate communications strategy to share decisions from Council & Committee of the Whole meetings to improve public awareness: 100%	2019/06/03	2019/12/31	Overdue	NEW Council Quarterly Achievements: A draft e-newsletter has been developed and will be used to communicate decisions of Council; other tactics in this strategy will be explored including a YouTube video series and/ or a podcast in early February, 2020 2020/01/15
→ Implement vendor performance module for bids and tenders software: 100%	2019/09/02	2020/03/31	Behind	NEW Council Quarterly Achievements: Have had demo from software provider, reviewed a number of other organizations policies and procedures. Software has been ordered and vendor to advise when software will be installed. Have been working with the committee on creating policy and procedure document. 2020/01/29
→ Upgrade Council technology to improve access to agendas, minutes & Council decisions: 100%	2019/01/01	2019/12/31	Complete	NEW Council Quarterly Achievements: An announcement on October 30th let the public know that Regular Meetings of Council/Committee of the Whole Meetings are now available to the public via live webcast at stjohns.ca/councilmeetings . This project is now complete. 2019/11/21
→ Implement tools and systems to track and report on organizational performance: 100%	2019/01/01	2019/12/31	Overdue	NEW Council Quarterly Achievements: Cascade was selected as the strategic planning and reporting tool through a public procurement process in June 2019. All content was populated in system with key milestones for each initiative added. Training completed in summer and fall. Tried reporting to Council in Oct. 2019. New 2020 Action plan built in Cascade and public reporting and dashboarding features are in final development. Expect launch of dashboard in Q1. 2020/01/15

CITY OF ST. JOHN'S PLAN
A SUSTAINABLE CITY

Goal	Details	Start Date	Due Date
Be financially responsible and accountable: 100%		2019/01/01	2022/01/01
→ Develop a Commercial Vacancy Allowance Policy and Align with the Commercial Vacancy Allowance by-law: 100%		2020/01/01	2020/12/31
→ Review and improve the year-end process for more timely consolidated financial statements: 100%		2020/01/09	2020/12/31
→ Develop corporate wide framework for compliance with the Payment Card Industry Data Security Standard (PCI DSS): 100%	PCI DSS is regarded as the baseline security standard when it comes to the protection of payment card data. Examples of payment card data include the 3- or 4- digit security code printed on the front or back of a credit card, the data stored on a debit or credit card's magnetic stripe or chip (also called "Full Track Data") – and personal identification numbers (PIN) entered by the cardholder. Compliance with this standard ensures the City is being accountable to its constituents by ensuring their payment card information is secure and protected. Adhering to this standard can prevent or mitigate the financial and reputational damage that may result from data breaches in this area.	2020/01/10	2020/12/31
Plan for land use and preserve and enhance the natural and built environment where we live: 100%		2019/01/01	2022/01/01
→ Advance the development of a sustainability plan: 100%		2019/05/05	2020/12/31
→ Identify and Initiate Sustainability Momentum Actions	No-regret sustainability actions will be identified through the advancement of the Sustainability plan. These actions will aim to leverage existing matching funds at various levels of government.	2020/01/01	2020/12/31
→ Improve carbon sequestration efforts through the establishment of forest stands on undeveloped open spaces within the City		2020/01/01	2021/01/31
→ Plan for and implement Phase 2 of Kenmount Road Trunk Storm Sewer Replacement: 100%		2020/01/01	2020/11/30
→ Develop a Heritage Plan: 100%	Prepare a Heritage Plan for the City, based on Envision St. John's and the new Heritage By-Law, and co-ordinating with the Downtown Plan.	2020/03/02	2021/03/26
→ Develop a Development Design Manual: 100%		2020/01/13	2020/12/31
→ Plan for and implement Phase 3 of Water Street Infrastructure Improvements: 100%		2020/01/01	2020/06/30
→ Explore opportunities to convert power sources for City assets: 100%		2020/02/03	2020/12/31
Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors: 100%		2019/01/01	2022/01/01
→ Develop criteria and guidelines to allow exemptions of development fees to advance affordable housing: 100%		2019/12/27	2020/12/31
→ Host FCM Sustainable Communities Conference 2020: 100%	October 20-22	2020/01/01	2020/10/30

→ Deliver, with partners, series of two business information "pop-up" events: 2 unit	2020/01/13	2020/12/31
→ Create partnerships to support and enable the technology start up sector: 100%	2020/01/10	2020/12/31
→ Begin implementation of the Economic Development Plan: 100%	2020/01/30	2020/12/31
→ Explore and create opportunities to build an innovative and problem solving culture using entrepreneurial approaches.: 100%	2020/03/02	2020/12/31

A CITY THAT MOVES

Goal	Details	Start Date	Due Date
Create a sustainable and accessible public transportation system: 100%		2019/01/01	2022/01/01
→ Implement select recommendations from the Public Transit Review: 100%		2020/01/29	2020/09/30
Improve safety for all users on a well-maintained street network: 100%		2019/01/01	2022/01/01
→ Implement projects from the Road Safety Initiatives report.: 100%		2020/01/01	2020/12/31
Expand and maintain a safe and accessible active transportation network: 100%		2019/01/01	2022/01/01
→ Conduct Kelly's Brook Trail design process (shared use path recommended by Bike St. John's Master Plan): 100%		2020/01/09	2020/12/31

A CONNECTED CITY

Goal	Details	Start Date	Due Date
Increase and improve opportunities for residents to connect with each other and the City: 100%		2019/01/01	2022/01/01
→ Upgrade Technology for the Foran Greene Room at City Hall: 100%	To update the technology located in the Foran Greene room for both the City's and public's use of the room.	2020/01/10	2020/12/31
Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities: 100%		2019/01/01	2022/01/01
→ Work with partners in the community to create a Landlord Registry: 100%		2019/12/27	2020/12/31
→ Work with Habitat For Humanity to advance an affordable housing project: 100%		2019/12/27	2020/12/31
→ Offer Innovative housing workshops where local and national experts can share practical and innovative housing designs that meet emerging market needs: 100%		2019/12/27	2020/12/31
→ Complete Detailed Design of the H.G.R. Mews Centre Replacement: 100%	The Architectural and Engineering Design portion of the work has been awarded to Lat49 Architecture. The contract has been signed and initial activities have commenced including a team kick off meeting and a tour of a facility completed by the successful proponent.	2020/01/10	2020/12/31

AN EFFECTIVE CITY

Goal	Details	Start Date	Due Date
Work with our employees to improve organizational performance through effective processes and policies: 100%		2019/01/01	2022/01/01
→ Review and document Standard Operating Procedures for processes within Revenue Accounting: 100%		2020/01/01	2020/12/31
→ Improve process for tax sales to increase efficiency		2020/01/01	2020/12/31
→ Review existing systems training products to determine gaps and needs: 100%		2020/02/03	2020/12/31
→ Implement automated accounts payable solution: 100%		2020/05/01	2020/12/31
→ Implement bid evaluation software: 100%		2020/05/01	2021/12/31
→ Develop and implement a procurement plan process: 100%		2020/07/01	2020/12/31
→ Develop materials management policy: 100%		2019/11/01	2020/10/30

→ Conduct jurisdictional scan and complete a Request for Information process for Performance Management software to support the Employee Success Program: 100%	2020/01/10	2021/12/31
→ Roll out Respectful Workplace Policy, including conflict management training: 100%	2020/01/10	2021/12/31
→ Develop action plan and build capacity at Sr levels to support the Employee Success Program (Performance Management)	2020/01/10	2020/12/31
→ Develop organizational change management tools: 100%	2020/01/01	2020/12/31
→ Benchmark employee engagement: 100%	2020/01/01	2021/12/31
→ Asset Management Data Collection - City Buildings: 100%	2020/01/10	2020/12/31
→ Asset Management Data Collection - Linear Infrastructure: 100%	2020/06/01	2020/12/31
→ Review and update current Information Technology Policies: 100%	To create a new Information Technology Acceptable Use Policy for the City.	2020/01/10
→ Improve processes, policy, and procedures related to emergency and safety services: 100%		2020/01/13
→ Evaluate the Special Events application process and associated fees and make recommendations for modifications: 100%	2020/03/01	2021/01/31
→ Pilot a parking enforcement technology solution to handle parking complaints: 100%	2020/01/07	2020/12/31
→ Implement FDM Mobile App for Fire Inspectors: 100	2020/01/01	2020/12/31
→ Fire Officer Professional Development Training Program: 100%	2020/01/01	2020/12/31
→ Review and update accident review process: 100%	2020/01/31	2021/11/30
Ensure accountability and good governance through transparent and open decision making: 100%	2019/01/01	2022/01/01
→ Achieve ISO 37120 Sustainable Development of Communities - Indicators for City Services and Quality of Life: 100%	2020/01/14	2021/12/31
→ Plan for and implement the 2020 Citizen Satisfaction Survey: 100%	2020/01/27	2020/05/31

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

GOAL

Goal	Current Complet...	Progress Update
Undertake Continuous Improvement Projects: 100%	Behind	<p>Progress: The last CI Council update was tabled at the Committee of the Whole Agenda Aug. 21, 2019. Since that time, three projects from that list have been competed and have been permanently implemented resulting in both capacity and turn around time improvements and a series of new projects are in various phases of completion.</p> <p>Challenges: <i>No value</i> 2020/02/11</p>
→ Implement Process improvements for Purchasing land from the City	Complete	<p>Progress: A new form has been created which those interested in purchasing city land can complete. This ensures consistent process.</p> <p>Challenges: <i>No value</i> 2019/09/27</p>
→ Improve Operational processes at St. John's Regional Fire Department: 100%	On Track	<p>Progress: This is a new 2018-19 CI project that was delayed in getting started due to conflicting priorities. Project expected to move into Q1/2</p> <p>Challenges: <i>No value</i> 2020/01/28</p>
→ Improve building permit process to reduce wait time for applicants: 100%	Complete	<p>Progress: There were two projects completed in 2019:</p> <ol style="list-style-type: none"> 1) Reducing lead time for setting of grades in the permit process - the average turnaround time for setting grades is now 3.2 working days overall, compared to an average of 7 days prior to the project which is a 54% improvement. 2) Reducing processing time for permits of new home construction, renovations and extensions by expediting the process of plan reviews - the project reduced the average working days by 14% from 7.7 working days for the building inspectors to generate their plan review letter after it is passed on to them from the grades inspector compared to approximately 9 days prior to the project. <p>These two projects have improved overall turnaround time in the plans review process by 34%</p> <p>Challenges: <i>No value</i> 2020/02/11</p>

<p>→ Improve administrative processes related to all permits to reduce time spent on file management: 100%</p>	<p>Overdue</p>	<p>Progress: Although we have identified and implemented actions to improve this process there is still one area that needs to be explored prior to completing this initiative. This will include reviewing and prioritizing items submitted by inspection staff for clerical formatting thus improving action times for priority files.</p> <p>Challenges: <i>No value</i> 2020/01/14</p>
<p>→ Purchasing process: 100%</p>	<p>Overdue</p>	<p>Progress: Several improvements are in development and will be linked to the new Purchasing policy roll out.</p> <ul style="list-style-type: none"> • Develop Decision tree - roll out in Q1 • Vendor Form and process document - Q1 • Cheque Requisition form and procedures Q1 • Review of pick list and standing offer options – pilot group – potentially a subset of City Buildings – electrical, plumbing, etc.. TBD • Mistake proof workplace – continue discussions with IS to see what is possible with upgrades - ongoing • Fleet purchasing rework – increase threshold for resubmit to 25% for the total vs line items (reviewing # of items requiring resubmit prior to test) - TBD • Procedures document to accompany new policy and then developing a new training program – this will also improve content on the intranet. Q1/2 • Create smart list for Vendor look up/Vendor clean up -ongoing • Some improvements were implemented throughout the mapping process including Capital Works mail out notifications and request for certain information. <p>Challenges: Large, complex process. 2020/02/10</p>

→ **Public notification process - planning & development applications: 100%**

Complete

Progress: This project is completed. Through the planning, data collection and process mapping, the team determined that the biggest areas of waste were:

- Waiting for address and map information
- Duplication of addresses
- Three templates to complete
- Transportation and waiting for envelopes to and from Office Services
- Two approvals

Key achievements are as follows:

Total time savings (per notification)	38-43 minutes (65-68% improvement) plus the time savings for office services s letters back and forth to PERS.
The number of steps	Improved by 31% (removed 16 NVA steps)
Total time savings PERS Admin (annually)	80 notifications on average per year, is approximately 6.75-8.5 work days
Total hard cost savings	\$738 (annually)

Challenges: One suggested improvement through the pilot was ruled out due to a technology challenge.

2019/11/04

→ **Work order process for City Buildings: 100%**

Overdue

Progress: Only 50% of service requests to City Buildings originate in Wennsoft, the system designed for work order processing. Over 70% of these requests have incomplete or inaccurate information resulting in rework for staff and delays for those seeking service. The project team mapped the work order process and identified two primary improvements: 1) the establishment of a group of employees to act as departmental designates and alternates for the entry of service requests; and 2) the development and implementation of a training program for these designates. The goal of these improvements is to increase the percentage of work orders that originate in Wennsoft and decrease the number of defective work orders. Anticipate a pilot for these improvements will be completed in Q1/2 of this year.

Challenges: There have been challenges in developing the training program and materials. The last concerted training effort for Work Order entry in Wennsoft was a decade ago when the system was launched. There has been no consistent approach to training since. There is a lack of clarity in the organization concerning training for corporate-wide systems such as Wennsoft. Inconsistent approaches to training can create inefficiencies in processes.

2020/02/11

→ **Collection of Accommodation Tax: 100%**

Behind

Progress: The team has identified several improvements to ensure internal and external stakeholders have access to comprehensive information and clear processes to be compliant. Work has begun to implement these improvements in Q1/2. The team continues to identify other potential improvements to improve compliance overall.

Challenges: *No value*

2020/01/14

ST. JOHN'S

Report of Built Heritage Experts Panel

February 12, 2020

12:00 p.m.

Conference Room A, 4th Floor City Hall

Present: Glenn Barnes, Chairperson
Bruce Blackwood, Contractor
Garnet Kindervater, Contractor
Dawn Boutilier, Planner
Mark Whalen, Architecture
Ken O'Brien, Chief Municipal Planner
Ann Marie Cashin, Heritage and Urban Planner
Rob Schamper, Technical Advisor

Regrets: Rachel Fitkowski, Landscape Architect

Staff: Maureen Harvey, Legislative Assistant

5.1 164 Signal Hill Road - Single Detached Dwelling - DEV 1900165

The Panel reviewed the Decision Note which reports that this application for development was tabled with Council resulting in a request that it be reviewed by the Panel in relation to massing and height. While design is not under consideration at this time, the Panel felt it warranted some comments prior to the applicant moving too far along resulting in excess expenditure.

The subject property is located in Heritage Area 3, the Residential Low Density District of the St. John's Municipal Plan, and is zoned Comprehensive Development Area – Signal Hill/Battery (CDA – Signal Hill/Battery). The property previously housed a one-storey single detached dwelling which has been demolished. The applicant is proposing a two-storey dwelling with a maximum height of 7.85 metres. The property is located in the Battery Development Area and therefore Section 7.28 of the Development Regulations applies. In addition to the zone standards, the development of any property included in the Battery Development Area is

also subject to the requirements of the Footprint and Height Control Overlay for the Battery Development Area, unless otherwise approved by Council. For this property, the Footprint and Height Control Overlay suggests a one-storey addition for vertical expansion and a horizontal expansion to the left when viewed from the road. The proposed development is in line with this suggestion, however in order to consider a maximum height of 7.85 metres, a Land Use Assessment Report and consultation with neighbouring properties was required before being referred to Council for approval.

The Panel welcomed Rick Pardy (applicant) and Paul Chafe (architect) to the meeting.

The applicant presented the application noting that while he is open to changes in design, the priority is to ensure there is approval for a two-storey dwelling with the size as proposed.

Discussion took place with the following points noted:

- While the proposed flat roof is intended to mitigate issues on the views of neighboring properties, the Panel suggested that consideration be given to a gable or hipped roof (with a mild slope) which would blend better with the character of the Battery.
- Another method of mitigating unfavorable views would be to build the home deeper into the bedrock.

In summary, the delegation committed to adjustments to design as long as the City is acceptable to the proposed mass and height. They also agreed to consider the Panel's suggestions on design and come back to a future meeting prior to finalizing same.

Recommendation

Moved By Bruce Blackwood

Seconded By Mark Whalen

That Council, grant development approval at 164 Signal Hill Road with the footprint as proposed. While two storeys are recommended, the Panel recommends the building be set lower than that which is shown in the renderings submitted.

CARRIED UNANIMOUSLY

Recommendation

Moved By Mark Whalen

Seconded By Bruce Blackwood

That Council approve the following suggestions of the Built Heritage Experts Panel as it relates to design for the proposed dwelling at 164 Signal Hill Road.

- a. the applicant be required to ensure design, rock and color of the dwelling blends in with the historic character of the Battery.
- b. the applicant present a design that incorporates a consider a gabled or hipped roof to mitigate a negative impact of views for neighbors.
- c. the applicant reconsider a design that is more in keeping with the character of the Battery with integration of color, cladding and windows.

CARRIED UNANIMOUSLY

GLENN BARNES, CHAIR

DECISION/DIRECTION NOTE

Title: 164 Signal Hill Road
Single Detached Dwelling
DEV1900165

Date Prepared: February 18, 2020

Report To: Committee of the Whole

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

Ward: 2

Decision/Direction Required:

To seek approval for the building height of a proposed dwelling at 164 Signal Hill Road.

Discussion – Background and Current Status

At the February 3, 2020 Council meeting, Council referred an application for a proposed dwelling at 164 Signal Hill Road to the Built Heritage Experts Panel (BHEP) for comment on the size of the building. The design of the building is not being presented or considered at this time. Renderings are submitted to display the height and mass of the proposed dwelling.

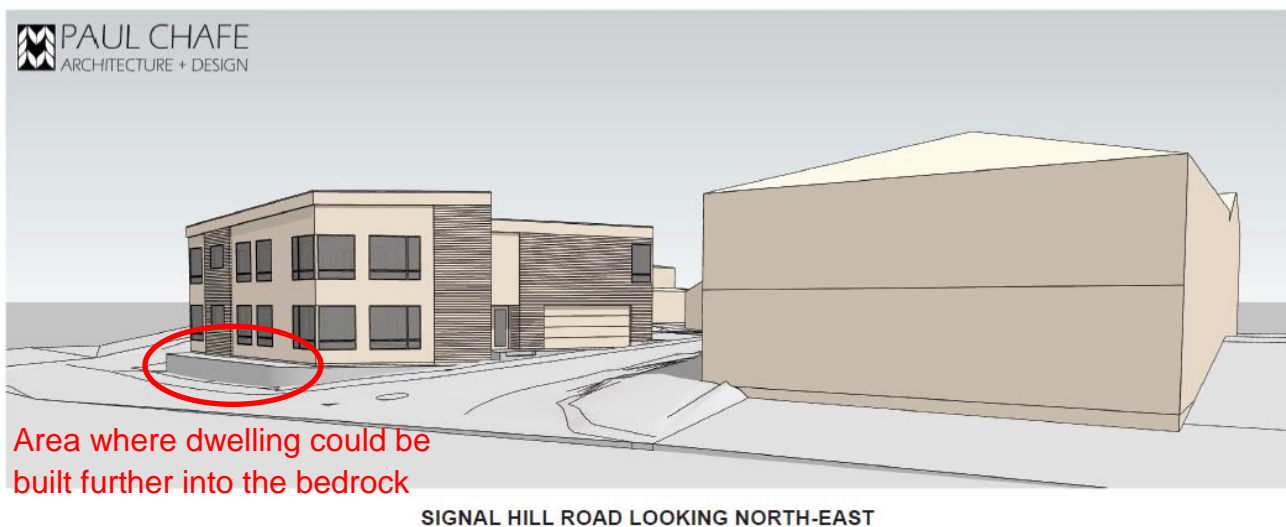
The subject property is located in Heritage Area 3, the Residential Low Density District of the St. John's Municipal Plan, and is zoned Comprehensive Development Area – Signal Hill/Battery (CDA – Signal Hill/Battery). The property previously housed a one-storey single detached dwelling which has been demolished.

The applicant is proposing a two-storey dwelling with a maximum height of 7.85 metres. The property is located in the Battery Development Area and, therefore, Section 7.28 of the Development Regulations applies. In addition to the zone standards, the development of any property included in the Battery Development Area is also subject to the requirements of the Footprint and Height Control Overlay for the Battery Development Area, unless otherwise approved by Council. For this property, the Footprint and Height Control Overlay suggests a one-storey addition for vertical expansion and a horizontal expansion to the left when viewed from the road. The proposed development is in line with this. However, in order to consider a maximum height of 7.85 metres, a Land Use Assessment Report and consultation with neighbouring properties was required before being referred to Council for approval. Prior to making a decision, Council referred the application to the BHEP for comment.

The BHEP reviewed the application at the February 12, 2020 meeting. The applicant and architect of the building attended the meeting. While the specifics of the design are not addressed in the BHEP's recommendation, the Panel provided initial comments on the design during the meeting to better inform the applicant prior to preparing detailed designs. For example, while the proposed flat roof is intended to mitigate issues on the views of

ST. JOHN'S

neighbouring properties, the Panel suggested that consideration be given to a low sloping gable or hipped roof, which would blend better with the character of the Battery. The Panel did not have any concerns regarding the size of the building (the footprint) or the building height of two storeys. However, the Panel recommends that the dwelling could be built further into the bedrock to reduce the impact on neighbouring properties. As proposed, the applicant has built the land up at the western side of Murphy's Right of Way to provide a consistent floor level across the dwelling (see drawing below). By lowering the entire development closer to the level of the road, the impact on neighbouring properties could be reduced while maintaining two storeys. Note, lowering the building may require adjustments to the garage along the southern side of Murphy's Right of Way.



Key Considerations/Implications:

1. Budget/Financial Implications: Not applicable.
2. Partners or Other Stakeholders: Neighbouring property owners and residents.
3. Alignment with Strategic Directions/Adopted Plans:
A Sustainable City – Plan for land use and preserve and enhance the natural and built environment where we live.
4. Legal or Policy Implications: Not applicable.
5. Privacy Implications: Not applicable.
6. Engagement and Communications Considerations: Not applicable.
7. Human Resource Implications: Not applicable.

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

Recommendation:

That Council accept the Built Heritage Expert Panels recommendations for 164 Signal Hill Road that:

- 1. The proposed building footprint is acceptable
- 2. A two-storey house is acceptable at this site, however,
 - a. The proposed overall height should be reduced to mitigate any negative impacts of view for neighbours;
 - b. The design should be changed to incorporate a low-sloping gable or hipped roof, in keeping with other houses in the neighbourhood.
 - c. The design, materials and windows should be in keeping with the character of the Battery Neighborhood.

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

Approved by: Ken O'Brien, MCIP – Chief Municipal Planner

Report Approval Details

Document Title:	164 Signal Hill Road, Single Detached Dwelling, DEV1900165.docx
Attachments:	- 164 Signal Hill Road - Zoning Map.pdf - 164 Signal Hill Road - COTW Presentation.pdf
Final Approval Date:	Feb 20, 2020

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

Ken O'Brien - Feb 20, 2020 - 11:18 AM

Jason Sinyard - Feb 20, 2020 - 11:28 AM



SUBJECT PROPERTY

COH

CDA-SIGNAL HILL

CDA-SIGNAL HILL

MURPHY'S ROW

160

156

158

164

162

CDA-SIGNAL HILL

166

174 CDA-SIGNAL HILL

168



DISCLAIMER: This map is based on current information at the date of production.

164 Signal Hill Road

Elevations and Perspectives

Presentation to the Committee of the Whole
January 15, 2020

164 Signal Hill Road Looking West



Existing



Proposed

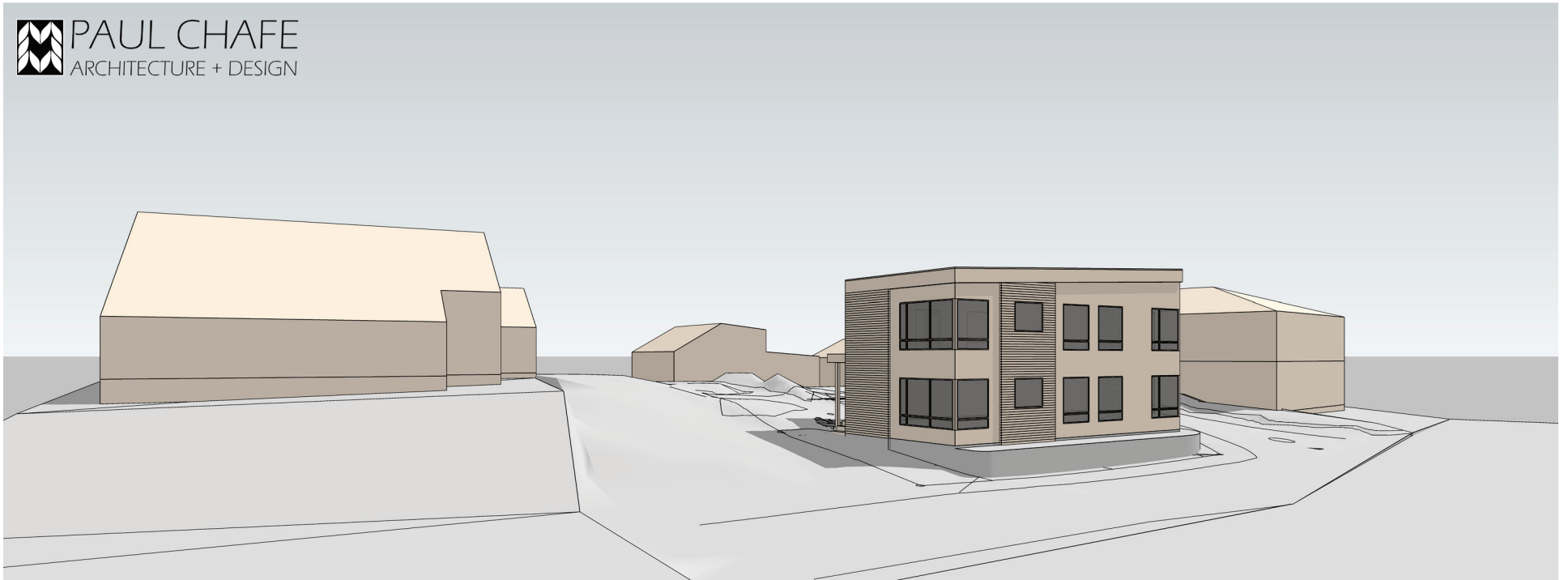
164 Signal Hill Road Looking East



Existing



Proposed



SIGNAL HILL ROAD LOOKING SOUTH-EAST



SIGNAL HILL ROAD LOOKING NORTH-EAST

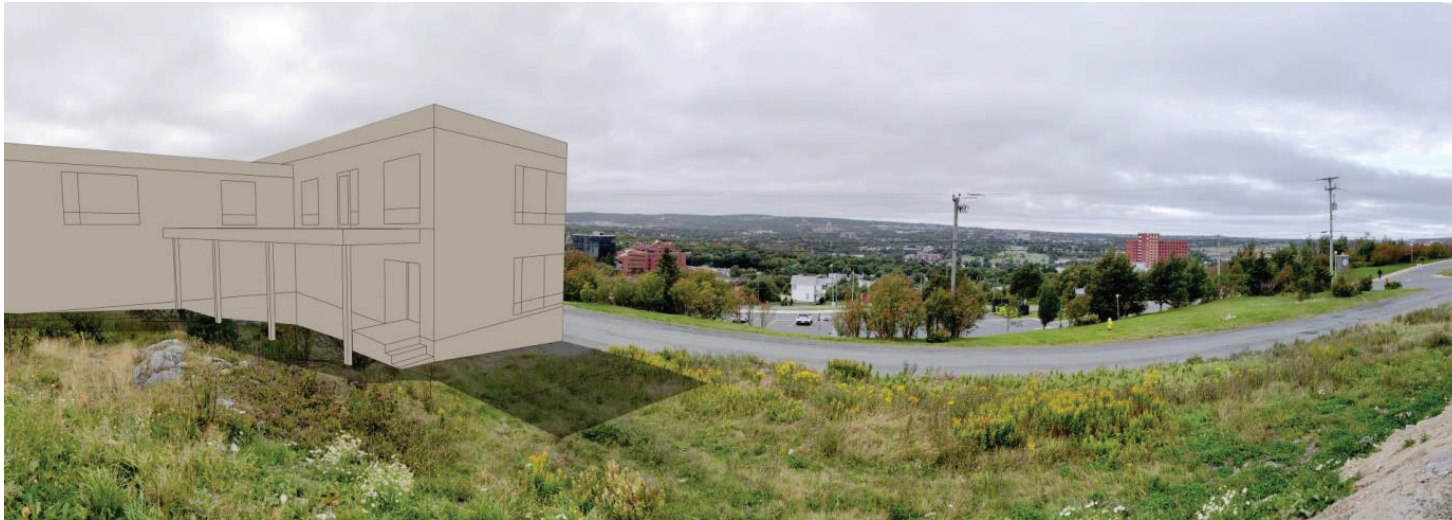


SIGNAL HILL ROAD LOOKING NORTH

164 Signal Hill Road - View from Civic # 158



Existing



Proposed



Existing



Proposed



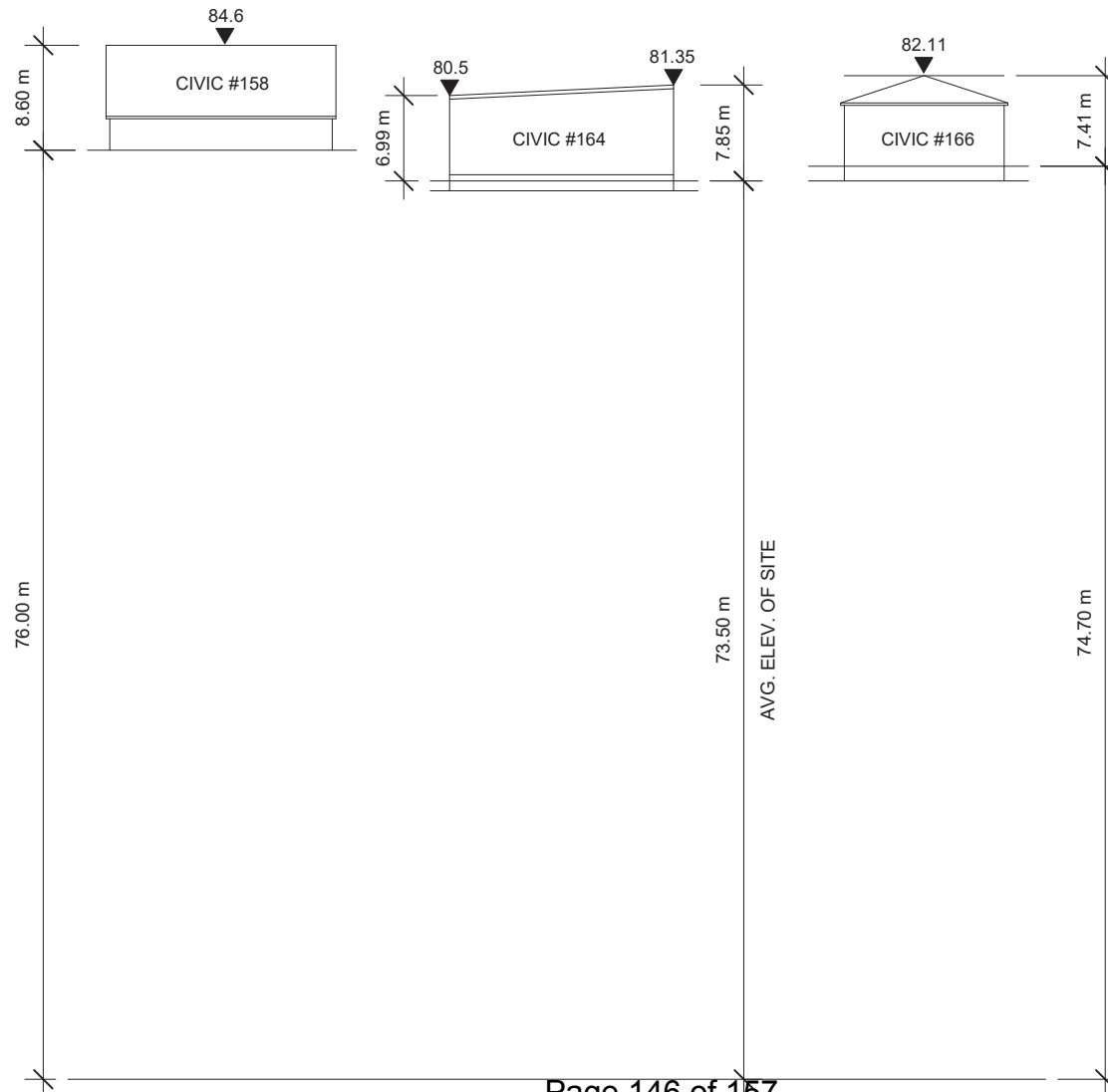
4.5m high development for comparison

VIEW FROM CIVIC NO.162

164 Signal Hill Road
Conceptual Design
2019 11 21

164 Signal Hill Road

Relative Building Heights



164 Signal Hill Road

Comparative Building Heights

Civic	Mid Lot Estimate (m)	House Peak (m)	Delta (m)
158	76.00	84.60	8.60
166	74.70	82.11	7.41

164 Proposed

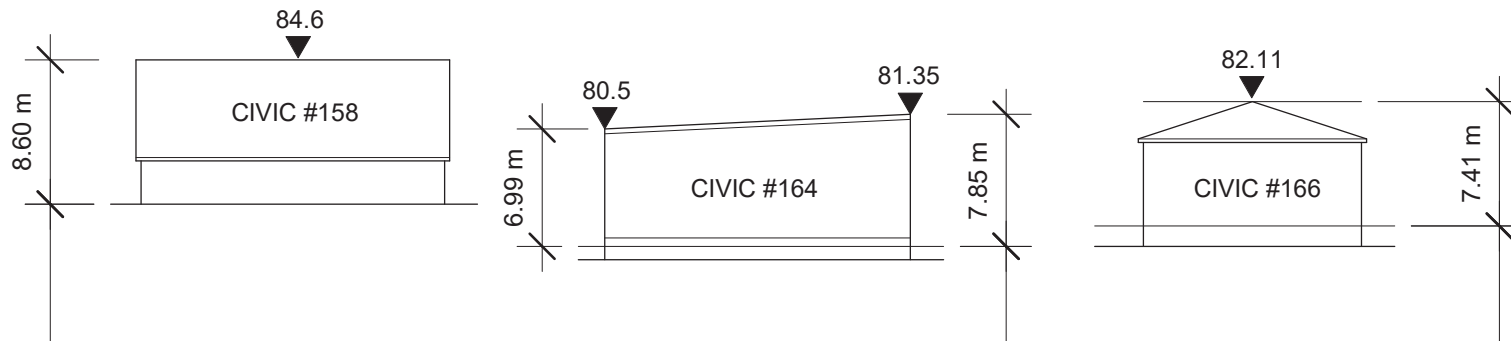
East End	73.50	81.35	7.85
West End	73.50	80.50	6.99

164P Compared to 158

East End	2.50	3.25	0.75
West End	2.50	4.10	1.61

164P Compared to 166

East End	1.20	0.76	(0.44)
West End	1.20	1.61	0.42



DECISION/DIRECTION NOTE

Title: Grant Allocations 2020

Date Prepared: February 24, 2020

Report To: His Worship the Mayor and Members of Council

Councillor and Role: Councillor Jamie Korab, Council Lead Community Services

Ward: N/A

Decision/Direction Required: Seeking Council approval on recommended 2020 Grant allocations

Discussion – Background and Current Status:

The City of St. John's grants and subsidies program makes available limited financial and other resources to non-profit groups, organizations and individuals whose programming supports the City's Strategic Directions.

Applications were received under the following categories;

- Community Groups and Organizations
- Special Events and Festivals,
- Sport Groups and Organizations
- Youth Travel Sport and Non Sport
- Artist and Arts Organizations

The grants to Individual Artists were reviewed by a jury of their peers. Key considerations taken into account by the jury included;

- Support to artist development of the individual artist
- Contribute to the growth and sustainability of the St. John's arts community
- Impact on the overall community.

The grants to Community, Art Organizations, Sport, and Special Events and Festivals were reviewed by an internal grants committee. Key considerations included:

- The association's current financial status.
- The program's alignment with the City's strategic directions
- Impact on the overall community.

In order to apply consistent principals across all applicants and to accommodate new requests, some groups have seen a reduction in funding while 34 new applications are being recommend for funding. These are identified in the attached chart.

ST. JOHN'S

After implementing the attached recommendations the following is the net budgetary impact:

Grant Type	Recommended
Community Groups	\$723,100
Sport Groups	\$177,950
Artists and Art Organizations	\$267,500
Special Events and Festivals	\$93,250
Total	\$1,261,800

Key Considerations/Implications:

1. Budget/Financial Implications

All monies are approved under the 2020 Grant Allocation budget program.

2. Partners or Other Stakeholders

Various Community, Sport and Art groups, organizations and individuals.

3. Alignment with Strategic Directions/Adopted Plans

The recommendations provided are in line with being fiscally responsible while continuing to support a culture of cooperation recognizing the City does not work in isolation when providing services such as sport, festivals and events, community and art based programs and services.

Most of these groups and organizations also offer programs and services year round or during the shoulder season thereby supporting the City of St. John's as a year round, livable and active City.

4. Legal or Policy Implications

N/A

5. Engagement and Communications Considerations

Community Services staff will work with Marketing and Communications on the media release.

6. Human Resource Implications

N/A

7. Procurement Implications

N/A

8. Information Technology Implications

N/A

9. Other Implications

N/A

Recommendation:

Council approve the 2020 Grant Allocations for Community, Sport, Special Events and Festivals, Artists and Artist Organizations as attached.

Prepared by/Signature:

Jennifer Langmead, Supervisor – Tourism & Events, Economic Development, Culture & Partnerships

Approved by/Date/Signature:

Tanya Haywood, Deputy City Manager, Community Services

Derek Coffey, Deputy City Manager, Finance and Administration

Attachments:

2020 Grant Charts

2020 Community Grants

Organization	2020 Recommended
Autism Society *NEW*	5,000
Beagle Paws	3,300
Big Brothers Big Sisters	5,000
Blackhead Chapel Restoration Committee	1,000
Boys and Girls Club (MP,BC)	75,000
Bridges to Hope	11,500
Buckmaster's Circle CC	24,600
Canadian Mental Health Association	5,000
Choices For Youth	35,000
Clean St. John's	45,000
Coalition of Persons with Disabilities	10,000
Community Sector Council	5,000
Downtown St. John's	7,000
East Coast Trail Association	30,000
Easter Seals NL	5,000
Eating Disorder Foundation of NL *NEW*	1,000
Food First NL *NEW*	5,000
Forget Me Not - Animal Rescue *NEW*	1,500
Friends of Victoria Park	19,600
Froude Avenue CC	24,600
Gould's 50+ Daffodil Club	1,000
Happy City St. John's	10,000
Home Again Outreach Project	10,000
James J O'Mara Pharmacy Museum (Apothecary Hall) *NEW*	1,000
Jimmy Pratt Outreach	3,000
Johnson GEO Centre	60,000
Kids Help Phone (NL)	4,500
Kiwanis Music Festival	3,500
Macmorran CC	24,600
NL Sexual Assault Crisis and Prevention Centre	3,000

2020 Community Grants

Organization	2020 Recommended
Non Sport Travel	3,200
North East Avalon ACAP	5,000
North East Avalon D.A.R.E. Committee	2,500
Quidi Vidi Rennies River Development	30,000
Rabbittown Community Centre	20,600
Rainbow Riders	25,000
Resource Centre for the Arts (LSPU Hall)	52,000
Seniors NL (Formally Seniors Resource Centre)	8,000
Signal Hill Tattoo	20,000
SPCA	2,500
St. John's Northwest Rotary Music Festival	5,000
St. John's Public Libraries	15,000
St. John's Women's Centre *NEW*	5,000
The Duke of Edinburgh's Award NL	5,000
The Pottle Centre	7,000
Thrive CYN	30,000
Turnings *NEW*	5,000
Vera Perlin	10,000
Virginia Park Community Association	24,600
Women in Science and Engineering *NEW*	3,000
YWCA	5,000
	723,100

2020 Special Events and Festivals Grants

Organization	2020 Recommended
Association communautaire francophone de Saint-Jean	1,000
Feile Seamus Creagh *NEW*	500
First Light (SJNFC)	2,500
Friends of Pippy Park *NEW*	1,000
Huffin Puffin Marathon	2,000
International Student Resource Centre - MUN *NEW*	500
International Choral Festival for Boys and Men *NEW*	4,000
Lawnya Vawnya Inc.	7,500
Mummers Festival	4,500
Newfoundland & Labrador Folks Arts Society	16,500
Newfoundland Dance Presenters Inc. (Neighbourhood Dance Works)	9,000
Newfoundland Horticultural Society	250
Nickel Independent Film Festival	6,000
Out of Earshot Festival	1,500
Shakespeare by the Sea Festival	5,000
Sound Arts Initiative, Inc.	3,500
St. John's International Women's Film Festival Inc.	10,000
St. John's Pride Inc.	1,500
St. John's Short Play Festival	1,750
St. John's Storytelling Festival Inc.	1,750
Tely 10	5,000
Tombolo Multicultural Festival	1,000
Tuckamore Festival Inc.	6,000
Women's Work Festival	1,000
	93,250

2020 Sport Grants

Organization	2020 Recommended
Avalon Minor Football	3,000
Avalon Minor Hockey	12,500
Cricket NL	2,000
Cygnus Gymnastics	15,000
Goulds Minor Hockey	9,700
Prince of Wales Skating Club	15,000
Special Olympics	5,500
Sport Travel Allocation	15,000
St. John's Amateur Baseball	10,000
St. John's Legends Swim Club	4,500
St. John's Minor Baseball	23,500
St. John's Minor Hockey	16,500
St. John's Rowing Club	4,250
St. John's Soccer Club	10,000
St. John's Soccer Club	22,000
Swilers Rugby Football Club *NEW*	2,000
Ultimate NL	1,500
Waterford Valley Softball	6,000
	177,950

Organizations	2020 Recommended
Artistic Fraud of Newfoundland	10,000
Association of Professional Theatre of NL (APTNL)*NEW*	3,000
CALOS Youth Orchestras (formerly NSYO)	3,000
Craft Council Gallery	10,000
Dance NL	4,500
Eastern Edge Gallery	12,500
Girls Rock NL	4,500
Ignite Circus*NEW*	3,000
Kittiwake Dance Theatre	4,000
Newfoundland Independent Filmmakers Co-op (NIFCO)*NEW*	2,500
Newfoundland Symphony Orchestra	45,000
Opera on the Avalon	15,000
Persistence Theatre Company	5,000
Project Grace	2,500
RCA Theatre Company	10,000
Riddle Fence	8,000
St. Michael's Printshop	10,000
Strong Harbour Strings	2,500
Suzuki Talent Education Program (STEP)	2,000
Unpossible NL	500
Visual Artists Newfoundland and Labrador (VANL-CARFAC)	6,500
White Rooster Theatre	3,500
Wonderbolt Productions	13,000
Writers' Alliance of Newfoundland and Labrador (WANL)	10,000
Organizations Subtotal	190,500

2020 Individual Artists

NAME	2020 Recommended
Individuals (* indicates first-time recipient)	
Bala, Sharon	2,000
Barry, Frank	1,000
Bendsza, Nick	1,000
Brown, Courtney	1,500
Bryan, Kailey	1,750
Buckley, Rhonda	1,000
Bulman, Amanda*	1,750
Cass, Andrea*	1,500
Coles, Megan	1,750
Collins, Allison*	1,000
Condon, G. Patrick	1,500
Cosgrove, John*	500
Davis, Christian*	1,500
Doelle, Anahareo	1,250
Doyle, Terry	1,750
Fisher, Mallory*	1,000
Foran, Patrick	1,000
Gamberg, Kerry	1,500
Gonzalez, Jose	1,000
Goodridge, Philip	1,250
Goudie, Joshua	1,250
Greeley, Kym	1,750
Guzman Najera, Jose Santiago*	1,000
Harris, Sarah	1,800
Hartery, Latonia	1,000
Hawthorn, Ainsley	750
Hobden, Charlotte May*	1,000
Jones, Philippa	1,750
Lahey, Kate	1,000
MacGillivray, Jenina	1,250
Mattie, Kerri*	500

2020 Individual Artists

McMichael, Kelly*	1,750
Monro, Andrea*	1,000
Mudunge, Tendai*	750
Nicholls, Terry	875
Oates, Melanie	1,500
O'Brien, Melanie	1,000
Panting, Lynn	1,250
Pellerin, Mara*	1,500
Pelley, Rhonda	1,750
Pittman, Emily	1,500
Pomeroy, Shan Leigh	1,000
Richardson, Jodee	1,000
Rowe, Paul	750
Shears, Devin*	1,500
Singh, Anita	1,500
Skidmore, Jamie	1,000
Smith, Christina*	2,000
Stapleton, Berni	2,000
Stoker, Sarah Joy	2,000
Tilley, Sara	1,775
Tomova, Veselina	1,500
Vivian, Robyn*	500
Walsh, Agnes	2,000
Walsh, Mary*	1,750
Walsh, Monica	1,000
White, Mark	1,000
Wight, Christine*	1,000
Woolridge, Kevin	500
Young, Jennifer*	800
Individuals Subtotal	77,000

Artists & Arts Organizations Total Recommended	267,500
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