

ST. JOHN'S

Committee of the Whole Agenda

June 24, 2020

9:00 a.m.

4th Floor City Hall

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ST. JOHN'S

Minutes of Committee of the Whole - City Council

Council Chambers, 4th Floor, City Hall

June 10, 2020, 9:00 a.m.

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

Regrets: Deputy Mayor Sheilagh O'Leary

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

Others Karen Sherriffs, Manager - Community Development
Crystal Barron, Community Services Coordinator
Jennifer McGrath, Fieldworker II
Marc Dyke, GIS Developer Desktop/Web

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

Recommendation

Moved By Councillor Hickman

Seconded By Councillor Hanlon

That the agenda be adopted as presented.

For (10): Mayor Breen, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, Councillor Froude, and Councillor Collins

MOTION CARRIED (10 to 0)

3. **Adoption of the Minutes**

3.1 Adoption of Minutes - May 27, 2020

Recommendation

Moved By Councillor Burton

Seconded By Councillor Stapleton

That the minutes of the Committee of the Whole meeting held May 27, 2020 be adopted as presented.

For (10): Mayor Breen, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, Councillor Froude, and Councillor Collins

MOTION CARRIED (10 to 0)

4. **Presentations/Delegations**

4.1 Neighborhood Profiles - Connecting St. John's Neighborhoods

Karen Sherriffs, Crystal Barron, Jennifer McGrath, and Marc Dyke of Community Services presented phase one of Neighbourhood Profiles to Council.

Neighbourhood Profiles are intended to present characteristics identified in 28 distinct neighbourhoods. These neighbourhoods are defined by their history, landscape, and unique cultural heritage and together they create the character of our city. An online neighborhood profile system includes distinct neighbourhoods within stable working boundaries.

Neighbourhood Profiles includes information for residents and visitors of St. John's and will assist those seeking data for program planning, community outreach, development, and for those who may be relocating. The social information included can help increase awareness of the many activities, amenities and history that is available to residents in their own neighbourhood as well as neighbouring areas. This information is also helpful to both staff and council in supporting decisions on program and services offered.

The 28 neighbourhood profiles were developed to assist community organizations, businesses, and governments with their short and long-term planning by creating meaningful boundaries to support the collection of data. Neighbourhood boundaries are simply a tool, they do not diminish the importance of wards or existing neighbourhood identification.

The boundaries for these neighbourhoods were developed using the following criteria:

1. originally based on planning areas, former municipal boundaries, and existing local cultural area neighbourhood boundaries;
2. respect of natural boundaries (rivers), and man-made boundaries (streets, highways, etc.);
3. recognize smaller neighbourhood sections within the larger neighbourhood boundaries; and
4. the final number of neighbourhood areas be manageable for the purposes of data presentation and reporting.

Council viewed the phase one Neighborhood Profiles online platform as presented. It was noted that consideration will be made for neighborhoods within communities in future phases. Community engagement and feedback will be welcomed as the project is launched.

Recommendation

Moved By Councillor Stapleton

Seconded By Councillor Hickman

That Council approve the launch of phase one of Neighbourhood Profiles – Connecting St John's.

For (10): Mayor Breen, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, Councillor Froude, and Councillor Collins

MOTION CARRIED (10 to 0)

- 5. **Finance & Administration - Councillor Dave Lane**
- 6. **Public Works & Sustainability - Councillor Ian Froude**
- 7. **Community Services - Councillor Jamie Korab**
- 8. **Special Events - Councillor Hope Jamieson**
- 9. **Housing - Deputy Mayor Sheilagh O'Leary**

9.1 Affordable Housing Working Group Membership

Council considered the recommended membership approval for the Affordable Housing Working Group.

Recommendation

Moved By Councillor Jamieson

Seconded By Councillor Hanlon

That Council appoint Curtis Mercer as the temporary representative for CHBA and reaffirm the membership of the following members to the Affordable Housing Working Group:

- 1. Gail Thornhill, Stella's Circle – extend until May 2022
- 2. Jill Snow, CMHC – extend until May 2022
- 3. Andrew Harvey, First Light NL – extend until May 2022
- 4. Ayon Shahed, Choices for Youth – extend until December 2020

For (10): Mayor Breen, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, Councillor Froude, and Councillor Collins

MOTION CARRIED (10 to 0)

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

11. **Tourism and Culture - Councillor Debbie Hanlon**
12. **Governance & Strategic Priorities - Mayor Danny Breen**
13. **Planning & Development - Councillor Maggie Burton**

13.1 Built Heritage Experts Panel Report - May 27, 2020

1. 69 Patrick Street, Exterior Renovation

Councillor Burton outlined the application for exterior renovations at 69 Patrick Street for Council. At the May 27, 2020 Built Heritage Experts Panel (BHEP) meeting, the Panel reviewed an application for exterior renovations at 69 Patrick Street which did not meet the Heritage Area Standards of the St. John's Development Regulations. The BHEP recommended changes to the design and the applicant has revised the design based on those recommendations. The revised application was presented to the Panel on June 3, 2020 through e-vote for a recommendation to Council. As the revised design, including the roof deck, now meet the Heritage Area Standards, the design has been recommended for approval as proposed.

Recommendation

Moved By Councillor Burton

Seconded By Councillor Lane

That Council approve the design for exterior renovations at 69 Patrick Street, as proposed.

For (10): Mayor Breen, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, Councillor Froude, and Councillor Collins

MOTION CARRIED (10 to 0)

13.2 25 Sea Rose Avenue, REZ2000002

Council considered a rezoning application for land at 25 Sea Rose Avenue from the Commercial Regional (CR) Zone to the Commercial Office (CO) Zone to allow for an 8-storey office building and 10-storey parking garage.

Recommendation**Moved By** Councillor Burton**Seconded By** Councillor Stapleton

That Council consider rezoning the property at 25 Sea Rose Avenue from the Commercial Regional (CR) Zone to the Commercial Office (CO) Zone. Further, that the application be advertised for public review and comment and that the applicant provide a shadow analysis prior to public notification.

For (10): Mayor Breen, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, Councillor Froude, and Councillor Collins

MOTION CARRIED (10 to 0)**14. Transportation and Regulatory Services - Councillor Sandy Hickman****14.1 Quidi Vidi Village Traffic Complaints**

The City continues to receive traffic complaints from residents in Quidi Vidi Village. Most requests focus on the volume of traffic in the core of the Village, the parking situation, and the constrained right of way on Quidi Vidi Village Road. Councillor Hickman outlined the action taken to date and Council was presented with options regarding these complaints.

Councillor Hickman made the following motion, and in the midst of extensive discussion, subsequently withdrew it to facilitate a new motion put forth by Councillor Jamieson.

Recommendation**Moved By** Councillor Hickman**Seconded By** Councillor Korab

That Council direct staff to maintain status quo while continuing to monitor traffic and parking issues in Quidi Vidi Village and, if there is a significant change in the facts of the situation, bring that information to Council with any recommended actions.

WITHDRAWN

Recommendation

Moved By Councillor Jamieson

Seconded By Councillor Hickman

That Council approve the installation of temporary speed cushions for the 2020 season in Quidi Vidi Village with further monitoring of the traffic and parking issues and further survey of residents for possible permanent installation in 2021. Further, that the area east of Quidi Vidi Village be referred for consideration to the 2021 capital budget.

For (10): Mayor Breen, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, Councillor Froude, and Councillor Collins

MOTION CARRIED (10 to 0)

15. Other Business

16. Adjournment

There being no further business the meeting adjourned at 10:46 am.

Mayor

DECISION/DIRECTION NOTE

Title: Materials Management Policy

Date Prepared: October 16, 2019

Report To: Committee of the Whole

Councillor and Role: Councillor Dave Lane, Finance & Administration

Ward: N/A

Decision/Direction Required: Approval of a Materials Management Policy

Discussion – Background and Current Status:

The City's Stockroom at Blackler Avenue stores approximately \$2.5 million of inventory items frequently used by departments, ranging from fleet parts to cleaning supplies. All departments are expected to avail of these items, where possible. An internal audit recommended the development of policies and procedures for stockroom operations.

The attached policy and procedures provide direction for the Stockroom, along with City salt, sand, gas and diesel fuel inventory locations, all of which are managed by the Supply Chain Division. The documents ensure that both Supply Chain and departmental employees have clear direction on the appropriate materials management processes.

Key Considerations/Implications:

1. Budget/Financial Implications: There are no expected direct financial implications; however, the policy and procedures support effective inventory management.
2. Partners or Other Stakeholders: Not applicable.
3. Alignment with Strategic Directions/Adopted Plans: This policy aligns with the "An Effective City" strategic direction and is included as an initiative in the related goal (Work with our employees to improve organizational performance through effective processes and policies).
4. Legal or Policy Implications: The procurement of items under the Materials Management Policy must comply with the City's Procurement Policy and Procedures and associated legislation. The Office of the City Solicitor has reviewed and approved this policy.

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5. Privacy Implications: There are no expected privacy implications. If there is any personal information, it will be managed in accordance with the City's Privacy Management Policy and the provincial Access to Information and Protection of Privacy Act, 2015.
6. Engagement and Communications Considerations: The Supply Chain Manager and Materials Supervisor will consult with the Manager, Marketing and Office Services to determine an appropriate communications approach following policy approval.
7. Human Resource Implications: The new policy will be implemented with existing human resources. The Supply Chain Manager and Materials Supervisor will consult with the Manager, Organizational Performance and Strategy to determine an appropriate training approach following policy approval.
8. Procurement Implications: As noted in Section 4, the procurement of materials under the Materials Management Policy must comply with the City's Procurement Policy and Procedures and associated legislation.
9. Information Technology Implications: While the Materials Management Policy and Procedures use various City Information Technology applications, there are no new implications resulting from the proposed policy.
10. Other Implications: Not applicable.

Recommendation:

That Council approve the Materials Management Policy.

Prepared by: Trina Caines, Policy Analyst
Reviewed by: Chris Davis, Materials Supervisor; Rick Squires, Supply Chain Manager
Approved by: Derek Coffey, DCM, Finance and Administration; Elaine Henley, City Clerk, CPC Co-Chair; Roshni Antony, Manager - HR Advisory Services, CPC Co-Chair

Attachments:

Draft Materials Management Policy
Draft Materials Management Procedures

Report Approval Details

Document Title:	DN Materials Management Policy.docx
Attachments:	- Draft Materials Management Policy - Final 20200615.docx - Draft Materials Management Procedures - Final 20200615.docx
Final Approval Date:	Jun 17, 2020

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

Elaine Henley - Jun 17, 2020 - 2:58 PM

DRAFT – For Discussion Only

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

Policy Title: Materials Management Policy	Policy #: 04-06-02 (to be assigned)
Last Revision Date: N/A	Policy Section: Finance and Accounting > Procurement
Policy Sponsor: Deputy City Manager, Finance and Administration	

1. Policy Statement

The purpose of this policy is to provide direction for the effective and efficient management and operation of the Stockroom and City salt, sand, gas and diesel fuel inventories.

2. Definitions

“Department Head” means all Deputy City Managers (DCMs) and the City Manager or their designate.

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

“Inventory Items” means items regularly stocked as inventory and given an inventory identifier by the Stockroom.

“Stockroom” means the internal inventory storage area at the City Depot, Blackler Avenue, St. John's.

3. Policy Requirements

3.1 Receiving All Items

Stockroom Employees shall follow the procedures for receiving items in the **Materials Management Procedures**.

3.2 Issuing Inventory Items

Stockroom Employees shall follow the procedures for issuing Inventory Items in the **Materials Management Procedures**.

3.3 Procurement of Inventory Items

Inventory Items shall be procured in accordance with applicable legislation and the **Materials Management Procedures**. Where there is a conflict between the legislation and the **Materials Management Procedures**, the legislation shall govern.

3.4 Inventory Control

- a) Changes to minimum and/or maximum Inventory Item levels, Inventory Item monitoring, and measurement and monitoring of sand, salt, and gas and diesel inventories shall be completed in accordance with the **Materials Management Procedures**.
- b) An annual count of all Inventory Items in the Stockroom shall be completed in accordance with the **Materials Management Procedures**.
- c) The Materials Supervisor shall notify the Supply Chain Manager and Manager, Financial Services, at least two weeks in advance of the annual inventory count.
- d) The Manager, Financial Services shall notify the City's external auditors at least two weeks in advance of the annual inventory count.
- e) Notwithstanding the foregoing, spot checks of Inventory Items may be made without notice.

3.5 Stockroom Access and Security

The Stockroom shall be secure at all times, with only Stockroom Employees, Materials Supervisor, Supply Chain Manager, Garage Buyer, and Inventory Buyer having access. All other Employees and individuals shall be escorted if they require access to the area.

External delivery providers shall follow the direction of Stockroom Employees.

3.6 Review of Surplus Inventory Items

The Materials Supervisor shall, at least annually, review Inventory Items to determine whether there is surplus or outdated Inventory Items. Additional reviews made be undertaken at the discretion of the Materials Supervisor.

Surplus Inventory Items shall be disposed of in accordance with the **Procurement Policy** and any applicable legislation.

4. Application

This policy applies to (i) all Employees involved in the materials management process, including those who request that items be stocked as Inventory Items and/or request Inventory Items, (ii) the Stockroom and City salt, sand, gas and diesel fuel inventory locations; and (iii) all items received at the Stockroom and City salt, sand, gas and diesel fuel inventory locations.

This policy does not apply to the St. John's Transportation Commission (Metrobus).

5. Responsibilities

5.1 The Supply Chain Division is responsible for:

- a) implementing the policy and procedures;
- b) communicating the policy and procedures to appropriate Employees;
- c) supporting departments with their inventory requirements, as required, with final inventory decisions at the discretion of Supply Chain; and
- d) monitoring compliance with the policy and its procedures.

5.2 Employees are responsible for:

- a) complying with this policy and its procedures.

5.3 Managers with procurement responsibility are responsible for, in addition to the duties in section 5.2:

- a) ensuring items are obtained from the Stockroom or from the City salt, sand, and gas and diesel fuel inventories, if applicable; and
- b) ensuring appropriate approvals are obtained prior to proceeding to Supply Chain.

5.4 Department Heads are responsible for, in addition to the duties in sections 5.2 and 5.3:

- a) ensuring this policy and its procedures are communicated to all applicable Employees in their respective departments.

6. References

04-06-02-01 Materials Management Procedures
[04-06-01 Procurement Policy](#)

7. Approval

- Policy Sponsor: Deputy City Manager, Finance and Administration
- Policy Writer: Policy Analyst; Materials Supervisor
- Date of Approval from
 - Corporate Policy Committee: April 3, 2020
 - Senior Executive Committee:
 - Committee of the Whole:
- Date of Approval from Council:

8. Monitoring and Contravention

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

Any contravention of this policy and/or associated procedures shall be reported to the Department of Finance and Administration, Department of Human Resources, the Office of the City Solicitor, and/or the City Manager

for further investigation and appropriate action, which may include, but is not limited to legal action and discipline, up to and including dismissal.

9. Review Date

Initial Review: 3 years, Subsequent Reviews: 5 years

DRAFT

DRAFT – For Discussion Only

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

Procedure Title: Materials Management Procedures	
Authorizing Policy: 04-06-02 Materials Management Policy	
Procedure #: 04-06-02-01 Materials Management Procedures	
Last Revision Date: N/A	Procedure Sponsor: Supply Chain Manager

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

1. Procedure Statement

The purpose of the policy and procedures is to provide direction for the effective and efficient management and operation of the Stockroom and City salt, sand, gas and diesel fuel inventory locations.

2. Definitions

“Department Head” means all Deputy City Managers (DCMs) and the City Manager or their designate.

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

“Inventory Items” means items regularly stocked as inventory and given an inventory identifier by the Stockroom.

“Non-inventory Items” means items that are not stocked as inventory and not given an inventory identifier by the Stockroom.

“Stockroom” means the internal inventory storage area at the City Depot, Blackler Avenue, St. John’s.

3. Procedure Requirements

Employees shall follow the procedures detailed below.

3.1 Receiving All Items

When all items are received at the Stockroom, Stockroom Employees shall:

- a) inspect the shipment to the best of their ability before accepting it to ensure that the quantity, quality, and condition are correct;
- b) match the packing slip with the appropriate purchase order using the handheld scanner;
- c) determine whether the shipment contains Inventory Items or Non-inventory Items; and
- d) for Inventory Items, see section 3.1.1; and for Non-inventory Items, see section 3.1.2.

3.1.1. Receiving Inventory Items

For Inventory Items, Stockroom Employees shall:

- a) receive Inventory Items using a handheld scanner ensuring vendor item numbers and quantities on the purchase order match the shipment;
- b) date the packing slip/invoice, print the full name of the receiver and sign the packing slip/invoice, and send information to the Purchasing Administration Clerk for electronic filing;
- c) label each Inventory Item with the appropriate bar code label (printed during the receiving process); and
- d) use the 'put away' feature on the handheld scanners to scan each Inventory Item and then put it in its correct physical location.

3.1.2 Receiving Non-inventory Items

For Non-inventory Items, Stockroom Employees shall:

- a) determine whether the Non-inventory Items belong to the Fleet Division (see (b) below) or another department/division (see (c) below);
- b) for Non-inventory Items for the Fleet Division only:
 - i. receive the Non-inventory Items using Microsoft Dynamics GP, print a receiving report, and attach the packing slip/invoice to the receiving report;
 - ii. provide a copy of the receiving report to the appropriate Fleet Foreperson;

- iii. place the Non-inventory Items on the Fleet special order shelves with the packing slip/invoice and receiving report attached;
 - iv. ensure that when the Fleet Employee collects the Non-inventory Items, they sign the receiving report; and
 - v. send the receiving report and packing slip/invoice to the Purchasing Administration Clerk for electronic filing.
- c) for Non-inventory Items for all other departments/divisions:
- i. determine who the requisitioner is using a Smartlist in Microsoft Dynamics GP;
 - ii. contact the requisitioner to advise that their Non-inventory Items have arrived; and
 - iii. advise the requisitioner that they are responsible for receiving their own items in Paramount Workplace.

3.2 Issuing Inventory Items

- a) Stockroom Employees shall only issue Inventory Items requested by departments via electronic picklists (see section 3.2.1 below) or manual picklists (see section 3.2.2 below).
- b) All Inventory Items shall only be issued by Stockroom Employees, who shall ensure that the picklist has two different signatures from the requesting department, as well as the budget number to which the Inventory Items are to be charged.

3.2.1 Electronic Picklists

- a) The information required for the picklist shall be entered and saved by the requesting department using Microsoft Dynamics GP.
- b) Stockroom Employees shall check regularly during their shift for new picklists. When picklists are received, Stockroom Employees shall pick the Inventory Items as directed by the picklist.
- c) When departmental Employees arrive at the Stockroom to collect their Inventory Items, they shall provide Stockroom Employees with a paper copy of the electronic picklist.
- d) Stockroom Employees shall:
 - i. ensure that the departmental Employee signs for the Inventory Items received;
 - ii. invoice the Inventory Items using Microsoft Dynamics GP; and
 - iii. ensure the signed picklist is sent for electronic filing by the Purchasing Administration Clerk.

3.2.2 Manual Picklists

- a) Departmental Employees requesting Inventory Items shall complete a pre-printed, numbered Manual Picklist (provided by Supply Chain) in advance, with the signatures of the person approving the request for the Inventory Items and the person to whom the Inventory Items will be issued.
- b) Departmental Employees shall provide Stockroom Employees with the completed picklist upon arrival at the Stockroom.
- c) Stockroom Employees shall pick the Inventory Items requested using the handheld scanners.
- e) After issuing the Inventory Items to the departmental Employee, the Stockroom Employee shall:
 - i. process the picklist using the scanner;
 - ii. ensure the Stock Issue Report prints after processing the picklist; and
 - iv. sign the Stock Issue Report and send it with the manual picklist for electronic filing by the Purchasing Administration Clerk.

3.2.3 Emergency Issuing of Inventory Items

- a) When the requirement for a picklist may cause an interruption of essential services, create safety concerns, or increased damage to property, Inventory Items may be issued using the emergency log form that records the date, the item number, the Inventory Items description, the quantity, the issuing Employee, and the Employee to whom the Inventory Items are issued.
- b) When the emergency log is used, it shall be the responsibility of the issuing Stockroom Employee to ensure a manual or electronic picklist is submitted by the department requesting the Inventory Items and using the picklist number. This picklist shall be required by the end of that Stockroom Employee's next shift.
- c) Any Inventory Item issued on the emergency log that does not have a picklist processed by the end of the Stockroom Employee's next shift shall be reported to the Materials Supervisor, who shall follow up.

3.3 Procurement of Inventory Items

Inventory Items shall be procured in accordance with applicable legislation and as detailed in Sections 3.3.1 and 3.3.2. Where there is a conflict between the legislation and these procedures, the legislation shall govern.

3.3.1 New Inventory Items to be Added to Inventory

- a) All new items to be stocked as Inventory Items shall be requested by an authorized departmental Employee, via a new stock authorization form, and the form shall be submitted to the Materials Supervisor.
- b) The Materials Supervisor shall review the form, giving consideration to the Inventory Items proposed and suggested stocking levels, and shall, if approved, sign it. Unapproved forms shall be returned to the user department with explanation.
- c) The Materials Supervisor shall forward approved forms to the Senior Parts Clerk.
- d) The Senior Parts Clerk shall check for duplicate Inventory Items upon receipt of the form. If there are no duplicate Inventory Items, the Senior Parts Clerk shall assign an item number to the new Inventory Items and set them up in Microsoft Dynamics GP. The Senior Parts Clerk shall also assign bin locations for when the Inventory Items arrive.

3.3.2 Reordering Inventory Items

- a) The Buyer responsible for procuring Inventory Items shall create a reorder report within Microsoft Dynamics GP as required. The Buyer shall order any Inventory Items listed on the report in the quantities required to reach the maximum inventory level for each Inventory Item.
- b) Where an Inventory Item is identified as being below the minimum inventory level and is required immediately, the Materials Supervisor shall ensure that appropriate financial authority is obtained and shall notify the Buyer via email authorizing an order.
- c) Stockroom Employees shall alert the Materials Supervisor when, in their opinion, the Inventory Items in their area of responsibility need replenishing (e.g., rapid movement on certain items where the minimum/maximum levels may need adjustment). The Materials Supervisor shall review any of the requests for Inventory Items brought to their attention and decide on a course of action. Consideration shall be given to usage, seasonality, availability, lead time, and any other factors deemed relevant by the Materials Supervisor.

3.4 Changes to Minimum or Maximum Inventory Item Levels

- a) Authorized departmental Employees may request changes to the minimum or maximum levels for Inventory Items by contacting the Materials Supervisor in writing.
- b) The Materials Supervisor shall review the request and make any required changes, in the sole opinion of the Materials Supervisor, in Microsoft Dynamics GP and notify the requesting department.
- c) Authorized departmental Employees shall notify the Materials Supervisor when equipment will become obsolete or be retired from service within one year. The Materials Supervisor may then adjust inventory levels of any associated Inventory Items.

3.5 Annual Count and Audit of Inventory Items

- a) An annual inventory count of all Inventory Items in the Stockroom shall be completed as detailed below.
- b) The Materials Supervisor shall notify the Supply Chain Manager and Manager, Financial Services, at least two weeks in advance of the annual inventory count.
- c) The Manager, Financial Services shall notify the City's external auditors at least two weeks in advance of the annual inventory count.
- d) Notwithstanding the foregoing, spot checks of Inventory Items may be made without notice.
- e) A starting Inventory Item value shall be recorded by the Materials Supervisor using a Smartlist in Microsoft Dynamics GP.
- f) An Inventory Item count shall be created by the Materials Supervisor using Collect for GP.
- g) Supply Chain Employees assigned to counting duties ("Counters") shall complete a physical count as directed by the Materials Supervisor.
- h) The Materials Supervisor shall then run a Smartlist in Microsoft Dynamics GP to compare counted quantity versus expected quantity.
- i) Any variance of \$50 or more for an Inventory Item shall be trigger a recount for that Inventory Item.
- j) For variances in (i), the Materials Supervisor shall remove the original scans for affected Inventory Item to allow them to be recounted and shall create recount sheets for any affected Inventory Items.

- k) Counters shall recount Inventory Items identified by the Materials Supervisor using the handheld scanners.
- l) When deemed necessary by the Materials Supervisor a third count may be performed, repeating steps (j) and (k).
- m) Once all counting has been completed to the satisfaction of the Materials Supervisor, they shall process the count in Collect for GP and then post the variance in Microsoft Dynamics GP.
- n) The ending Inventory Item values shall be captured by the Materials Supervisor using a Smartlist in Microsoft Dynamics GP.
- o) The Inventory Item results shall be reviewed by the Supply Chain Manager, with a variance report signed by the Materials Supervisor and Supply Chain Manager, which shall be forwarded to the DCM, Finance and Administration.
- p) Notwithstanding the foregoing, inventory adjustment variances shall be reviewed and approved by the Supply Chain Manager at least quarterly.

3.6 Gas and Diesel Fuel Measurement and Monitoring

- a) Fuel pump meter readings for gas and diesel from underground tanks with electronic monitoring (e.g., the Robin Hood Bay Regional Waste Management Facility and the City Depot) shall be obtained daily by the Senior Parts Clerk. For the Robin Hood Bay Regional Waste Management Facility, readings shall be provided to the Senior Parts Clerk by the onsite Fleet Mechanic.
 - i. The meter reading and the fuel level from the electronic monitoring system shall be entered into a spreadsheet.
 - ii. The Senior Parts Clerk shall compare actual fuel levels to expected fuel levels to determine any variance.
 - iii. Underground tanks with electronic monitoring shall be dipped once weekly to manually measure the fuel.
- b) Aboveground tanks (e.g., Goulds Depot) shall be dipped once weekly and meter readings shall be sent by the authorized Employee to the Senior Parts Clerk.
- c) The Senior Parts Clerk shall reconcile the Microsoft Dynamics GP inventory to match actual dip levels and shall complete the Weekly Fuel Worksheet for all gas and diesel fuel tanks.
- d) The Materials Supervisor shall review and approve the Weekly Fuel Worksheet.

- e) The Senior Parts Clerk shall notify the Materials Supervisor when there are consecutive variances greater than the allowable tolerances as per Section 18 of the [Storage and Handling of Gasoline and Associated Products Regulations, 2003](#) under the Environmental Protection Act and the Materials Supervisor shall advise the Supply Chain Manager.

3.6.1 Monthly Gas and Diesel Fuel Reports

- a) At the end of each month, the Materials Supervisor shall run a report in the Computrol software program detailing all gas and diesel fuel issued from all fuel sites for the month. The Materials Supervisor shall send this report via email to the appropriate Financial Accountant in the Department of Finance and Administration for processing.
- b) At the end of each month the Materials Supervisor shall run a report in the Computrol software program detailing all gas and diesel fuel charged to the miscellaneous or rental account numbers. The Materials Supervisor shall send this report via email to the Deputy City Manager of any department that has had such fuel charged to that department's miscellaneous or rental accounts during the month.

3.7 Salt and Sand Inventory

3.7.1 Salt and Sand Issuing and Returns

- a) All salt and sand issued to departments shall be weighed and recorded by the Salt Shed Loader Operator using the scales installed in the salt shed loaders.
- b) Salt and sand issuances shall be downloaded daily by the Materials Supervisor and salt and sand issued shall be charged to the appropriate department.
- c) Salt and sand returned to the shed shall be weighed before being dumped into the salt shed and the weight slip shall be forwarded to the Materials Supervisor to be processed.

3.7.2 Salt and Sand Surveys

- a) Salt and sand shed quantities shall be surveyed by the Department of Planning, Engineering and Regulatory Services (PERS) at least twice annually (pre-winter and post-winter), as directed by the Materials Supervisor. Inventory quantities shall be credited or debited to the Roads Division to match the survey.

3.7.3 Salt and Sand Delivery to the City

a) Salt and Sand Delivery Arrangement and Notification

- i. The salt and sand inventory levels shall be monitored by the Material Supervisor and deliveries shall be arranged as needed.
- ii. Once a delivery has been scheduled, the Materials Supervisor shall send notification via email to the appropriate Public Works and PERS Employees.
- iii. All trucks delivering salt and sand to the salt shed shall be weighed by the gatehouse attendant as the trucks enter the Depot yard.
- iv. The salt and/or sand weight shall be recorded by the gatehouse attendant using the scales weight slip printer and shall be compared by the Materials Supervisor to the weight on the supplier invoice.

b) Salt and/or Sand Delivery Sample Procedure

- i. All salt and sand deliveries shall be sampled by the appropriate PERS Employees and a sieve test and moisture level test shall be performed.
- ii. Any salt and/or sand that does not meet the City's specifications shall be subject to remedies as identified in the applicable procurement contract.

3.8 Review of Surplus Inventory Items

- a) The Materials Supervisor shall, at least annually, review Inventory Items to determine whether there are surplus Inventory Items. Additional reviews made be undertaken at the discretion of the Materials Supervisor.
- b) To ensure that the appropriate Inventory Items are identified for deletion from inventory listings, the requesting department (where known) shall review the list confirmed by the Senior Parts Clerk and return the list to the Materials Supervisor via email or in paper form with the authorized departmental Employee's signature.
- c) In order to ensure that the appropriate Inventory Items are deleted from the inventory system, the Materials Supervisor shall key the list of Inventory Items in Microsoft Dynamics GP and the Supply Chain Manager shall review and approve the list.
- d) Surplus Inventory Items shall be disposed of in accordance with the **Procurement Policy** and any applicable legislation.

3.9 Stockroom Access and Security

- a) The Stockroom shall be secure at all times, with only Stockroom Employees, Materials Supervisor, Supply Chain Manager, Garage Buyer, and Inventory Buyer having access. All other Employees and individuals shall be escorted.
- b) External delivery providers shall follow the direction of Stockroom Employees.

4. Application

The policy and procedures apply to (i) all Employees involved in the materials management process, including those who request that items be stocked as Inventory Items and/or request Inventory Items, (ii) the Stockroom and City salt, sand, gas and diesel fuel inventory locations; and (iii) all items received at the Stockroom and City salt, sand, gas and diesel fuel inventory locations.

The policy and procedures do not apply to the St. John's Transportation Commission (Metrobus).

5. Responsibilities

5.1 The Supply Chain Division is responsible for:

- a) implementing the policy and procedures;
- b) communicating the policy and procedures to appropriate Employees;
- c) supporting departments with their inventory requirements, as required, with final inventory decisions at the discretion of Supply Chain; and
- d) monitoring compliance with the policy and procedures.

5.2 The Department of Planning, Engineering and Regulatory Services is responsible for:

- a) activities as outlined in Section 3.7 of the procedures.

5.3 **Employees** are responsible for:

- a) complying with the policy and procedures.

5.4 **Managers with procurement responsibility** are responsible for, in addition to the duties in section 5.3:

- a) ensuring items are obtained from the Stockroom and City salt, sand, and gas and diesel fuel inventory locations, if applicable; and
- b) ensuring appropriate approvals are obtained prior to proceeding to Supply Chain.

5.5 **Department Heads** are responsible for, in addition to the duties in sections 5.3 and 5.4:

- a) ensuring the policy and procedures are communicated to all applicable Employees in their respective departments.

6. **References**

04-06-02 Materials Management Policy

[04-06-01 Procurement Policy](#)

[Storage and Handling of Gasoline and Associated Products Regulations, 2003](#)

7. **Approval**

- Policy Sponsor: Deputy City Manager, Finance and Administration
- Procedure Sponsor: Supply Chain Manager
- Policy and Procedure Writers: Materials Supervisor / Policy Analyst
- Date of Approval from:
 - Corporate Policy Committee: April 3, 2020
 - Senior Executive Committee:

8. Monitoring and Contravention

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

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

9. Review Date

Policy Initial Review: 3 years

Procedures Initial Review: 1 year and then 3 years, along with the policy

Subsequent Reviews: 5 years

DECISION/DIRECTION NOTE

Title: Deferral of Selected Capital Projects

Date of Meeting: June 23, 2020

Report To: His Worship the Mayor & Members of Council

Councillor and Role: N/A

Ward: N/A

Decision/Direction Required: Whether to defer certain capital projects

Discussion – Background and Current Status:

Considering the current pandemic and significant uncertainty of the length and full impact on taxpayers and ultimately City finances, staff felt it prudent to review and identify any capital projects which could be deferred. The goal is to reduce cash outflows and provide Council with more maneuverability in decision making as the City looks toward recovery and a plan to move forward.

There are several projects, some of which are not being recommended for deferral for several reasons including but not limited to:

1. practical reasons to undertake a project now – i.e. Water Street phase three
2. tenders have already been awarded and work has commenced – i.e. sidewalk clearing equipment purchases
3. funding agreements with other levels of government that require work to be completed by a specific date

Despite the above there are several capital projects which staff feel can be deferred as shown in the attachment.

Key Considerations/Implications:

1. Budget/Financial Implications

The net effect of deferral would be to reduce cash demands on the City by \$1,994,861.

2. Partners or Other Stakeholders

3. Alignment with Strategic Directions/Adopted Plans



A Connected City

4. Legal or Policy Implications

As noted above.

5. Privacy Implications

6. Engagement and Communications Considerations

7. Human Resource Implications

8. Procurement Implications

9. Information Technology Implications

10. Other Implications

Recommendation: Council defer the projects listed in the attachment.

Prepared by/Date: Derek Coffey, Deputy City Manager – Finance & Administration

Approved by/Date: Kevin Breen, City Manager

Attachments: Projects Recommended for Deferral



Projects Recommended for Deferral

CAPITAL OUT OF REVENUE EXPENDITURE	2020 Budget	Defer
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	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	25,000
Large Diameter Culvert Replacement	180,000	
Annual Traffic Calming Program	50,000	50,000
Bike St. John's Master Plan - Project	377,923	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	350,000
Rawlin's Cross Reconfiguration (subject to approval)	150,000	150,000
City Hall Energy Efficiency Assessment (Sustainability Plan)	100,000	100,000
Cameras on Sanders	200,000	200,000
Pavement Marking Digitization	100,000	100,000
Downtown Decorative Lighting	291,938	291,938
Asphalt Lab Relocation	175,000	
George Street Revitaliation Project - Study Only	50,000	50,000
Pedestrian & Bike Counters	50,000	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	\$ 1,994,861

ST. JOHN'S

DECISION/DIRECTION NOTE

Title: Extension of interest free period on residential and commercial property taxes and water tax up to and including December 31, 2020.

Date Prepared: June 23, 2020

Report To: Committee of the Whole

Councillor and Role: Councillor Dave Lane, Finance & Administration

Ward: N/A

Decision/Direction Required: Council approval to extend the interest free period on residential and commercial property taxes and water tax up to and including December 31, 2020.

Discussion – Background and Current Status: As a support measure to aid residents and businesses affected by the COVID-19 pandemic, the City of St. John's previously announced that it would not charge interest on residential and commercial property taxes and water tax for a period up to and including August 31, 2020. In light of the continued economic impact that COVID-19 continues to have on its residents and businesses, it is being recommended Council extend the interest fee period up to and including December 31, 2020. It is the goal that by allowing businesses and residents more time to pay their taxes with out incurring interest penalties, it will provide them with more flexibility in managing their cashflows during this period of economic uncertainty.

Key Considerations/Implications:

1. Budget/Financial Implications:

The financial impact of this support measure is estimated to result in a revenue shortfall of approximately \$1.8M in fiscal 2020. The incremental amount of the recommended extension is approximately \$800K.

2. Partners or Other Stakeholders:

3. Alignment with Strategic Directions/Adopted Plans:

4. Legal or Policy Implications:

5. Privacy Implications:

ST. JOHN'S

6. Engagement and Communications Considerations:

7. Human Resource Implications:

8. Procurement Implications:

9. Information Technology Implications:

10. Other Implications:

Recommendation:

That Council approve the extension of the interest free period on residential and commercial property taxes and water tax up to and including December 31, 2020.

Prepared by: Kris Connors - Manager, Budget & Treasury

Approved by: Derek Coffey - Deputy City Manager, Finance & Administration



Report of Inclusion Advisory Committee

June 3, 2020
11:30 a.m.
Virtual

Present:

- Taylor Stocks, Chair - LGBTQ2S
- Councillor Deanne Stapleton, Council Representative
- Debbie Ryan, CNIB
- Donna Power, Metrobus/GoBus, Accessible Transit
- Heidi Dixon, First Light NL
- Kim Pratt Baker, Can Hard of Hearing Assoc
- Margaret Tibbo, Public Rep
- Megan McGie, NL Assoc for Deaf
- Sarah White, Autism Society
- Joby Fleming, Empower NL
- Trevor Freeborn, Coalition of Persons with Disabilities

Regrets:

- Dave Saunders, Public Rep
- Grant Genova, NL Assoc of Architects, Universal Design
- Kimberly Yetman-Dawson, Empower NL
- Nancy Reid, Coalition of Persons with Disabilities
- Tess Hemeon, Autism Society
- Tilak Chawan, Association for New Canadians
- Hope Colbourne, NL Association for Community Living

Staff:

- Natalie Godden, Manager of Family & Leisure Services
- Vanessa Bambrick, Acting Inclusive Services Coordinator
- Trisha Rose, Fieldworker III, Inclusion Services
- Shanna Fitzgerald, Legislative Assistant
- Victoria Etchegary, Manager - Organizational Performance & Strategy
- David Crowe, Manager - Roads

Inclusion Advisory Committee (IAC) Terms of Reference Review

Recommendation

Moved By Joby Fleming

Seconded By Margaret Tibbo

That Council approve the following changes to the IAC Terms of Reference:

Under Section 3.1 Composition

Change the committee composition to read:

The Advisory Committee will be comprised of a minimum of 11 and a maximum of 18 total members from the following stakeholder groups:

The Committee will be comprised of no more than 10 staff persons/board members representing agencies relevant to persons with disabilities and persons facing other barriers as follows:

1. Coalition of Persons with Disabilities NL (CODNL)
2. Empower
3. Association for Community Living
4. NL Association for the Deaf (NLAD)
5. GoBus (Metrobus)
6. CNIB
7. Autism Society NL
8. Canadian hard of Hearing Association - NL
9. Association for New Canadians
10. First Light NL

Representatives of seven (7) organizations or individuals that support persons facing other barriers to participation in the community. Efforts will be made to include the following sectors:

1. Mental Health
2. Poverty
3. Universal Design/Accessibility
4. LGBTQ2S

5. Physical and Neurological Disabilities
6. Anti-Racism
7. Women

The Committee will be comprised of no more than 5 residents serving as public members who are members of the inclusion community, their caregivers and/or persons facing other barriers.

Under Section 5.2 Eligibility and Selection

Change point 2 to read:

Organizational representatives must be based in or serve/do business within the City of St. John's and have decision making authority with the agency they represent.

Under section 7.2 Meetings and Schedules

Change the meeting location to read:

Unless otherwise specified (generally one week prior to a meeting) advisory committee meetings shall be held at City facilities or via accessible video/virtual meeting platforms and shall be closed to the public

Section 7.2 Meetings and Schedules:

Unless otherwise specified advisory committee meetings shall be held at City facilities or via accessible video/virtual meeting platforms.

MOTION CARRIED

CHAIRPERSON, TAYLOR STOCKS

DECISION/DIRECTION NOTE

Title: Inclusion Advisory Committee (IAC) Terms of Reference Review

Date Prepared: May 27, 2020

Report To: Inclusion Advisory Committee

Councillor and Role: Deanne Stapleton, Inclusion Advisory Committee

Ward: N/A

Decision/Direction Required: Approve Changes to IAC Terms of Reference

Discussion – Background and Current Status:

As per Section 7.2 (Meetings and Schedules) of the current Inclusion Advisory Committee Terms of Reference:

Taking into account recommendations from the Committee Chair and Council Champion, the City Clerk and Lead Staff will review Advisory Committee Terms of Reference documents every two years. The purpose of this review will be to ensure that the operations and function of each committee are still aligned with its defined purpose.

As recommendations to change the IAC Terms of Reference are suggested by committee members and the general public, the Lead staff gathers them and facilitates discussion and input from the IAC. As part of this process the IAC makes recommendations to Council regarding changes to the Terms of Reference.

The current Committee Structure is made up of:

- Coalition of Persons with Disabilities NL and the four (4) organizations that they nominated during the initial creation of the IAC including: Empower, Independent Living Resource Centre, Association for Community Living and NL Association for Deaf and GoBus
- Staff persons representing agencies relevant to persons with disabilities and persons facing other barriers to participation in the community. Efforts are made to include the following sectors/areas:
 - Hearing Barriers – Currently filled by Canadian Hard of Hearing Association NL
 - Visual Barriers – Currently filled by CNIB
 - Developmental and cognitive barriers – Currently filled by Autism Society NL
 - Visible minorities and newcomers – Currently filled by A.N.C.
 - Mental Health – currently vacant

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- Poverty – currently vacant
- Indigenous and Aboriginal – Currently filled by First Light NL
- Universal Design – Currently filled by public member
- LGBTQ2S – Currently filled by public member
- Physical and Neurological Disabilities – Currently filled by public member
- Youth Representatives – at least one public member between the age of 19-35 years will be appointed or identified from existing IAC members
- Public Representatives – no more than 3 residents who are members of the inclusion community, their caregivers and/or persons facing other barriers.

Although IAC members often possess expertise in more than one area/sector it has been challenging to ensure adequate representation of all the sectors/areas mentioned in the current terms of reference. The following perspectives have been identified as needing representation on the IAC:

- Women
- Anti-racism

Key Considerations/Implications:

1. Budget/Financial Implications: n/a
2. Partners or Other Stakeholders: IAC members, organizations and associated working groups
3. Alignment with Strategic Directions/Adopted Plans:
 - A City that moves
 - A Connected City
 - Envision
 - Recreation and Parks Master Plan
 - Open Space Master Plan
 - Affordable Housing Plan
 - 10 Year Affordable Housing Strategy
 - Healthy City Strategy
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 following changes to the IAC Terms of Reference:

Under Section 3.1 Composition

Change the committee composition to read:

The Advisory Committee will be comprised of a minimum of 11 and a maximum of 18 total members from the following stakeholder groups:

The Committee will be comprised of no more than 10 staff persons/board members representing agencies relevant to persons with disabilities and persons facing other barriers as follows:

1. Coalition of Persons with Disabilities NL (CODNL)
2. Empower
3. Association for Community Living
4. NL Association for the Deaf (NLAD)
5. GoBus (Metrobus)
6. CNIB
7. Autism Society NL
8. Canadian hard of Hearing Association - NL
9. Association for New Canadians
10. First Light NL

Representatives of seven (7) organizations or individuals that support persons facing other barriers to participation in the community. Efforts will be made to include the following sectors:

1. Mental Health
2. Poverty
3. Universal Design/Accessibility
4. LGBTQ2S
5. Physical and Neurological Disabilities
6. Anti-Racism
7. Women

The Committee will be comprised of no more than 5 residents serving as public members who are members of the inclusion community, their caregivers and/or persons facing other barriers.

Under Section 5.2 Eligibility and Selection

Change point 2 to read:

Organizational representatives must be based in or serve/do business within the City of St. John's and have decision making authority with the agency they represent.

Under section 7.2 Meetings and Schedules

Change the meeting location to read:

Unless otherwise specified (generally one week prior to a meeting) advisory committee meetings shall be held at City facilities or via accessible video/virtual meeting platforms and shall be closed to the public

Section 7.2 Meetings and Schedules:

Unless otherwise specified advisory committee meetings shall be held at City facilities or via accessible video/virtual meeting platforms.

Prepared by: Natalie Godden – Manager, Family & Leisure Services

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

Report Approval Details

Document Title:	Inclusion Advisory Committee Terms of Reference Review and Recommendations.docx
Attachments:	- Terms of Reference - Inclusion Advisory Committee._Recommended Changes June 03 2020_EH.doc
Final Approval Date:	Jun 18, 2020

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

Tanya Haywood - Jun 18, 2020 - 1:25 PM

1. GENERAL INFORMATION

Advisory committee name:	Inclusion Advisory Committee
Reporting to:	Committee of the Whole
Date of formation:	Formed February 22, 2016
Meeting frequency:	Minimum of 3 times per year
Staff lead:	Manager of Family and Leisure Services Inclusive Services Coordinator
Other staff liaison:	As determined by staff lead as per Section 4.2.1
Council member:	Councillor Deanne Stapleton

2. PURPOSE

The Inclusion Advisory Committee provides information and advice to the Committee of the Whole on matters of inclusion and accessibility as they relate to City programs, policies and services, as referred to it by committees of Council. Items initiated by the Advisory Committee itself would be subject to review and approval of Council, that such items are within the Committee's legislative authority.

Specifically, the Committee will:

- Provide the perspective of persons with disabilities, and those facing other barriers to participation, on civic matters that affect their daily lives, i.e. transportation, recreation, facilities.
- Provide advice and perspective to the City on its policies, plans, programs, and services and how these meet the needs of persons with disabilities and those facing other barriers.
- Identify gaps and barriers and suggest solutions that allow for the full participation of persons with disabilities and those facing other barriers in City programming and improve the City's livability, inclusiveness, and accessibility.
- Liaise with external groups and organizations with an interest in inclusion and accessibility in order to share information, best practices, and other resources.
- Disseminate information on civic matters that affect persons with disabilities and those facing other barriers.
- Provide a forum for dialogue between persons with disabilities and those facing other barriers, relevant external organizations, and the city.
- Support and promote an increased consciousness of inclusion and accessibility within the City organization.

Advisory committee recommendations to the Committee of the Whole will occur in the manner defined by these terms of reference to best support City Policy. The advisory committee has no decision-making authority and is advisory only. The purpose of the Advisory Committee on Inclusion and Accessibility in relation to specific City policies, plans and strategies is as follows:

Advisory Committee Relationship to Strategic Plan:

- A City That Moves – A City that builds a balanced transportation network to get people and goods where they want to go safely.
- A Connected City – A City where people feel connected, have a sense of belonging, and are actively engaged in community life.

Applicable Legislation/City Bylaws:

- City of St. John's Act

Other City Plans, Guides or Strategies:

- Envision St. John's Municipal Plan and the Envision St. John's Development Regulations, 2019
- Recreation and Parks Master Plan, 2008
- Open Spaces Master Plan, 2014
- Affordable Housing Business Plan, 2014
- 10-Year Affordable Housing Strategy, 2019 to 2028
- Healthy City Strategy

Other Distinct Deliverables and Considerations:

1. The Committee will be consulted on any city public engagement process where obtaining the perspective of persons with disabilities and those facing other barriers is identified.
2. The Committee, working cooperatively with city staff and departments, will identify distinct opportunities to engage persons with disabilities and those facing other barriers in civic matters.
3. The Committee will work cooperatively with other relevant City committees on issues of mutual interest.

3. MEMBERSHIP AND COMPOSITION

3.1 COMPOSITION

The Advisory Committee will be comprised of a minimum of 11 and maximum of 18 total members from the following stakeholder groups:

3.1.1 Public Members

Committee Chair

Advisory committees are chaired by members of the public. One (1) advisory committee member will be elected as chair by the committee every two years. The public member chairing a committee will have responsibility for ensuring the committee carries out its work as per the terms of reference.

Public Members

The Committee will be comprised of no more than 5 residents serving as public members who are members of the inclusion community, their caregivers and/or persons facing other barriers. Public members are volunteers and will receive no compensation for participation. Preference will be given to residents of St. John's.

Organizations

The Committee will be comprised of no more than 10 staff persons/board members representing agencies relevant to persons with disabilities and persons facing other barriers as follows:

- Coalition of Persons with Disabilities NL (CODNL)
 - Empower
 - Association for Community Living
 - NL Association for the Deaf (NLAD)
 - GoBus/Metrobus
 - CNIB
 - Autism Society NL
 - Canadian Hard of Hearing Association – Newfoundland and Labrador
 - Association for New Canadians
 - First Light NL
- Representatives of seven (7) organizations or individuals that support persons facing other barriers to participation in the community. Efforts will be made to include the following sectors:
 - ~~Hearing Barriers~~
 - ~~Visual Barriers~~
 - ~~Developmental (autism, etc.)~~
 - ~~Visible minorities and newcomers~~
 - Mental Health

- Poverty
- ~~Indigenous and Aboriginal~~
- LGBTQ
- Physical and Neurological Disabilities
- Anti-Racism
- Women

Each organization may also appoint an alternate representative to attend committee meetings in the event that the primary member is unable to attend.

Youth Representation

Individuals between the ages of 19-35 Representation: At least one public member will be appointed to each advisory committee between 19-35 at the time their application is submitted.

Subcommittees

When deemed necessary, the Committee may strike a working committee or subcommittee to deal with specific issues or deliverables. Subcommittees must have at least one advisory committee member. Composition may also include other members of the public and organizational representatives. Subcommittees shall meet as an independent group, reporting to the advisory committee on specified meeting dates, or as deemed necessary by the committee Chair or Lead Staff.

3.1.2 Staff and Council Members (Ex-Officio Members)

Lead Staff

A Lead Staff will be appointed to the advisory committee by the appropriate City executive or senior management. Other staff support/attendance may be requested by the Lead Staff where required.

City Clerk

The City Clerk will have representation on each advisory committee.

Council

Each advisory committee will have one council representative acting as advisory committee spokesperson/champion.

3.2 LENGTH OF TERM

Public Members

Unless otherwise indicated, the advisory committee term of appointment is two years. Recognizing the value of experience and the need for continuity, incumbents who are willing to seek reappointment may signify their intent to serve an additional two years, for a total of two two-year terms. In some cases, members may be encouraged to provide guidance, expertise and attend in a bridging capacity

following the end of their term.

The role of an organization will depend on its relationship with the committee and ongoing ability to represent interests of a stakeholder group relevant to the purpose of the advisory committee. Where appropriate organizations will be required to alternate appointed representatives following the completion of two two-year terms.

Lead Staff

A review of Lead Staff role will occur every four years as part of the advisory committee review.

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.

Additional Considerations:

- Public members may not serve on more than one advisory committee at a given time.
- Midterm Appointments: When an appointment is made which does not coincide with the beginning of a term (i.e. to fill vacancy) the partial term (i.e. less than two years) shall not count towards the maximum length of service or number of terms on the Committee for the appointee.
- Unless otherwise expressed in this Terms of Reference, the limit on length of advisory committee membership for any public member is two two-year terms consecutive years.

Exceptions to the above terms are as follows: when an insufficient number of applications have been received; if a particular area of expertise is indispensable and there are no other suitable replacements; if the advisory committee would suffer from a lack of continuity (i.e. more than half of all members are replaced at once); if directly related to the Advisory Committee's purpose as defined in its Terms of Reference.

4. ROLES, RESPONSIBILITIES AND REPORTING**4.1 ROLES AND RESPONSIBILITIES****As a municipal advisory body, Advisory Committee roles include:**

- Advising and making recommendations to the Committee of the Whole, in a manner that will support City policy matters relevant to the committee's defined purpose.
- Providing resident and organizational based expertise.
- Working within given resources.

Shared Member Responsibilities**Conduct**

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Members shall strive to serve the public interest by upholding Federal, Provincial and Municipal laws and policies. Advisory 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.

Preparation

Meeting agenda and accompanying materials will be circulated electronically one week prior to all meetings; members are expected to review all distributed materials prior to meetings. Alternate material distribution methods to be made available upon request.

Agendas

- Agendas to require focus with clear parameters for content and alignment with terms of reference/purpose.
- Agendas will be finalized one week before advisory committee meetings.
- Items and accompanying material that are received after the agenda has been prepared and distributed (but prior to the meeting) will be moved to the following meeting's agenda at the discretion of the City Clerk.
- All public members are to submit potential agenda items and related material to the Committee Chair and Lead Staff person for consideration.

Attendance and Participation

Active participation in advisory committee meetings is expected of all public members. "Active participation" may refer to both meeting attendance and/or engagement. An effort should be made to attend meetings in person or remotely. If a member declines three consecutive attempts to schedule a meeting or is unable to attend three consecutive scheduled meetings without justified absence, that member may be retired from the committee at the discretion of the City Clerk.

Committee members who wish to request a leave of absence for an extended period of time (3+ months) may submit such a request to the City Clerk. Previously submitted applications may be used to fill temporary vacancies created by approved leaves of absence.

Voting

Council members and individuals from City Staff are ex-officio and therefore non-voting.

4.2 MEMBER ROLES AND RESPONSIBILITIES

4.2.1 City Staff

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 provide procedural and/or technical advice to assist committee where appropriate.

- Request additional staff support/attendance as needed.
- To develop agendas in cooperation with the Chair and City Clerk's Office for distribution.
- Incorporate input from the advisory committee into ongoing City work where appropriate (e.g. projects, staff updates, publications).

Other Staff Liaison

- The work of Other Staff Liaisons intersects the purpose of the advisory committee and therefore they may be required to participate.

City Clerk

- To be responsible for legislative functions related to advisory committee operation, establishment, review, and term amendments. This includes leading or supporting day-to-day committee activities such as the co-ordination of meeting schedules and the external/internal distribution/posting of advisory committee agendas and reporting forms (i.e. meeting notes/minutes).
- Facilitate and support the recruitment and appointment process through assisting in the development of "Notice of Vacancy" contents while ensuring all relevant forms and supporting documentation are completed and received.
- In adherence with the terms of reference, the Office of City Clerk and Lead Staff will oversee committee selection with input from relevant departments.
- The Office of the City Clerk will work with Lead Staff members to ensure new members receive orientation.

4.2.2 Public Members

Chair

- The presiding officer of an advisory committee will be referred to as "Chair." Advisory committees shall elect, from among their voting members, a Chair at the end of the prior chair's term. An advisory committee member shall not serve as a Chair for more than four consecutive years except in extenuating circumstances (see Term Limits).
- Uphold advisory 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.
- If appropriate, with support from the City Clerk and Staff Lead, the Chair will help build and coordinate a work plan for the advisory committee.
- Prepare and submit agenda items and accompanying materials to the City Clerk (i.e. act as a conduit for all communications between public members and the City Clerk).
- Where appropriate, support the Lead Staff and/or City Clerk in fulfilling committee requirements related to reporting processes (annual presentations, written reports, FAQ's etc.).
- Assist in the development of content for Notice of Vacancy documents.
- Review advisory committee terms of reference with City Clerk and Staff Lead at the end of each term and be prepared to propose amendments as needed.

Public Members

Public members are expected to advise City decision making; applying personal skills, knowledge and experience in carrying out functions commensurate with the defined purpose of the committee. Roles to include: active participation in committee meetings; electing a Chair; representing select committee interests in the community, and engaging with residents and experts when appropriate.

Organizations

In addition to the responsibilities held by all public members, organizational 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.

4.2.3 Council

Council members have a focused role. One council representative will sit on each advisory committee as the Advisory Committee Champion. In accordance with the role of advisory committees (i.e. to advise council through Committee of the Whole meetings), and to promote and enhance the committee's advisory function, council representatives will be encouraged to attend meetings as observers, and to act as a liaison between the committee and council.

In cases where an item of committee business (as detailed in a given meeting agenda) would benefit from having more than one council representative attend, it will be the responsibility of the Chair and/or Lead Staff to inform council.

4.3 REPORTING

The Inclusion Advisory Committee shall report through the Committee of the Whole to City Council; however, depending on the issue, reports may be directed to another committee where appropriate

Standardized Reporting Process:

The advisory committee Lead Staff, Committee Chair and City Clerk will work to complete a report for consideration of the Committee of the Whole.

Notes:

- Council to be kept informed of committee activities through formal reporting and through the appointed Council Champion.
- Organizational representatives will be required to report to (i.e. maintain open communication) with their respective organizations regarding committee work.
- A bi-annual Advisory Committee check in will be held for all advisory committee members.

5. COMMITTEE RECRUITMENT AND SELECTION**5.1 RECRUITMENT, VACANCIES, AND APPLICATIONS**

Recruitment practices will be consistent for all advisory committees. When new members are required a "Notice of Vacancy" will be prepared by the City Clerk and distributed through City communication channels. Additional communications opportunities may be identified by relevant departments/committee members. This document will include general information regarding committee purpose, the terms of reference and a link to the Advisory Committee Application Form.

A vacancy on an advisory committee occurs when a member resigns, vacates a position or when their resignation is requested by the advisory committee Chair. Vacancies may occur at: the date of resignation; the date the member ceases to be qualified; the date the committee Chair declares the position vacant due to lack of attendance or incapacitation.

All applicants must complete an Advisory Committee Application Form which may be downloaded from the City website, or obtained by visiting/calling Access 311. Applications will be made available in large print format upon request and may be submitted electronically (built in submission), via mail, by phone, or in person to the attention of the City Clerk's Office.

5.2 ELIGIBILITY AND SELECTION**Eligibility**

Appointments to City of St. John's Advisory Committees will be made providing adherence with the following eligibility requirements:

1. Preference will be given to residents of St. John's. Exceptions may be made by the selecting body.
2. Organizational representatives must be based in or serve/do business within the City of St. John's [and must have decision making authority with the agency that they represent.](#)
3. Organizational representatives are not required to be residents of St. John's.

Commitment to Equity and Inclusiveness

The City of St. John's is strongly committed to equity and inclusiveness. In selecting advisory committee members the City will aim to design processes that are transparent, accessible, and free of discrimination and to seek to remove barriers.

Selection Criteria

In addition to eligibility requirements, an applicant's specific skills and experience will be important factors in committee selection. While all who meet the eligibility requirements outlined above are encouraged to apply, applicants with demonstrated participation in groups or initiatives with goals relevant to an advisory committee's purpose will be preferred. Some other considerations pertaining to

general selection criteria include: past professional and volunteer experience, ability to perform required tasks, and complementary skills, or competencies possessed. Those who are selected to serve on City advisory committees will be notified by email.

6 PUBLIC ENGAGEMENT

The City of St. John's recognizes that engagement between the City and its citizens is an essential component of an effective municipal government. The City views public engagement as a process – one that facilitates dialogue with the right people, using the right tools, at the right time on subject areas of mutual interest.

In accordance with the City of St. John's [Engage! Policy](#), the role of the Inclusion Advisory Committee in the spectrum of engagement will fall within the realm of “consultation”. This means that City advisory committees will provide a forum for the public to provide specific feedback on relevant City matters; helping to inform decision making. As such City of St. John's advisory committees will be based on the principles of commitment, accountability, clear and timely information, and inclusiveness.

Advisory committees are only one of the ways to engage with the City. Where applicable the City will consider the use of other tools to gather perspectives and input. For more information on public engagement in the City of St. John's or to find out how to get involved or learn about what's coming up, check out the engagement page on the City's website. You can also check out the City's [Engage! St. John's](#) online engagement platform and connect with us on [Twitter](#) and [Facebook](#).

7 OTHER GOVERNANCE

7.1 REVIEW OF TERMS

Taking into account recommendations from the Committee Chair and Council Champion, the City Clerk and Lead Staff will review Advisory Committee Terms of Reference documents every two years. The purpose of this review will be to ensure that the operations and function of each committee are still aligned with its defined purpose.

7.2 MEETING AND SCHEDULES

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

To meet the committee meeting quorum, 50% + 1 voting members must be present.

Unless otherwise specified (generally one week prior to a meeting) advisory committee meetings shall be held at City [facilities or via accessible video/virtual meeting platforms](#) ~~Hall~~ and shall be closed to the

public.

Meetings may be recorded.

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 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 himself/herself 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 Inclusion Advisory Committee.

Staff Liaison Name:

Signature: _____

Date: _____

Chair Name:

Signature: _____

Date: _____

City Clerk Name:

Signature: _____

Date: _____

INFORMATION NOTE

Title:	Public Art (Mural) Partnership Recognizing Essential Workers
Date Prepared:	June 16, 2020
Report To:	Committee of the Whole
Councillor and Role:	Councillor Debbie Hanlon, Tourism Culture & Immigration
Ward:	N/A

Issue: To provide information on a Public Art (Mural) Partnership Recognizing Essential Workers.

Discussion – Background and Current Status: The City of St. John's has been approached to partner with several arts organizations, namely Eastern Edge Art Gallery (lead organization), with Riddle Fence, Lawnya Vawnya, and the Craft Council of Newfoundland and Labrador, to carry out a public art (mural) project in St. John's. The theme of the artwork will be a recognition of frontline/essential workers, specifically a recognition of their important work throughout the COVID-19 pandemic. Through this partnership the City is leveraging its annual public art programming, engaging community organizations, creating a hopeful and buoying piece of artwork, and developing an important project that will help in expressing gratitude for and acknowledging essential workers in our community and beyond.

Eastern Edge Art Gallery will issue a Request for Proposals from proponents who wish to be considered as candidates to complete the project. Several proponents will be chosen to create a collaborative design for the mural. The project should be completed no later than October 31, 2020.

The total contribution from the participating arts organizations will be \$9,000 and the financial contribution from the City will not exceed \$18,000, for a total maximum investment of \$27,000.

The location of the mural will be determined through consultation with the participating arts organizations, the City, and any other relevant stakeholders. All physical distancing and other public health guidelines will be adhered to throughout the execution of the project.

The City and the participating arts organizations agree that a committee will be formed to help oversee the project. One or more representatives from City staff shall sit on the Committee, along with representatives from the participating arts organizations, and other stakeholders as

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appropriate. The Committee shall review submissions, select the successful candidates for the Project, and assist with administration and coordination of the Project as required.

The partnership approach is one that the City has used in the past few years as a means to successfully leverage financial investments, expertise and delivery of public art. Past mural partnerships have been great successes: the Solomon's Lane mural, designed by Jessica Waterman and completed in partnership with the Craft Council of Newfoundland and Labrador (2019), and the mural created by Jordan Bennett in Rawlins Cross, completed in partnership with Eastern Edge Art Gallery during "Identify: A Celebration of Indigenous Arts and Culture" (2018).

Key Considerations/Implications:

1. Budget/Financial Implications: The City will contribute up to \$18,000 of its approved Public Art and Murals budget to the project. The partnership arrangement is similar to that for the previous mural projects in 2018 and 2019.
2. Partners or Other Stakeholders: a multi-organization committee will be formed. One or more representatives from City staff shall sit on the Committee, along with representatives from the participating arts organizations, and other stakeholders as appropriate.
3. Alignment with Strategic Directions/Adopted Plans: Aligns with *Our City Our Future – Strategic Plan 2019-2029*, especially directions 1 and 3 ("A Sustainable City," and "A Connected City"). Aligns as well with *Economic Roadmap 2021*, and *Planning for a Creative Future: The City of St. John's Municipal Arts Plan*.
4. Legal or Policy Implications: Eastern Edge, as the lead arts organization, will enter into an agreement with the City which outlines roles and responsibilities for all parties.
5. Privacy Implications: N/A
6. Engagement and Communications Considerations: The City of St. John's and the participating arts organizations will use various communications and outreach to promote both the RFP and the project overall.
7. Human Resource Implications: N/A
8. Procurement Implications: N/A – Eastern Edge Art Gallery will be the administrative lead on this project and is responsible for circulating the RFP. The roles and responsibilities, including procurement, will be outlined in the agreement noted above.
9. Information Technology Implications: N/A

10. Other Implications: N/A

Conclusion/Next Steps: City staff will assist Eastern Edge as necessary with convening the aforementioned committee and finalizing of the RFP for circulation.

Report Approval Details

Document Title:	Public Art (Mural) Partnership Recognizing Essential Workers.docx
Attachments:	
Final Approval Date:	Jun 17, 2020

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

Elizabeth Lawrence - Jun 17, 2020 - 4:25 PM

Tanya Haywood - Jun 17, 2020 - 4:36 PM

DECISION/DIRECTION NOTE

Title: 50 International Place, MPA2000004

Date Prepared: June 16, 2020

Report To: Committee of the Whole

Councillor and Role: Councillor Maggie Burton, Planning & Development

Ward: Ward 1

Decision/Direction Required:

To consider a rezoning application from the Open Space (O) Zone to a new Parking (P) Zone for land at 50 International Place to allow a Vehicle Storage Yard.

Discussion – Background and Current Status:

The City received an application from Monarch Development Inc. for a Vehicle Storage Yard at 50 International Place. The subject property is designated and zoned Open Space (O) in which Vehicle Storage Yards are not permitted. Therefore, an amendment to the St. John's Municipal Plan and Development Regulations would be required.

The proposed property is currently undeveloped, vacant land, with access from International Place and frontage on Portugal Cove Road. The site is highly visible from portions of Portugal Cove Road (heading toward the airport) and the Outer Ring Road. Virginia River and trail are located along the western side of the property. The site is proposed to have a gravel parking surface and be used to store up to 200 or more vehicles for a rental car company. Vehicles would be transferred into and out of the lot intermittently each workday by employees and may also include short- and long-term parking for commercial vans and trucks. Site access would be through a private access road and restricted to authorized personnel only.

The applicant applied to rezone the property to the Commercial Industrial (CI) Zone because the surrounding properties on International Place and Major's Path are zoned CI and there is a Vehicle Storage Yard located at the adjacent property (18 International Place). However, there are secondary access issues with the subject property and the CI Zone is not recommended. International Place is 200 metres in length and any development beyond that would require a secondary access as per fire and life safety regulations. Under the current lot layout for International Place, a secondary access is not possible. A Vehicle Storage Yard could be permitted with only one access, however any other uses beyond that would not be permitted until a secondary access can be provided. For example, rental storage units would not be permitted. Given that a secondary access is not proposed at this time and may not be possible to achieve, it would be misleading to rezone the property to the CI Zone because Vehicle Storage Yard is the only possible use that could be approved at that site. Therefore, should Council decide they would like to consider the amendment, it is recommended to create a new

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zone where only Parking Lots and Vehicle Storage Yards are permitted. Should the property be sold in the future, the limited uses of the site would be very clear.

The site will be enclosed with an eight-foot-high commercial galvanized chain link fence with woven wire mesh and topped with barbed wire. The site will be accessed through a gate to be installed north of the stream crossing. As part of the conditions for approval for the Vehicle Storage Yard at 18 International Place, Council directed that the fencing around the yard be made opaque so as to obstruct the view of the yard and that foliage fencing or the masking of the fencing by foliage be incorporated in those areas where the fence would be visible from the trail. Should the amendment proceed, it is recommended to include this condition at the amendment adoption stage.

With the exception of the private access, the development is proposed to be outside of the 100-year floodplain and the 15-metre buffer. At the development stage the applicant will be required to identify how the trail will be integrated into the final design and how the trail will be maintained during construction while ensuring pedestrian safety.

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: An amendment to the St. John's Municipal Plan and Development Regulations is required.
5. Privacy Implications: Not applicable.
6. Engagement and Communications Considerations: Public notification of the proposed amendment.
7. Human Resource Implications: Not applicable.
8. Procurement Implications: Not applicable.
9. Information Technology Implications: Not applicable.
10. Other Implications: Not applicable.

Recommendation:

That Council consider a proposed amendment to add a new Parking (P) Zone for the purpose of a Vehicle Storage Yard at 50 International Place, and that the application be advertised for public review and comment.

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

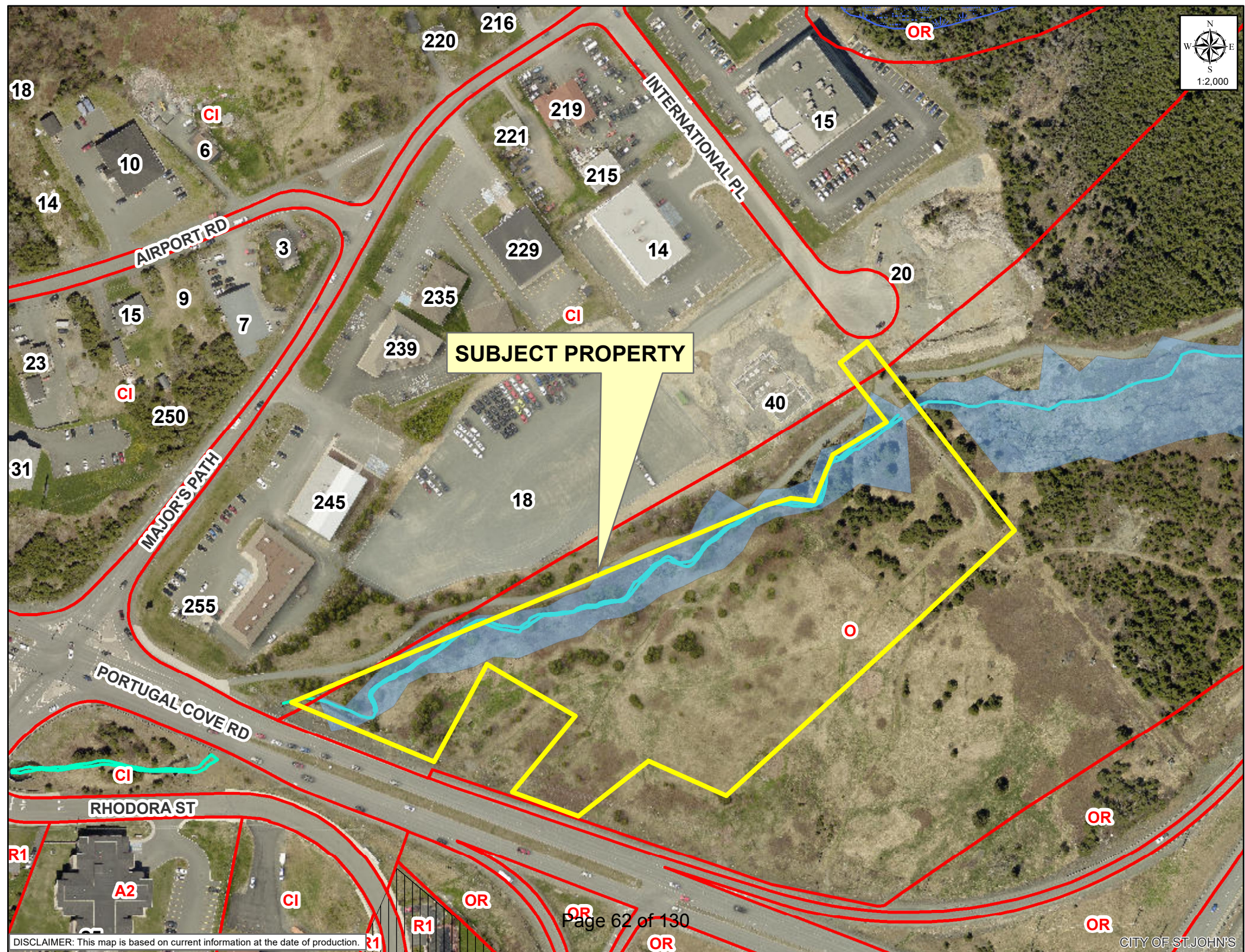
Report Approval Details

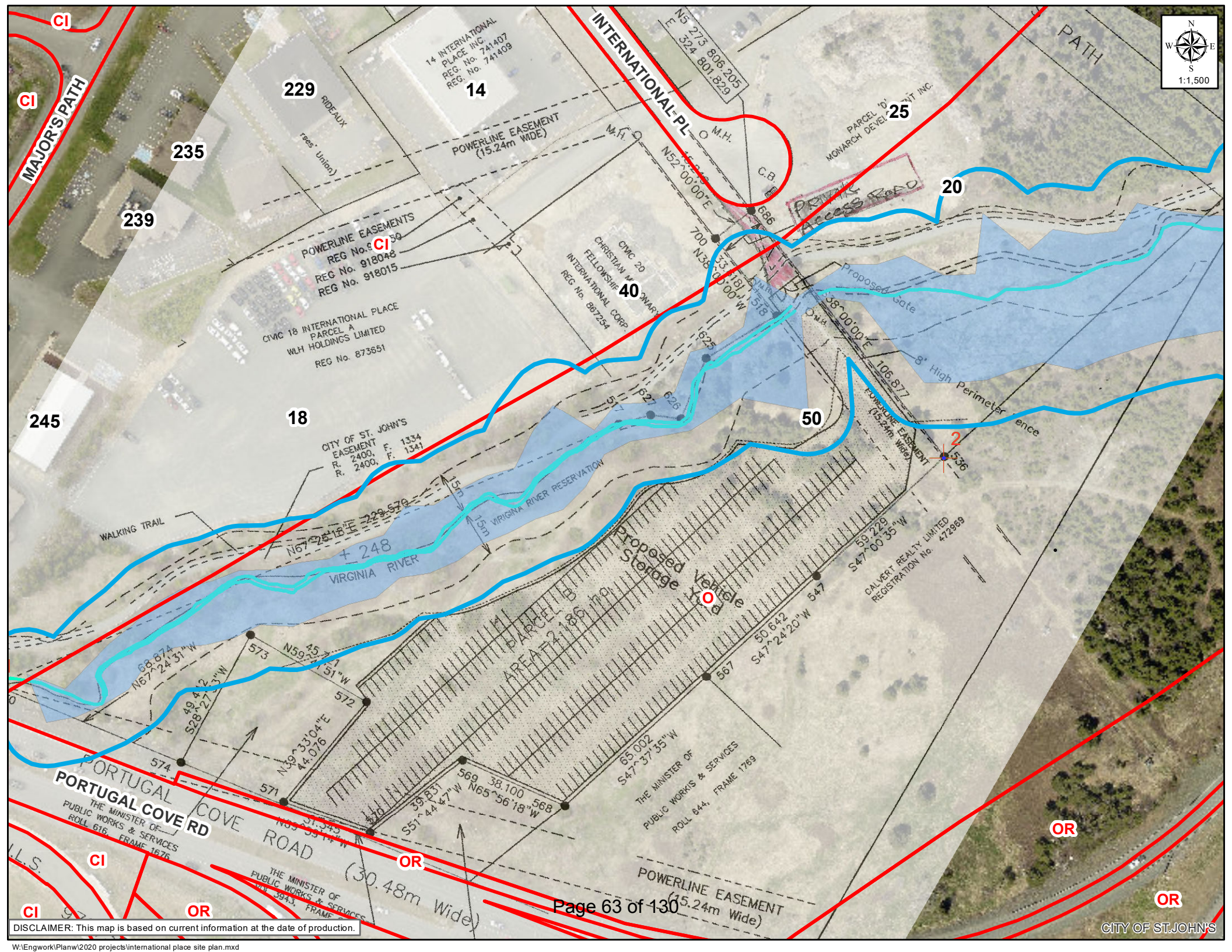
Document Title:	50 International Place, MPA2000004.docx
Attachments:	- 50 International Place - Attachment.pdf
Final Approval Date:	Jun 18, 2020

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

Ken O'Brien - Jun 18, 2020 - 9:40 AM

Jason Sinyard - Jun 18, 2020 - 12:00 PM





INFORMATION NOTE

Title:	Traffic Calming Policy Overview
Date Prepared:	June 15, 2020
Report To:	Committee of the Whole
Councillor and Role:	Councillor Sandy Hickman, Transportation & Regulatory Services
Ward:	N/A

Issue: The City's Traffic Calming Policy (attached) was finalized in 2011. This overview brings Council up to date on the current status and application of the Policy.

Discussion – Background and Current Status:

Goals of the Traffic Calming Policy

The Traffic Calming Policy was developed to provide a system with which to handle the numerous requests the City receives each year requesting action be taken to slow vehicle traffic, reduce non-local traffic, or correct/improve safety concerns in the street network.

The four most important goals of the policy are to:

- provide a standardized process to address concerns regarding speeding and safety;
- provide this process in a manner that is fair, reasonable, consistent and cost-effective;
- prevent installation of measures that need to be removed shortly after installation; and,
- ensure the most important concerns are addressed while funding is available (instead of expending the available budget on minor concerns).

Traffic calming is mostly focused on neighbourhood liveability. While improvements in safety can be a benefit of a successful traffic calming project, they are rarely the driving factor behind the City's current program. Deficiencies in, or improvements to, the street network may be addressed outside the traffic calming program under one of several programs the City operates:

- Annual accessible pedestrian signal program
- Annual sidewalk repair program
- Annual pedestrian crossing program
- Annual sidewalk infill program
- Road Safety Initiatives
- Capital Projects
- Road Rehab

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Basic traffic calming process

The process that a request for traffic calming follows is outlined in the Policy. Over the years some minor changes have occurred in this process to reflect the practicalities of and experience with these projects. The steps, and changes, are shown in the table below.

Step	Policy	Current Practice
1	Request – Request is received, typically from public or Councillor.	No change.
2	Screening – Data is collected on grade, speed and volume. This is evaluated with % non-local traffic to determine project eligibility.	No change but steps 2 and 3 are effectively a single process conducted by staff.
3	Scoring and Ranking – Additional factors are incorporated based on street context to develop a score.	
4	Toolbox – An initial staff review of possible measures is conducted at this point.	Typically restricted to top 10 projects at any given point.
5	Project Selection – Projects are selected and referred to capital budget for funding of a traffic calming study.	Council has allocated funding to an Annual Traffic Calming Program and top ranked projects are pursued without individual project approvals.
6	Design, Public Support, Final Council Approval, Implementation – This step covers a number of sub steps described below.	

A breakdown of Step 6 in the process is provided here:

Step	Policy	Current Practice
6-A	Initial Public Support – the original requestor is to circulate a survey seeking support for project. Requires 60% support of affected residents to proceed.	Staff develop this survey, circulate it, and collect responses. The threshold of “60% of affected residents” was adjusted to “60% of survey responses” given the low response rate that is typical.

Step	Policy	Current Practice
6-B	Draft Design – a public meeting is held to discuss project options	This meeting was held for projects conducted early in the lifetime of the Policy. Unfortunately, these meetings were not well attended and upon implementation found to be ineffective in identifying issues presented by the community affected. In substitute, the survey conducted in '6-A' includes the preliminary options that would have been discussed in this step.
6-C	Draft Design – a draft design is developed by staff	No change.
6-D	Draft Design – a public meeting is held to review	Rather than a public meeting we now implement a temporary project at this step. This method has been more effective at communicating the impacts of the project and gathering feedback from affected residents. Technical monitoring/evaluation also occurs here.
6-E	Final Plan – a final traffic calming plan is developed	This plan now incorporates the direct feedback on the temporary implementation.
6-F	Final Public Support – the original requestor is to circulate a survey seeking support for the final plan.	Staff develop this survey, circulate it, and collect responses. Same threshold as above applies before project proceeds.
6-G	Identify Funding – forward funding request for the final plan to the capital budget process	These steps have been precluded by the establishment of the Annual Traffic Calming Program budget.
6-H	Final Council Approval – council approves capital budget for project implementation	
6-I	Permanent Implementation – The final plan is implemented	No change.
6-J	Evaluation and Monitoring	This step now occurs during the temporary implementation in step '6-D'.

Current traffic calming list

The table below lists the current list of streets eligible for traffic calming projects and the status of those considered to date.

Rank	Location	Posted Speed	Score	Status
1	University Avenue	30	69	Overlaps with Road Safety Initiative area for crosswalk improvement.
2	Old Bay Bulls Road	50	57	Currently a detour route for capital works. Project deferred.
3	Ennis Avenue	30	44	Overlaps with Road Safety Initiative area for crosswalk improvement. See also Parsons.
4	Quidi Vidi Road Civic 66	50	44	Feedback signs in place – project to be closed out
5	Exmouth Street	50	44	Underway as part of Larkhall neighbourhood work, turn restrictions to be posted soon following notice
6	Warford Road	30	43	Partial inclusion in Linegar capital works, further work required.
7	Gleneyre Street	30	41	Speed limit complication, see discussion
8	Southside Road (at viaduct)	50	41	Initial survey delivered June 2020
9	Dunlea Street	30	41	Speed limit complication, see discussion
10	Linegar Aveune	30	40	Incorporated into capital works project
11	Craigmillar Avenue Civic 26	50	39	
12	Rotary Drive Civic 20	50	39	Previous temporary speed cushions used during wait for Team Gushue Highway. New ranking post opening.
13	Toronto Street	50	38	
14	Argyle Street	50	38	
15	Keith Drive	50	37	

Rank	Location	Posted Speed	Score	Status
16	Pearce Avenue	50	37	
17	Symonds Ave	50	37	
18	Middleton Street	50	37	
19	Pearl Town Road	50	36	
20	Parsons Road Civic 28	30	36	Ennis Avenue area, incorporate.
21	Great Eastern Avenue	50	36	2017 Pilot Project area. Technical success but no public support.
22	Ladysmith Drive Civic 34	50	36	
23	Carpasian Road Civic 30	50	35	
24	Canada Drive Civic 123	50	35	On cycling route, to be addressed as part of upcoming road rehab
25	Jasper Street West of Cheshire	50	35	
26	Meadowbrook Drive	50	35	
27	Stavanger Drive	50	35	
28	Frecker Drive Civic 25	50	35	Ranking dropped based on removal of cycling lanes
29	Walsh's Lane	50	35	
30	Back Line Civic 232	50	35	
31	Bells Turn	50	34	
32	Empire Avenue Civic 438	50	34	
33	Kerry Street	30	33	
34	Weymouth Street	50	33	Underway as part of Larkhall neighbourhood work, restrictions to be posted soon following notice
35	Petite Forte Drive Civic 14	50	33	
36	Anspach Street Civic 334	50	33	
37	Downing Street	50	32	
38	Gairlock Street	50	31	
39	Gloucester Street - Hunts Lane	50	31	
40	Smith Avenue Civic 58	50	31	
41	East Meadows Avenue	30	31	
42	Fort Amherst	30	30	

Commonly questioned areas within the existing Policy

The issues presented below have practical implications on which projects are eligible for traffic calming and how highly they rank in the list of eligible projects. There is no intention to say that the current system is incorrect, simply that a different system could express different values and lead to different projects being completed.

Volume thresholds

Points are awarded for vehicles above 3,000 per day on collector roads and above 900 per day on local roads. However, these roads are expected to carry between 1,000 and 12,000 vehicles per day for collectors and up to 3,000 per day for local streets. This leads to the situation where roads that are operating well within their technical expectation are scoring maximum points for volumes. For example, a collector street with 5,500 per day, or a local street with 2,250 vehicles per day.

This issue sets a low threshold beyond which the scoring system is no longer sensitive to vehicle volumes. For example, Ladysmith with over 11,000 vehicles per day is scored nearly the same as Carpasian with 5,350 per day.

Speed scoring

Speed scores are a significant proportion of the total a street might receive with up to 20 or 25 points for locals and collectors respectively. Speeds are only awarded points above the speed limit. As such, streets that are of concern to residents but operate just below 50km/hr are pushed further down the list.

Conversely, streets that have the limit set at 30km/hr for political or historic reasons and operate at the same speeds (just below 50km/hr) receive a high number of points and subsequently rank highly.

In other cases, such as school zones, where there is a technical justification for a 30km/hr speed limit the scoring based on posted speed works as intended and ranks these areas higher.

Context/Function mismatch

An issue that is often raised by concerned residents is that the function of their street (as a collector or arterial) does not match the context of the street. In these cases, such as Waterford Bridge Road, a street is not eligible for traffic calming because it is an important link in the City street network. In a Catch 22, traffic calming is requested for this street precisely because it is well used and that this level of use does not match the design of the street.

This occurs most often in older areas of the City where the streets were not necessarily “designed”. This can, however, also happen in newer areas of the City where the design of the street meets the needs of vehicle traffic but the land use surrounding it does not match that use. An example of this case is Great Eastern Avenue where the frontage of single family homes and on street parking conflicts with the collector role of the street.

Factor independence

In the current scoring system, each variable is scored independently. The scoring system for Local Roads is reproduced below for reference. As a result there is no correlation in the scoring for factors that may compound or negate each other. For example, higher speeds score the same whether they are near a school area or not. Concerns received, and real safety implications, are often due to combinations of factors that occur: a street lacks sidewalks and serves a community park where either situation in isolation may not be an issue.

Factor	Criteria	Maximum Points
Collision History	2 points for each collision in the past three years involving vulnerable road users, to max of 10	10
Traffic Volumes	1 point for every 50 vehicles above 900, max 25	25
Traffic Speeds	1 point for each km/h above posted speed, max 20	20
Non-Local Traffic	3 points for each 10% of non-local above 30%, to a maximum of 15 (reached at 70% non-local traffic)	15
Pedestrian Generators	5 points for each high school, park, community centre or senior facility within study area, to max of 10	10
Pedestrian Facilities	5 points if no sidewalk	5
Schools and Safe Routes to School	5 points if there is an elementary school or Safe Route to School within the study area	5
Bicycle Concerns	5 points if the road is an existing or planned cycle route	5
Transit Services and Routes	-2 points if existing or planned transit route	0
Block Length	1 point for each 50m increment if greater than 100m, to max of 5	5
		100

Overall factor weight

The current system scores traffic characteristics (collisions, speed, and volume) at a little over half of the total possible score. 55/100 for local streets and 60/100 for collector streets. Some feel that this does not put enough weight on street context such as the design (width, sidewalks) and context (residential, schools).

Local decision making

The last public stage in the process is a final survey on support for permanent installation. If this survey is returned with a negative result the project is concluded. This process is a strong step in favour of direct public decision making. However, this result is often unsatisfactory to those that were initially advocating for a project. This process also supersedes the technical evaluation: a project may achieve its goals of lower speeds and/or volumes but still be turned down by the affected residents.

Response rates and thresholds

The traffic calming process relies on hand delivered surveys to directly poll the affected residents on proposed changes. The original policy – “60% of affected residents” as the threshold – implicitly assigns a “no vote” to residents that don’t respond. The current practice – “60% of responses” as the threshold – assigns a “neutral” opinion to residents that don’t respond. Unfortunately, when a project area is small, or the response rate is low, the question may be decided by very few of those affected.

Key Considerations/Implications:

1. Budget/Financial Implications:
In most years a contribution of \$50,000 is made to the Annual Traffic Calming Program. This program currently has \$69,600 available from previous allocations.
2. Partners or Other Stakeholders:
n/a
3. Alignment with Strategic Directions/Adopted Plans:
n/a
4. Legal or Policy Implications:
This policy was developed in 2010 and finalized in 2011. If Council feels that changes are needed to better reflect the priorities of today a project to do so would need to be initiated.
5. Privacy Implications:
n/a

6. Engagement and Communications Considerations:
The process of engaging on traffic calming projects has changed since the initial recommendations of this policy.
7. Human Resource Implications:
n/a
8. Procurement Implications:
n/a
9. Information Technology Implications:
n/a
10. Other Implications:
n/a

Conclusion/Next Steps:

The discussion above is provided for information only.

Report Approval Details

Document Title:	Traffic Calming Policy Overview.docx
Attachments:	- TrafficCalmingPolicy.pdf - TrafficCalmingWarrant.pdf
Final Approval Date:	Jun 18, 2020

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

Scott Winsor - Jun 18, 2020 - 11:32 AM

Jason Sinyard - Jun 18, 2020 - 11:57 AM

City of St. John's

DEVELOPMENT OF TRAFFIC CALMING POLICY & WARRANT TASK 4 DELIVERABLE: TRAFFIC CALMING POLICY

FINAL REPORT

MAY 2011

City of St. John's
DEVELOPMENT OF TRAFFIC CALMING POLICY & WARRANT
TASK 4 DELIVERABLE: TRAFFIC CALMING POLICY

DOCUMENT CONTROL

Client:	City of St. John's
Project Name:	St. John's Traffic Calming
Report Title:	Development of Traffic Calming Policy & Warrant Task 4 Deliverable: Traffic Calming Policy
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Reviewer:	Brian Hollingworth
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1. INTRODUCTION

City of St. John's staff receive numerous requests each year for traffic calming features such as speed humps, curb extensions and raised intersections. The city currently has no process for responding to such requests. The City of St. John's retained IBI Group to develop a traffic calming policy, including a warrant and prioritization process, which will aid City staff in the evaluation of these requests and the application of traffic calming devices.

1.1 What is Traffic Calming?

Traffic calming is the use of mainly physical traffic management techniques to reduce the impacts of traffic on neighbourhood communities and other public facilities such as parks, school areas, and community centres. Traffic calming has been used in North America to:

- Improve neighbourhood liveability;
- Increase road user safety; and
- Promote urban redevelopment.

Various industry groups, agencies and municipalities may define traffic calming in slightly different ways, but almost all definitions have common themes of reducing vehicle speeds, improving road user safety and improving neighbourhood quality of life.

1.2 Why is Traffic Calming Important?

Urban sprawl and automobile dependency have resulted in significant traffic growth throughout North America. These trends in automobile travel may place considerable strain on the roadway network's ability to safely accommodate all users within the public right-of-way. In many cases, a lack of arterial road capacity will cause motorists to choose Collector and residential roadways to bypass a congested turning movement, intersection or corridor.

Such inappropriate use of neighbourhood streets may have the following negative effects:

- Arterial road congestion may cause motorists to look for parallel or alternative routes to reach their destinations. These parallel/alternative roads then begin to take on greater traffic volumes and function in ways that were not intended at the time of planning. For example a local residential or Collector roadway becomes a mid-block arterial bypass;
- Motorists operate vehicles at speeds which are not appropriate for the residential roadway and/or the roadside environment;
- The safety of all road users is decreased due to volume, speed and other compliance issues; and/or
- Resources are called upon to provide frequent enforcement of numerous problem areas.

In general, the above impacts typically occur in older established neighbourhoods next to busy traffic areas. However, traffic issues may also occur in newer subdivisions depending on the road network and adjacent activities.

One response to these problems is the self-enforcing option of traffic calming devices.

1.3 Why is a Traffic Calming Policy Necessary?

When traffic calming measures are applied without a governing policy, new problems may be created just as old problems are solved. Examples of these potential problems include:

- Traffic may divert into a different neighbourhood;
- Improperly designed measures may need to be removed shortly after installation; or
- Minor problems may be addressed, while a major problem discovered later has no funding available for mitigation.

In light of the above, the City of St. John's traffic calming policy is intended to:

- Provide a standardized process to address concerns regarding speeding and safety concerns;
- Provide this process in a manner that is fair, reasonable, consistent and cost-effective;
- Provide a proactive tool to address concerns before they become complaints;
- Reduce staff workload and duplication of effort when responding to requests;
- Encourage public involvement in the traffic calming activities; and
- Avoid the above mistakes and inconsistencies.

1.4 Resources

1.4.1 CANADIAN GUIDE TO NEIGHBOURHOOD TRAFFIC CALMING

The *Canadian Guide to Neighbourhood Traffic Calming* is a document developed jointly by the Transportation Association of Canada and the Institute of Transportation Engineers. Since its December 1998 publication, municipalities and consultants throughout Canada and abroad have used the Guide for traffic calming guidance and application. From the foreword of the Guide, its intent is to:

- "Develop a document to assist practitioners;
- Achieve and appropriate level of national standardization;
- Minimize liability; and
- Maximize safety."

To that end, the Guide provides a detailed introduction to traffic calming, discusses community involvement, the applicability and effectiveness of traffic calming, and offers technical guidelines.

Many municipalities have adapted its guidelines to suit their own traffic calming needs and goals. The City of St. John's shall adopt the traffic calming guidelines contained within the Guide, except where it differs from this document and in specific, case-by-case installations where local conditions dictate.

1.4.2 U.S. TRAFFIC CALMING MANUAL

In 2009, APA Planners Press and the American Society of Civil Engineers published the *U.S. Traffic Calming Manual*. The manual, which evolved from a Delaware Department of Transportation design manual, provides engineers and planners with guidance for selecting the right traffic calming measures, design and installation. It also discusses the establishment of traffic calming programs, and how to ensure that the program is standardized, yet still flexible when required.

2. TRAFFIC CALMING IN ST. JOHN'S

2.1 Goals and Objectives

The two primary goals of St. John's traffic calming policy are to improve safety and liveability within the city. When properly designed and implemented, traffic calming measures have the ability to improve safety for all road users, particularly vulnerable users such as pedestrians and cyclists. Safety improvements are directly related to reducing vehicle speeds and mitigating the impacts of driver behaviour on traffic calmed roadways, while liveability may be improved by reducing the negative effects of traffic, such as noise, exhaust emissions and congestion. Many traffic calming features also have a secondary benefit of improving the streetscape through plantings and decorative pavement treatments.

The objective of the policy is to restore traffic calmed roads to their intended functionality and restore motorist behaviour to acceptable and appropriate levels of compliance within the system. Specific objectives for local streets and Collectors include:

- Slower vehicular speeds;
- Fewer, less severe collisions;
- Increased safety for all road users, particularly pedestrians and cyclists;
- Reduced reliance on police enforcement;
- Enhanced roadway environment and streetscape;
- Improved access to all modes of transportation; and
- Reduced 'cut-through' or non-local traffic.

Collectively, these factors determine how 'liveable' a street or community is.

2.2 Principles

This traffic calming policy has been developed to ensure that common principles are applied in a consistent manner for all requests. These principles strive to be consistent with North American jurisdictions that have been at the forefront of traffic calming implementation. Consistent application of this traffic calming policy and the following principles will ensure that St. John's does not repeat

the often costly and disruptive mistakes that other jurisdictions have made in the past. These principles are also intended to foster community support to ensure that traffic calming plans meet the needs of those who made the initial request, as well as those of the affected local community.

- **Find out what the community thinks:** Community support may be the single most important principle when considering traffic calming. A citywide traffic calming policy is appropriate for general selection and implementation criteria and requirements, but every neighbourhood has its own unique identity. Given that each community is different, there is a chance that city staff and/or outside consultants will not recognize special attributes or problems that are specific to a particular request, unless the input of all affected parties is requested. Subsequent sections of this document will discuss the public support components and requirements of the policy.
- **Identify the real problem:** It is critical to listen to and consider every issue raised by the community, but care must be taken to separate real problems from those that are perceived. Incorrect assessment may lead to worse problems than before or possibly to the introduction of new problems.
- **Quantify the problem:** How fast is “speeding”? How much traffic is “too much”? Residents are more likely to understand and accept a decision when a fair, equitable and defensible process can be demonstrated. This policy describes a two-step warrant process for quantifying the conditions surrounding traffic calming requests. The process uses traffic volumes, speed and collision data and other neighbourhood characteristics to score and rank a location against other requests throughout the city. This process is designed to ensure that locations with the most severe problems score the highest and receive priority.
- **Consider improvements to the major road network first:** Whenever possible, if a traffic problem at a particular location can be traced with some degree of certainty to a shortcoming of the arterial road network, every effort should be made to address the problem at the source. In some cases, the fix may be as simple as changing the signal timing at an arterial intersection. If it becomes clear that a simple arterial fix is not possible, then it is appropriate to consider what can be done on the lower-order roads.
- **Use self-enforcing measures:** Sufficient police presence does not exist to enforce every speed limit or stop sign throughout the city, particularly during peak traffic periods. Traffic calming measures are designed to be self-enforcing. Vehicles must slow down over speed humps, and more restrictive measures like diverters or partial closures prevent unwanted movements more effectively than turn restriction signs.
- **Start with the least restrictive measures:** The residents of a street or community must live with the implemented traffic calming solution. Restrictive devices such as full or partial closures should only be implemented with strong levels of community support, and only when it can be proven that other measures are unlikely to achieve desired results.
- **Do not impact cyclists or pedestrians:** Traffic calming should improve safety for all road users, but its application should not negatively impact pedestrians and cyclists. Some traffic calming measures may in fact make it more difficult for pedestrians and cyclists to navigate a neighbourhood, and such impacts should be considered equally as important as those to cars and trucks.
- **Temporary Measures:** In some cases it may not be clear exactly what needs to be done to address a particular request. For example, it might not have been clear until

after implementation that a traffic problem would shift to an adjacent street. Many traffic calming measures can be installed on a temporary basis and monitored for performance. It is less expensive to remove a temporary device than a permanent device if it becomes necessary, and it demonstrates a willingness of the City to follow through with its commitment to address a problem to completion.

- **Implementation does not mean completion:** Conditions must be monitored to determine if the traffic calming devices fully addressed the problem. Post-implementation data collection is equally important as pre-implementation.

2.3 Application

This traffic calming policy is designed for application to Local Roads and Collectors only. The logic behind the decision to limit the application of the traffic calming policy is based on the function of higher order Arterials to move large volumes of people and goods throughout St. John's and beyond, and the understanding that restrictive measures taken on Arterials are likely to shift traffic onto lower-order roads and into neighbourhoods.

Application limitations exist within the accepted classifications, as follows:

- **Posted Speed Limit:** traffic calming shall only be applied to roads with posted speeds of 50 km/h or below. Roads posted at 60 km/h or greater may be candidates for greater police enforcement or changes to design in order to reduce speeding or collisions;
- **Grade:** Traffic calming shall not be permitted if the grade of the subject segment of roadway is equal to or greater than 8%, due to the fact that traffic calming devices implemented on steep grades may cause safety concerns, particularly during winter;
- **Transit and Emergency Routes:** Traffic calming devices shall be permitted on Local Roads or Collectors that serve as transit routes or emergency routes. However, since vertical traffic calming measures such as speed humps and raised crosswalks increase emergency vehicle response times, create uncomfortable rides for transit passengers and potentially increase the maintenance required to keep these vehicles operational, such devices shall be limited to horizontal measures and signing only;
- **Urbanized vs. Rural Areas:** traffic calming is typically applied only to roads in urban areas, and not in rural or agricultural areas. Speed reduction on rural roads presents specific challenges that may be better served through increased enforcement or possibly changes to the road's design;
- **Cross Section:** Roads with rural cross-sections within urbanized areas should be given the same traffic calming consideration as those with urban cross-sections; however, the available options are limited due to the absence of a curb and gutter system. Horizontal deflection treatments such as median islands, traffic circles and lane narrowing shall be considered appropriate for all rural cross-sections, while vertical traffic calming measures may be appropriate on a case-by-case basis and in accordance with the remainder of the traffic policy; and
- **New Developments:** while this policy is designed for existing roads, new developments should be required to follow its principles so that proactive measures can be applied before traffic problems manifest themselves.

3. TRAFFIC CALMING PLANNING PROCESS

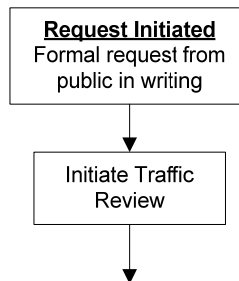
The following sections describe a six-step process for the implementation of traffic calming measures on City roads, beginning with a request for traffic calming and ending with design, approval and implementation. **Appendix A** contains a flowchart of the entire framework, and the relevant sections of the flowchart are included within each step.

3.1 Step 1: Request for Traffic Calming

Requests for traffic calming may come from City residents, business owners, or schools and shall be submitted in writing or be approved for screening by the Police and Traffic Committee. Identification of potential locations may also come from on-going staff reviews. Traffic Division staff shall be responsible for the review of all requests.

Exhibit 3-1 describes the request process. In the case of a request from the public, a formal request in writing is required. City staff shall then respond in writing to inform the applicant that a Traffic Review will be initiated, described in **Sections 3.2** and **3.3**.

Exhibit 3-1: Step 1: Request for Traffic Calming



Some jurisdictions incorporate a public support requirement at this stage. At this point, the City would circulate a petition to affected residents. The petition would require a specific response rate from affected residents, with a specific percentage of support.

Through experience with other jurisdictions, it was determined that it is generally not desirable to conduct a resident poll prior to the detailed review of data. It is possible that residents would sign an initial petition, which would only serve to raise expectations of traffic calming. Alternatively, residents may not respond if they are not familiar with the purpose or origin of the request. As such, this approach was removed from consideration, and the simplified initiation process shown in **Exhibit 3-1** was carried forward for the policy.

3.2 Step 2: Traffic Calming Screening Process

Step 2 in the process is an initial screening undertaken by City staff. Different screening criteria are established for Local Roads and Collectors, and a combination of these requirements must be satisfied for a site to be eligible for traffic calming. **Exhibit 3-2** defines the screening criteria and associated thresholds.

Exhibit 3-2: Step 2: Screening Criteria and Thresholds

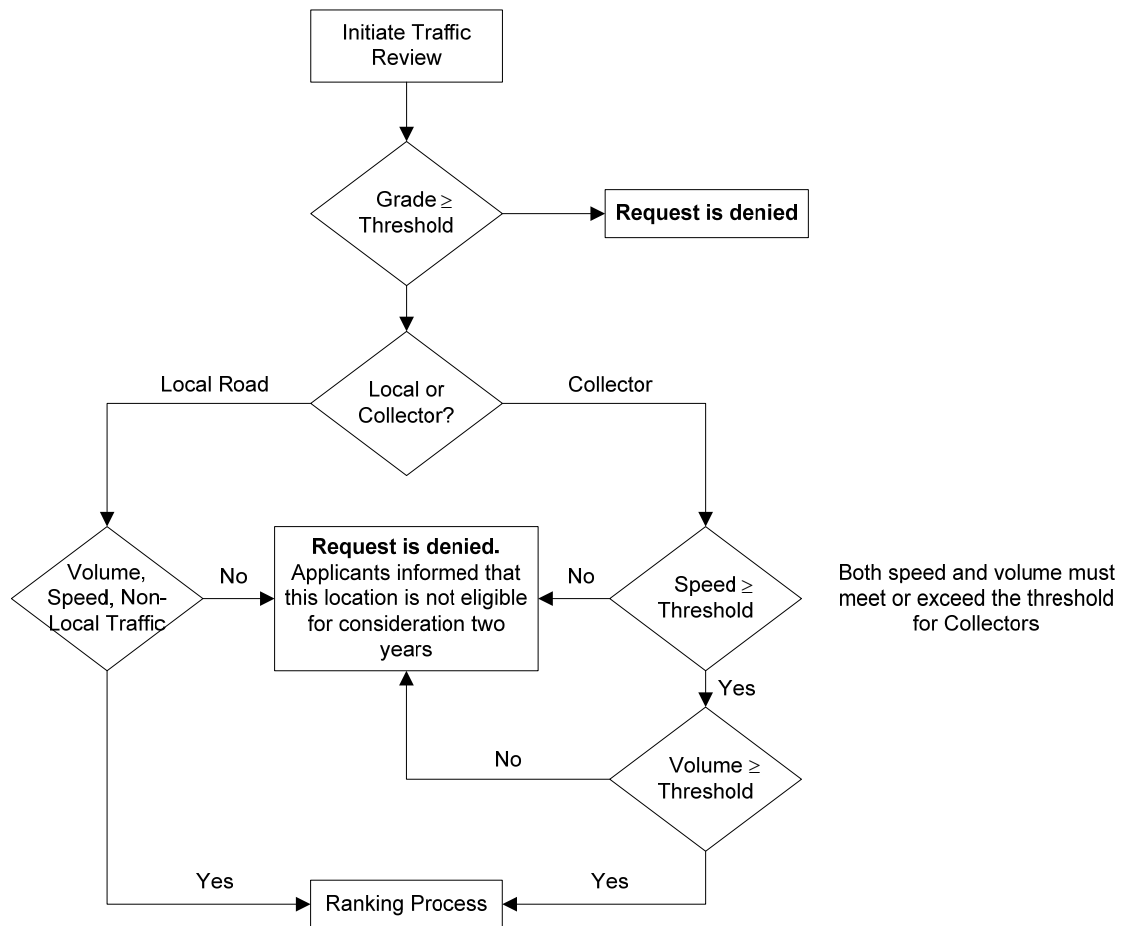
Criteria	Threshold		Notes
	Local Road	Collector	
Grade	< 8%		If the grade is equal to or greater than 8%, traffic calming is not permitted
Volume	≥ 900 vpd	≥ 3,000 vpd	Two-way ADT volume
Speed	≥ posted speed limit	≥ posted speed limit + 5 km/h	85 th percentile speed
Non-Local Traffic	≥ 30%	N/A	'Cut-through traffic.' This component only applies to Local Roads, although Collectors will receive points for non-local traffic in the scoring and ranking step

The screening can be summarized as follows:

- **Grade:** if the grade of the roadway is equal to or greater than the maximum threshold of 8%, then traffic calming is not permitted on the roadway at all. This is consistent with other jurisdictions and is due to the fact that traffic calming devices implemented on steep grades could cause safety concerns, especially in poor weather.
- **Speed, Volume and Non-Local Traffic:**
 - On **Local Roads**, at least two of these must meet the minimum threshold for further traffic calming consideration. City of St. John's staff have given direction that if volumes are low enough, a higher percentage of non-local traffic should be accepted. However, once speeds reach a certain threshold, traffic calming should be at least considered regardless of volume. Similar rationale applies to the conditions of speed + volume and volume + non-local traffic; and
 - On **Collectors**, only the combination of speed + volume will cause a candidate site to pass the initial screening. Given the geography and existing roadway network of St. John's, city staff are less concerned with non-local traffic on Collectors.

It is recognized that there may be roads that only meet one of the criteria for speed, volume and non-local traffic, and therefore do not qualify for traffic calming under the formal warrant process. For these roads, it may be appropriate to implement other solutions, such as changes to signing or additional speed enforcement. Rural roads often fall into this category, and changes to the road design outside of the traffic calming process may also be warranted in some situations.

Exhibit 3-3 graphically represents the screening process, while **Exhibit 3-4** and **Exhibit 3-5** show the possible scenarios that can arise from application of this screening process for Local Roads and Collectors, respectively.

Exhibit 3-3: Step 2: Screening Process**Exhibit 3-4: Possible Screening Scenarios – Local Roads**

Scenario	Grade	Speed	Non-Local	Volume	Result
1	≥ Max	Any	Any	Any	Not eligible for traffic calming
2	< Max	≥ Min	≥ Min	≥ Min	Eligible; continue evaluation
3	< Max	≥ Min	< Min	≥ Min	Eligible; continue evaluation
4	< Max	< Min	≥ Min	≥ Min	Eligible; continue evaluation
5	< Max	≥ Min	≥ Min	< Min	Eligible; continue evaluation
6	< Max	≥ Min	< Min	< Min	Not eligible for traffic calming
7	< Max	< Min	≥ Min	< Min	Not eligible for traffic calming
8	< Max	< Min	< Min	≥ Min	Not eligible for traffic calming
9	< Max	< Min	< Min	< Min	Not eligible for traffic calming

Exhibit 3-5: Possible Screening Scenarios – Collectors

Scenario	Grade	Speed	Volume	Result
1	≥ Max	Any	Any	Not eligible for traffic calming
2	< Max	≥ Min	≥ Min	Eligible; continue evaluation
3	< Max	≥ Min	< Min	Not eligible for traffic calming
4	< Max	< Min	≥ Min	Not eligible for traffic calming
5	< Max	< Min	< Min	Not eligible for traffic calming

3.3 Step 3: Scoring and Ranking

Sites that pass the initial screening are then ranked against each other in the next step of the process. The evaluation, scoring and ranking process incorporates 11 criteria with appropriate weighting applied to each. Each eligible traffic calming request is awarded points based on its score for each factor, with a maximum score of 100 points.

Based on an objective analysis of the evaluation scoring, a score of 30 points has been established as a minimum threshold to qualify for traffic calming consideration.

3.3.1 SCORING

A separate evaluation of Local Roads and Collectors is recommended due to the intended function of each road classification, including transit service and emergency services needs. **Exhibit 3-6** and **Exhibit 3-7** show the scoring for Local Roads and Collectors, respectively.

Exhibit 3-6: Step 3: Recommended Scoring: Local Roads

Factor	Point Criteria	Maximum Points
Collision History	2 points for each collision in the past three years involving vulnerable road users, to max of 20	10
Traffic Volumes	1 point for every 50 vehicles above 900, max 25	25
Traffic Speeds	1 point for each km/h above posted speed, max 20	20
Non-Local Traffic	3 points for each 10% of non-local above 30%, to a maximum of 15 (reached at 70% non-local traffic)	15
Pedestrian Generators	5 points for each high school, park, community centre or senior facility within study area, to max of 10	10
Pedestrian Facilities	5 points if no sidewalk	5
Schools and Safe Routes to School	5 points if there is an elementary school or Safe Route to School within the study area	5
Bicycle Concerns	5 points if the road is an existing or planned cycle route	5
Transit Services and Routes	-2 points if existing or planned transit route	0
Block Length	1 point for each 50m increment if greater than 100m, to max of 10	5
		100

Exhibit 3-7: Step 3: Recommended Scoring: Collectors

Factor	Point Criteria	Maximum Points
Collision History	1 points for each collision in the past three years involving vulnerable road users, to max of 5	5
Traffic Volumes	1 point for every 100 vehicles above 3,000, max 25	25
Traffic Speeds	1 point for each km/h above threshold (posted speed + 5 km/h), max 25	25
Non-Local Traffic	2 points for each 10% of non-local traffic above 30%, to a maximum of 10 (reached at 70% non-local traffic)	10
Pedestrian Generators	5 points for each high school, park, community centre or senior facility within study area, to max of 10	10
Pedestrian Facilities	10 if no sidewalks, 5 if only on one side	10
Schools and Safe Routes to School	5 points if there is an elementary school or Safe Route to School within the study area	5
Bicycle Concerns	5 points if the road is an existing or planned cycle route	5
Transit Services and Routes	-4 points if existing or planned transit route	0
Block Length	1 point for each 50m increment if greater than 100m, to max of 10	5
		100

3.3.2 EMERGENCY AND TRANSIT ROUTES

Traffic calming devices are often considered to be a hindrance for emergency vehicles and buses. The scoring system developed for St. John's recognizes this concern and scores potential sites accordingly. Under this scoring system, if a particular road is not an emergency or transit route, it receives zero points in each category, i.e. the maximum. The presence of one or more of these routes would therefore subtract points from the overall score. The scoring also reflects that these routes are more likely to be present on Collectors than on Local Roads, and subtracts more points for Collectors. Further considerations of the impacts of traffic calming devices on emergency and transit vehicles are addressed in the policy document, in a step of the framework guiding the selection of measures.

3.3.3 NON-LOCAL TRAFFIC

It is also understood that determining the percentage of non-local traffic within a study area may be a costly and time-consuming process. The City may not have the resources to conduct a full survey and may be required to estimate the percentage of cut-through traffic. As a result, the scoring for non-local traffic falls into 'bins' of 10 percent each. The following list contains four recommendations of how non-local traffic may be recorded or estimated, beginning with the method requiring least effort. Each alternative requires that the City determine an appropriate 'local' area prior to estimation.

1. Apply the following formula:

$$\text{Local Road Non- Local Traffic Percentage} = 1 - \left(\frac{900}{ADT} \right)$$

$$\text{Collector Non- Local Traffic Percentage} = 1 - \left(\frac{3,000}{ADT} \right)$$

This formula implies that a Local Road with an ADT less than 900 vehicles has a low potential for cut-through traffic, as does a Collector with an ADT of less than 3,000 vehicles;

2. Apply the following formula:

$$\text{Non-Local Traffic Percentage} = \frac{\text{ADT} - (10 \times [\text{number of homes on the block}])}{\text{ADT}}$$

This formula implies that each home generates ten daily trips per day, which is roughly consistent with ITE trip generation estimates. For a neighbourhood study (as opposed to a single street), this method can be used to estimate cut-through traffic on representative blocks of the affected streets;

3. Determine the daily or peak hour trip generation potential of the local area based on its land uses and compare it to recorded ADT or peak hour traffic counts. This approach is similar to #2, but can be used in areas that include schools and parks, for example;
4. Conduct a full origin-destination study at all entry and exit points of the local area. Match the license plates of entering and exiting vehicles to determine the percentage of vehicles that pass through the entire local area compared to those that begin or end their trips within. This approach is the most accurate of the four approaches but is only recommended if staff/budget resources are available.

3.3.4 DETERMINING THE 'LOCAL AREA'

For a Local Road, the local area should be comprised of the Local Road, at a minimum; while for a Collector, the local area may be defined as the section of the roadway that connects the nearest higher-order roads, as well as the other intersecting roadways.

3.4 Step 4: Traffic Calming Toolbox

Some jurisdictions throughout North America use an approach where the final score awarded from the warrant evaluation is applied to a 'toolbox' of traffic calming measures. Higher-ranking requests may be flagged for physical traffic calming measures, while lower-ranking requests would be restricted to less intrusive forms such as signing. This method is advantageous in that it does not dismiss the lower ranking request that may be accommodated through low cost and low maintenance traffic calming features.

Given that each road and surrounding neighbourhood is unique and presents individual characteristics, the toolbox approach of identifying traffic calming measures can be used as a guideline for the various types of traffic calming measures that may be applied to a particular case. An initial staff review of all outstanding requests is recommended at this point, before a public support component is implemented for selected projects. (Data collection for subsequent requests should be carried out on a semi-annual basis with the screening and evaluation process carried out at least once per year.)

Exhibit 3-8: Step 4: Available Traffic Calming Measures

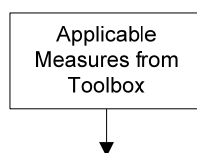


Exhibit 3-9 shows the recommended toolbox for the City of St. John's. This toolbox identifies a variety of traffic calming devices, as well as signage often used for traffic calming purposes. Care should be taken in the application of any measures marked with **◆**, particularly in the case of designated emergency or transit routes. As well, vertical deflection measures are not permitted for application on existing or planned transit routes, or designated emergency routes. **Appendix B** provides information on the applicability and implications of each measure.

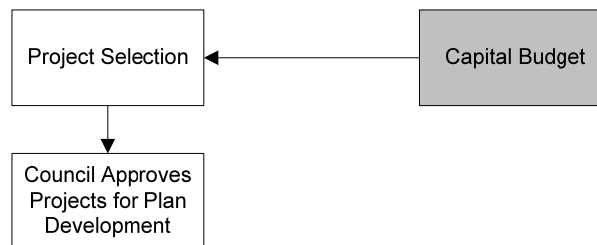
Exhibit 3-9: Step 4: Traffic Calming Toolbox

Measures		Local Road	Low-Volume Collector	Other Collector
Horizontal Deflection	Curb Extension	✓	✓	✓
	Traffic Circle / Mini Roundabout	✓	✓	◆
	Raised Median Island	✓	✓	✓
	Corner Radius Reduction	✓	✓	✓
	Chicane, 1-Lane	✓	✗	✗
	On-Street Parking	✓	✓	✓
Vertical Deflection	Speed Hump / Table	✓	◆	◆
	Speed Cushion	✗	◆	◆
	Raised Crosswalk	✓	◆	✗
	Raised Intersection	◆	✗	✗
Obstruction / Closure	Directional Closure	✓	◆	✗
	Right-In/Right-Out Island	✓	◆	✗
	Raised Median	✓	✓	✗
	Intersection Channelization	✓	✓	◆
	Full Closure	◆	✗	✗
Signage (when primarily application is traffic calming)	Traffic-Calmed Neighbourhood	✓	✓	◆
	Turn Prohibited	◆	◆	◆
	Through Traffic Prohibited	◆	◆	◆
	One Way	◆	◆	✗
	Warning signs (playground, school, etc)	◆	◆	◆
	Maximum Speed (only when used in conjunction with physical measures)	◆	◆	◆
	Yield	✗	✗	✗
	Stop	✗	✗	✗
✓ = Appropriate Measures ◆ = Use with Caution ✗ = Not Recommended				

3.5 Step 5: Project Selection and Study Approval

In this step, staff prepare preliminary estimate ranges for the higher-ranking projects and for any projects that may be served through advisory, warning, or traffic control signage features. A project shall receive priority if it can be tied into a capital project already planned for the current or following year. Staff shall then forward a list of the recommended project(s) to Council for approval, in full awareness of the allotted Traffic Calming budget.

Exhibit 3-10: Step 5: Project Selection and Council Approval



3.6 Step 6: Design, Public Support, Final Council Approval, Implementation

Exhibit 3-11 shows the final step of design, approval and implementation. Once Council approves a project or series of projects in principle and the funding envelope is established (Step 5), a public support component is to be initialized to determine residential support for the implementation of traffic calming measures:

The resident who submitted the original request shall circulate a petition to residents of the affected street. A minimum 60% of all affected residents on the street must be in favour of possible traffic calming for the request to proceed. The same requirement shall apply to public approval of a recommended plan.

If the initial public support requirement is satisfied, City staff or a consultant shall then prepare a preliminary design receiving input from City departments, including emergency, fire and transit, as well as the affected residents. This plan shall be sent back to the public for final comment and support.

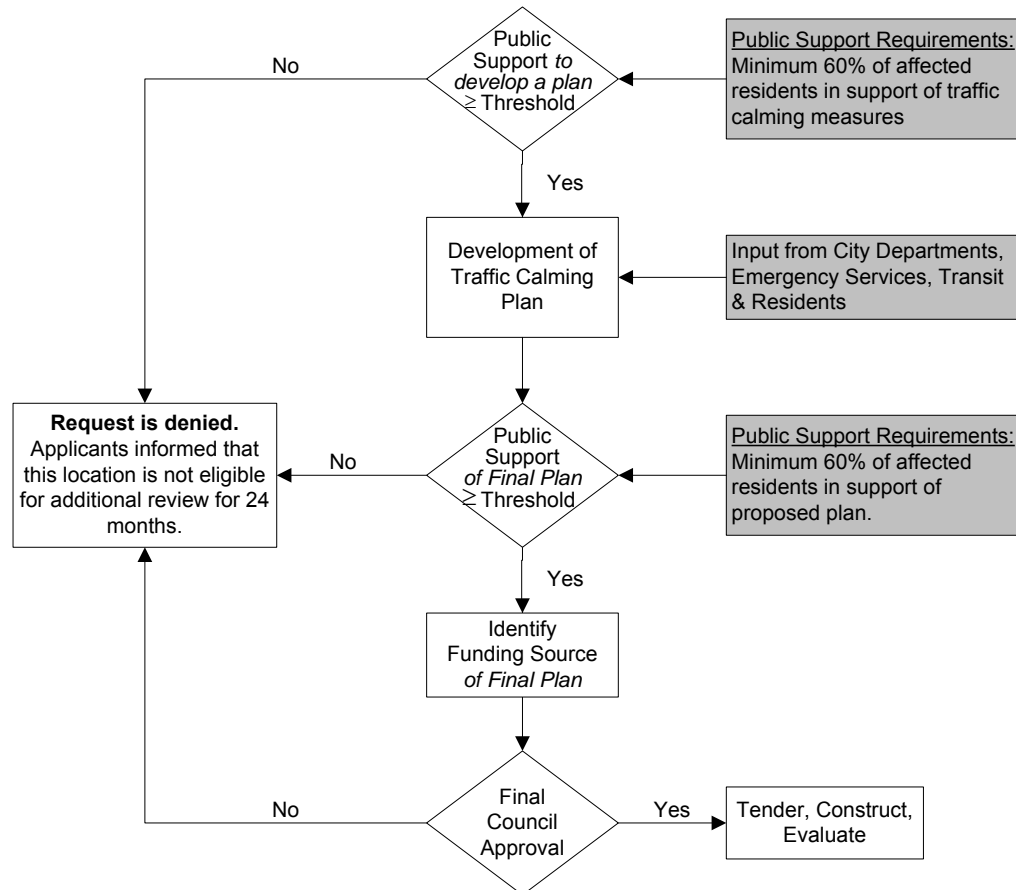
After the final plan is developed by the City or its consultant and is endorsed by the public in accordance with public support requirement, City staff shall identify its funding source. The plan shall then be sent to Council for final approval. Upon final Council approval, standard City processes for tendering and construction shall commence, followed by evaluation and monitoring of the plan.

If the request is rejected at any point in the process, the applicants and affected residents shall be notified in writing, and traffic calming shall be excluded from additional review for 24 months. Requests may be rejected on the basis of:

- Failure to meet the minimum screening criteria;
- Lack of public support; or
- Council rejection.

In the event that a request fails to meet the minimum screening criteria, it shall be eligible for further consideration within 24 months only if external conditions are such that traffic operations change significantly for the requested location. This would most likely occur due to subdivision construction near the requested location.

Exhibit 3-11: Step 6: Design, Approval, Implementation



4. CONSIDERATIONS

4.1 Public Awareness and Involvement

The City of St. John's traffic calming policy shall continue to support and encourage public requests for traffic calming, as residents often have the greatest knowledge and understanding of traffic conditions in their neighbourhoods.

City staff shall initiate a public involvement process once a requested site has been established as a candidate for implementation in Step 5 of the process. At a minimum, two public meetings will be held with affected residents, as follows:

1. Project initiation meeting:
 - Describe the purpose, objectives, process and timelines of the study;
 - Describe the study approach and methodology;

- Review initial preliminary findings based on a review of background information;
 - Provide examples of typical solutions to traffic issues;
 - Receive community input on current traffic and safety problems in the neighbourhood; and
 - Initiate survey process for plan development.
2. If the public support level satisfies minimum criteria, a meeting shall be held after the draft traffic calming plan is developed:
- Review the draft traffic calming plan and receive public input; and
 - Initiate survey process for final plan approval.

If input and comments received at meeting #2 suggest that the final plan will differ significantly from the draft plan, the plan approval petition process should be deferred and a third meeting should be held to review the revised plan.

All meetings are to be advertised in accordance with other City of St. John's public information sessions.

Neighbourhood and resident responsibilities include:

- Identify traffic related issues in the neighbourhood;
- Respond to all surveys;
- Attend public meetings for traffic calming studies;
- Approve or reject the development of a traffic calming plan;
- Select from the options presented by staff, traffic calming concepts which address the identified issues; and
- Approve or reject the implementation of the preferred traffic calming plan.

4.2 Community Initiatives

A number of community initiatives should be considered prior to the decision to implement traffic calming, or in conjunction with it. Often, these will incur little to no cost to the City using existing resources, frameworks and materials. Some possible initiatives that may address driver behaviour and traffic concerns include:

- **Community-Based Publications and Events:** Neighbourhoods and Business Improvement Areas often publish their own newsletters and bulletins, or maintain their own websites. These resources should be used for spreading the word of traffic concerns within an area, especially to neighbourhood residents who may themselves be a component of the traffic problem. City staff could be invited to submit articles, advice or recommendations for the newsletters and websites, or to attend community meetings and events to listen to residents' concerns.

- **Neighbourhood Speed Watch Program:** Residents can participate in the City's Neighbourhood Speed Watch Program, an initiative to reduce speeding on area roads through public awareness. A portable radar unit is available for temporary installation, alerting passing motorists to their speed in comparison with the posted limit;
- **City of St. John's Publications:** the City provides a variety of information on its website related to traffic and transportation. This information may also be available at City Hall or at other locations. Residents should be aware of the availability of this material, inasmuch as some of it may begin to address concerns without the need to initiate a request for traffic calming;
- **Trip Reduction Initiatives:** Business community initiatives including flex-time schedules and work from home arrangements, as well as City programs designed to reduce the reliance on single-occupant vehicle travel can have a major impact on the number of trips on St. John's streets, and may reduce or eliminate the need for many traffic calming requests.

5. TRAFFIC CALMING MEASURES

This section discusses traffic calming measures that have been identified as appropriate for the City of St. John's. The section aggregates each type of measure into one of four categories and describes the associated advantages and disadvantages.

5.1 Horizontal Deflection

Horizontal deflection measures are those devices which require a motorist to steer around them, altering the vehicle's path within the roadway cross section. Most horizontal deflection devices are appropriate for all roadways, although care needs to be taken when installing higher-deflection devices such as chicanes and traffic circles on higher volume roads.

Advantages

- Effective in reducing average and/or higher operating speeds;
- Devices such as curb extensions reduce road user conflict potential; and
- Devices typically do not impact emergency vehicle response times on lower order roads.

Disadvantages

- Maintenance activities such as street cleaning and snow removal may be complicated in the vicinity of the device;
- A number of the devices may impact transit and cyclist operations due to constrained travel portions of the roadway; and
- Typically do not impact through traffic volumes.

5.1.1 CURB EXTENSION

Curb extensions (also known as bump-outs) reduce the width of the roadway by extending the boulevard and/or sidewalk into what is currently either a travel lane or a parking lane. They are

appropriate for all roadways. For maximum effectiveness, the approach lane width is typically reduced to 3.0 metres on Local Roads. For designated cycling routes, the lane width should be 4.3 metres to provide additional room for cyclists. On-street parking will typically be lost opposite a curb extension. Curb extensions are often used at intersections to reduce crossing width, or they can be used in conjunction with median islands or traffic circles.



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5.1.2 TRAFFIC CIRCLE / MINI ROUNDABOUT

Traffic circles and mini roundabouts are not to be confused with modern roundabouts. Modern roundabouts are traffic control devices designed to replace or be used instead of traffic signals. Traffic circles consist of a raised island constructed in the centre of an intersection. The island is often landscaped. Depending on the location, stop signs at intersections retrofitted with traffic circles may be replaced with yield signs. Traffic circles are typically constructed with mountable curbs, to allow for larger vehicles such as buses to pass over them if necessary. While traffic circles are appropriate for Local Roads and most Collectors, care should be taken to ensure the traffic circle design will accommodate the turning path of all vehicles that are expected to use a designated roadway.



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5.1.3 MEDIAN ISLAND

Median islands are constructed with either mountable or barrier curb and are appropriate for all roadways that have the width to support a minimum-1.5 metre island while still maintaining proper travel lane widths. They are often used in conjunction with curb extensions to create a chicane effect. Median islands can be constructed at any length; often driveway spacing is the limiting

factor. Median islands can be landscaped and should be signed at either end to alert motorists. Consideration should be given to on-street parking that is lost with the construction of a median island.

5.1.4 CORNER RADIUS REDUCTION

Corner radii should be designed as small as possible, only large enough to accommodate the largest design vehicle expected to use a particular road. Small-radius corners reduce crossing distance for pedestrians and force motorists to slow when turning.

5.1.5 CHICANES

A chicane can be used to reduce the width of a section of road to one lane, thereby forcing one direction of traffic to stop and allow the other to pass. One-lane chicanes shall only be used on Local Roads, and should only be used on those experiencing high volumes and with approximately equal directional splits, or the associated reduction in traffic volumes will be minor.

Two-lane chicanes offer little in the way of volume or speed reduction and should not be used as traffic calming measures. They often have the unintended consequence of allowing drivers to straddle the centre line, as one might do on a winding road, potentially increasing crash potential. A more suitable two-lane chicane effect can be accomplished through curb extensions and centre medians.

5.1.6 ON-STREET PARKING

On-street parking is an inexpensive and practical traffic calming measure. It reduces the width of the road and causes motorists to reduce their speeds. It should be considered wherever possible, prior to, and in conjunction with, the implementation of physical traffic calming devices.

5.2 Vertical Deflection

Vertical deflection devices change the motorist's path in the vertical plane. As such, they are primarily intended for use on local streets and low volume Collector roads. Vertical deflection devices are not permitted for use on transit routes or designated emergency routes.

Advantages:

- Effective in reducing operating speeds
- Do not impact local access

Disadvantages:

- Devices have the potential to impact emergency vehicle response times, as they are required to slow down for the devices to ensure they do not injure patients/passengers or damage their vehicles
- Devices may increase maintenance requirements
- Typically do not impact through traffic volumes significantly

5.2.1 SPEED HUMPS AND TABLES

Speed humps are appropriate for all local streets and low-volume Collector roadways that do not serve as transit or emergency response routes. Speed tables, which have a longer profile, may be considered with caution on higher-volume Collectors. Speed tables should not be used on roads posted at 30 km/h, because vehicles will not have to slow down to pass over them.

5.2.2 SPEED CUSHIONS

Speed cushions are similar to speed humps or tables, except that they have channels cut into them, approximately the width of a large vehicle, to allow such vehicles to pass over them without slowing down considerably. Some jurisdictions allow speed cushions to be used on transit or emergency routes. In St. John's, since no vertical deflection of any sort is to be used on transit or emergency routes, speed cushions should only be used, and with caution, on roads where truck traffic is permitted yet traffic calming is still warranted. The cushions will allow truck traffic to pass through relatively unencumbered.



San Francisco Municipal Transportation Authority

5.2.3 RAISED CROSSWALKS

Raised crosswalks, often constructed with decorative, textured pavement, serve three purposes: they highlight the functional area of an intersection and reduce vehicle speeds and depending on surface treatment, they may improve the streetscape. Raised crosswalks shall be installed consistent with the city's crosswalk policy, and only on Local Roads and low-volume Collectors that do not serve as transit or emergency routes.



Richard Drdul (flickr.com/drdul)

5.2.4 RAISED INTERSECTIONS

Raised intersections are costly to retrofit and minimally reduce vehicle speeds and volumes. Therefore, they are not recommended for use on existing City streets, although the city may allow them at the intersection of two Local Roads in new developments.

5.2.5 OTHER DEVICES

Rumble strips should not be used as traffic calming measures. Rumble strips are designed to alert motorists to changes in roadway conditions by creating both noise and vibration in the vehicle. They are used as traffic calming devices in some communities, but their associated noise makes them largely unacceptable for this purpose. They should only be used as warning devices when conditions dictate.

Textured crosswalks should not be used alone as a traffic calming measure, but should be considered in conjunction with traffic calming implementations. These crosswalks, often constructed with interlocking pavers, can serve to highlight the functional area of an intersection and improve the streetscape. However, they do nothing to reduce vehicle speeds or volumes, and are often both expensive to maintain and limiting to some mobility-challenged pedestrians. Consideration should be given to other methods of creating textured pavement, such as stamped asphalt and concrete, whenever including textured crosswalks as part of a larger traffic calming plan.



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5.3 Obstruction/Closure

Included in this category are partial and full roadway closures, intersection diverters, raised medians and right-in-right-out channelized islands. The main purpose of these devices is to reduce infiltrating traffic on neighbourhood streets.

Advantages:

- Reduces road user conflicts and volumes
- Requires little or no enforcement

Disadvantages:

- Penalizes local traffic access
- Reduces access to transit, emergency services, delivery service, etc.
- Complicates road maintenance efforts in the vicinity of devices
- Potential to divert both local and through traffic to parallel or alternative routes

5.3.1 DIRECTIONAL CLOSURES / RIGHT-IN, RIGHT-OUT ISLANDS

Compliance with these devices relies on the presence of other motorists to deter would-be violators from circumventing the device. As such, they should only be used at the intersection of Local Roads with lower-volume Collector roads. They should also only be used when local traffic has another alternative to access the higher-order road in the direction prevented by the closure.

5.3.2 RAISED MEDIAN

These raised medians should not be confused with the raised medians discussed above in the horizontal deflection section. These raised medians effectively serve the same purpose as right-in, right-out islands, and should only be used to prevent left turns to and from local streets and low-volume Collector roads. As with directional closures, this type of raised median should only be used when local traffic has another alternative to access the higher-order road in the direction prohibited by the closure.

5.3.3 CHANNELIZATION

Intersection channelization may be used on all roadways.

5.3.4 FULL CLOSURE

Full closure should only be considered for Local Roads and only as a last resort, as it has severe implications on local residents. If considered, care must be taken to ensure that the local traffic affected by the closure does not create unanticipated problems on adjacent local streets.

5.4 Signage

These devices are sometimes used as traffic calming devices and include both regulatory and warning signs, including stop and yield controls, maximum speed, turn prohibitions, 'traffic calmed neighbourhood' signs.

Advantages:

- Has the potential to reduce vehicle speeds and volumes
- Reduces road user conflicts
- Relatively inexpensive

Disadvantages:

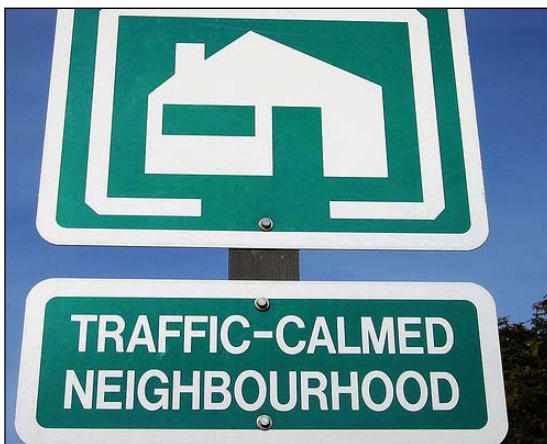
- Frequent enforcement is required to be effective
- "Traffic calmed neighbourhood" and "No through traffic" signs are not regulatory signs that can be enforced
- May reduce local access in the case of one-way streets and turn restrictions.

5.4.1 STOP, YIELD AND OTHER REGULATORY SIGNS

Regulatory signs, with the exception of speed limit signs, are not to be used as traffic calming devices within St. John's. Unwarranted all-way stop signs are not a valid method of calming traffic and should not be installed for that purpose. When intended as traffic calming, maximum speed signs are only to be used in conjunction with other physical devices.

5.4.2 TRAFFIC CALMED NEIGHBOURHOOD SIGNS

These signs should be considered as part of all traffic calming implementations.



Richard Drdul (flickr.com/drdul)

5.4.3 WARNING SIGNS

Warning signs shall be considered where appropriate as part of larger traffic calming plans. The *Canadian Guide to Neighbourhood Traffic Calming* offers guidance as to which signs are suggested/required for various installations.



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5.4.4 TURN RESTRICTIONS

Turn restrictions may be considered as traffic calming, but two important points highlight the caution that must be exercised:

- They are not self-policing devices, and when used on low-volume roads, do not by themselves deter motorists from making the prohibited movement; and
- While it is possible under the Highway Traffic Act to enforce turn restrictions at particular times of the day, it is not possible to enforce a "local traffic excepted" plate on a turn restriction sign. If a turning movement is prohibited for some traffic, it must be prohibited for all traffic.

6. PLANNING, ENGINEERING AND CONSTRUCTION COSTS

Most traffic engineering plans can be developed in-house, using existing City, Provincial and TAC guidelines, as well as best practices research from other jurisdictions. For particularly large or complex plans, or when staff resources are short, the services of a consultant may be considered, keeping in mind that consultant costs may range into the tens of thousands of dollars.

Typical recent construction costs are shown in **Exhibit 6-1**. Factors such as land acquisition, utilities, drainage and grading should be expected to influence construction costs.

Exhibit 6-1: Typical Traffic Calming Construction Costs

Measures		Unit Cost
Horizontal Deflection	Curb Extension	\$3,000-\$10,000 per side
	Traffic Circle / Mini Roundabout	\$5,000 - \$20,000
	Raised Median Island	\$5,000-\$15,000
	Corner Radius Reduction	\$3,000 and up, depending on radius
	Chicane, 1-Lane	\$10,000 - \$30,000 per series
	On-Street Parking	Minor
Vertical Deflection	Speed Hump	\$2,000-\$5,000 (depending on width of roadway)
	Speed Table	\$5,000-\$20,000 (depending on width of roadway and material)
	Speed Cushion	\$2,000-\$5,000 (depending on width of roadway)

Measures		Unit Cost
	Raised Crosswalk	\$5,000-\$20,000 (depending on width of roadway and material)
	Raised Intersection	\$20,000 - \$75,000
Obstruction / Closure	Directional Closure	\$5,000 - \$25,000
	Right-In/Right-Out Island	\$5,000 - \$10,000
	Raised Median Through Intersection	\$10,000 - \$30,000
	Intersection Channelization	\$3,000 and up, depending on length
	Full Closure	\$10,000 - \$30,000
Signage	Traffic-Calmed Neighbourhood, Warning Signs, etc	\$200

7. ANTICIPATED STAFF LEVEL OF EFFORT AND TIMELINES

The warrant component of the traffic calming process has been specifically designed to require a similar level of effort to a traffic signal warrant. That is, once all of the required input data has been collected, running the warrant spreadsheet should only be a matter of minutes. Much of the required input data is information that is expected to be readily available, e.g.:

- Presence or absence of transit or emergency routes;
- Block length between controlled intersections;
- Land use data;
- Pedestrian facilities and pedestrian generators; and
- Collision data.

In many cases, the city will have volume and speed data already on hand for the location. For those locations where this data is not available, it will need to be collected prior to warrant analysis. As discussed above, the most resource-intensive component of the data collection will be the determination of non-local traffic. This report provides guidance on four different methods of estimating non-local traffic percentages.

Additional staff effort will be required once a site is selected for further study. Project initiation, additional data collection, the public consultation process and plan development may take several months. Approval, tender, implementation and evaluation times would generally be consistent with similar-scale capital works projects.

8. GLOSSARY

- **85th Percentile Speed** – The speed separating the fastest 15% of vehicles from the slowest 85%;
- **ADT** – Average daily traffic, recorded over a 24-hour period;
- **Cut Through Traffic** – Traffic determined to neither begin nor end a trip within a defined study area. Typically synonymous with “non-local traffic”;

- **EMS** – Emergency medical services;
- **Local Road, Collector, Arterial**– Three of the roadway classifications used by the City of St. John's, in increasing order of volume and importance within the overall roadway network;
- **Pedestrian Facilities** – Sidewalks;
- **Pedestrian Generators** – Parks, community centers, high schools and senior facilities; and
- **VPD** – Vehicles per day.

APPENDIX A

RECOMMENDED TRAFFIC CALMING FRAMEWORK

APPENDIX B

APPLICABILITY AND IMPLICATIONS OF RECOMMENDED TRAFFIC CALMING MEASURES

Potential Benefits of Recommended Traffic Calming Measures

Measures		Speed Reduction	Volume Reduction	Conflict Reduction	Environment
Horizontal Deflection	Curb Extension	●	○	○	●
	Traffic Circle / Mini Roundabout	●	●	●	●
	Raised Median Island	●	○	●	○
	Corner Radius Reduction	●	○	○	●
	Chicane, 1-Lane	●	●	●	●
	On-Street Parking	●	○	○	●
Vertical Deflection	Speed Hump / Table	●	●	●	●
	Speed Cushion	●	●	●	●
	Raised Crosswalk	●	○	●	●
	Raised Intersection	●	○	●	●
Obstruction / Closure	Directional Closure	○	●	●	●
	Right-In/Right-Out Island	○	●	●	●
	Raised Median	○	●	●	●
	Intersection Channelization	○	●	●	●
	Full Closure	○	●	●	●
Signage (when primarily application is traffic calming)	Traffic-Calmed Neighbourhood	●	○	○	○
	Turn Prohibited	○	●	●	●
	Through Traffic Prohibited	○	●	●	●
	One Way	○	●	●	●
	Warning signs (playground, school, etc)	●	○	●	○
	Maximum Speed	●	○	○	○
	Yield	○	○	●	○
	Stop	○	●	●	○
● = Substantial Benefits ● = Minor Benefits ○ = No Benefit					

Potential Disbenefits of Recommended Traffic Calming Measures

Measures		Local Access	Emergency Response	Other Travel Modes	Enforcement	Maintenance
Horizontal Deflection	Curb Extension	○	○	◐	○	◐
	Traffic Circle / Mini Roundabout	○	◐	◐	○	◐
	Raised Median Island	◐	○	○	○	◐
	Corner Radius Reduction	○	○	○	○	◐
	Chicane, 1-Lane	○	◐	◐	○	◐
	On-Street Parking	○	◐	◐	○	◐
Vertical Deflection	Speed Hump / Table	○	◐	◐	○	◐
	Speed Cushion	○	○	◐	○	◐
	Raised Crosswalk	○	◐	◐	○	◐
	Raised Intersection	○	◐	◐	○	◐
Obstruction / Closure	Directional Closure	◐	○	◐	◐	◐
	Right-In/Right-Out Island	◐	◐	◐	◐	◐
	Raised Median	◐	◐	◐	○	◐
	Intersection Channelization	◐	◐	○	○	◐
	Full Closure	●	●	◐	○	◐
Signage (when primarily application is traffic calming)	Traffic-Calmed Neighbourhood	○	○	○	○	○
	Turn Prohibited	◐	○	○	●	○
	Through Traffic Prohibited	◐	○	○	●	○
	One Way	◐	◐	◐	○	○
	Warning signs (playground, school, etc)	○	○	○	○	○
	Maximum Speed	○	○	○	●	○
	Yield	○	○	○	○	○
	Stop	○	◐	○	●	○
● = Substantial Disbenefits ◐ = Minor Disbenefits ○ = No Disbenefits						

Source: *Canadian Guide to Neighbourhood Traffic Calming* (Transportation Association of Canada, Institute of Transportation Engineers, December 1998)

City of St. John's

DEVELOPMENT OF TRAFFIC CALMING POLICY & WARRANT TASK 3 DELIVERABLE: TRAFFIC CALMING WARRANT

FINAL TECHNICAL MEMORANDUM

MAY 2011

City of St. John's

DEVELOPMENT OF TRAFFIC CALMING POLICY & WARRANT
TASK 3 DELIVERABLE: TRAFFIC CALMING WARRANT

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1. INTRODUCTION

As the need and justification for traffic calming and remedial measures varies considerably from one jurisdiction to the next, a number of jurisdictions have developed their own traffic calming 'warrants' based on traffic/pedestrian volumes, operating speeds, collisions/conflicts and a number of other factors. Much like traffic signal warrants, traffic calming warrants provide guidance for the appropriateness and implementation of traffic calming measures. In most cases, the warrants were developed to quantify the perceived problems that residents raise in their traffic calming requests. In many jurisdictions, the warrants go beyond a simple minimum score required for traffic calming and also offer a means to rank and prioritize potential traffic calming sites through secondary evaluation criteria, as well as offering guidance for the installation of appropriate traffic calming measures.

1.1 Study Background and Objectives

The City of St. John's currently has no formal policy with which to respond to, assess and address traffic calming issues raised by residents and key stakeholders. The overall objective of this study is to develop a traffic calming policy for the City. This study will build on the foundation of other jurisdictions to develop a traffic calming warrant and policy that provides appropriate guidance for the implementation of traffic calming measures in the City of St. John's.

The major tasks and deliverables associated with the study are:

- Review current best practices with respect to traffic calming devices, warrants and policies;
- Develop a comprehensive traffic calming warrant that can be applied to requests received by the City; and
- Develop an appropriate traffic calming policy for the City.

1.2 Report Overview

This document builds on a Best Practices Report (submitted by IBI Group to St. John's in April 2010), assessing the practices of other jurisdictions, and develops a traffic calming warrant that provides appropriate guidance for the implementation of traffic calming measures in the City of St. John's. The warrant methodology consists of two primary steps, namely:

1. Initial screening; and
2. Scoring and ranking.

The overall traffic calming process, from initial public request to Council approval and implementation, will be a multi-step process that will be described in detail in the traffic calming policy prepared for Task 4 of this assignment. Section 2 of this report describes the screening, scoring and ranking methodology in detail.

In order to determine the effectiveness of the warrant, a pilot test was conducted with traffic data supplied by the City. Part of the intent of a traffic calming warrant, much like a traffic signal warrant, is to strike a balance whereby the chosen criteria is stringent enough that some requests for traffic

calming will be denied, yet lenient enough that some requests will qualify. Simply put, the warrant is ineffective if it creates an all or nothing situation. The purpose of this testing, discussed in Section 3, is therefore to ensure that the developed warrant strikes this balance between no/few pilot test sites meeting the criteria and most/all of the sites meeting them.

Finally, IBI Group developed spreadsheet tools to assist the City in the screening and evaluation process. The first tool creates an individual file for each candidate site and scores the site based on the warrant criteria discussed within this report. A separate tool aggregates the individual sites into a summary report for City use. The spreadsheet tools are discussed in Section 4.

1.3 List of Terms and Acronyms

The following is a list of acronyms and 'technical' or otherwise ambiguous terms used in this report, presented for the readers' convenience:

- **85th Percentile Speed** – The speed separating the fastest 15% of vehicles from the slowest 85%;
- **ADT** – Average daily traffic, recorded over a 24-hour period;
- **Cut Through Traffic** – Traffic determined to neither begin nor end a trip within a defined study area. Typically synonymous with "non-local traffic";
- **EMS** – Emergency medical services;
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- **Pedestrian Facilities** – Sidewalks;
- **Pedestrian Generators** – Parks, community centers, high schools and senior facilities; and
- **VPD** – Vehicles per day.

2. TRAFFIC CALMING METHODOLOGY

The two-part screening and ranking process is part of a larger multi-step framework recommended for traffic calming requests. The exact framework will be determined in the traffic calming policy deliverable, but one possible framework is shown in the following list:

1. Request for Traffic Calming;
2. Traffic Calming Screening Process;
3. Evaluation Scoring and Ranking;
4. Available Traffic Calming Measures;
5. Project Selection and Council Study Approval; and
6. Design, Final Approval, Implementation.

2.1 Traffic Calming Screening Process

The first of the two warrant steps is an initial screening process undertaken by City staff. The screening process sets requirements in four areas for Local Roads and three areas for Collectors. A combination of these requirements must be met for a site to be eligible for traffic calming.

Exhibit 2-1 defines the screening criteria and associated thresholds. Screening criteria are tailored to local and Collectors, each of which have different functional characteristics.

Exhibit 2-1: Screening Criteria and Thresholds

Criteria	Threshold		Notes
	Local Road	Collector	
Grade	< 8%		If the grade is equal to or greater than 8%, traffic calming is not permitted
Volume	≥ 900 vpd	≥ 3,000 vpd	Two-way ADT volume
Speed	≥ posted speed limit	≥ posted speed limit + 5 km/h	85 th percentile speed
Non-Local Traffic	≥ 30%	N/A	'Cut-through traffic.' This component only applies to Local Roads, although Collectors will receive points for non-local traffic in the scoring and ranking step

The screening can be summarized as follows:

- Grade: if the grade of the roadway is equal to or greater than the maximum threshold of 8%, then traffic calming is not permitted on the roadway at all. This is consistent with other jurisdictions and is due to the fact that traffic calming devices implemented on steep grades could cause safety concerns, especially in poor weather.
- Speed, Volume and Non-Local Traffic:
 - On Local Roads, at least two of these must meet the minimum threshold for further traffic calming consideration. City of St. John's staff have given direction that if volumes are low enough, a higher percentage of non-local traffic should be accepted. However, once speeds reach a certain threshold, traffic calming should be at least considered regardless of volume. Similar rationale applies to the conditions of speed + volume and volume + non-local traffic; and
 - On Collectors, only the combination of speed + volume will cause a candidate site to pass the initial screening. Given the geography and existing roadway network of St. John's, city staff are less concerned with non-local traffic on Collectors.

It is recognized that there may be roads that only meet one of the criteria for speed, volume and non-local traffic, and therefore do not qualify for traffic calming under the formal warrant process. For these roads, it may be appropriate to implement other solutions, such as additional speed

enforcement. Rural roads often fall into this category, and changes to the road's design outside of the traffic calming process may also be warranted in some situations.

Exhibit 2-2 graphically represents the screening process, while **Exhibit 2-3** and **Exhibit 2-4** show the possible scenarios that can arise from application of this screening process for Local Roads and Collectors, respectively.

Exhibit 2-2: Screening Process

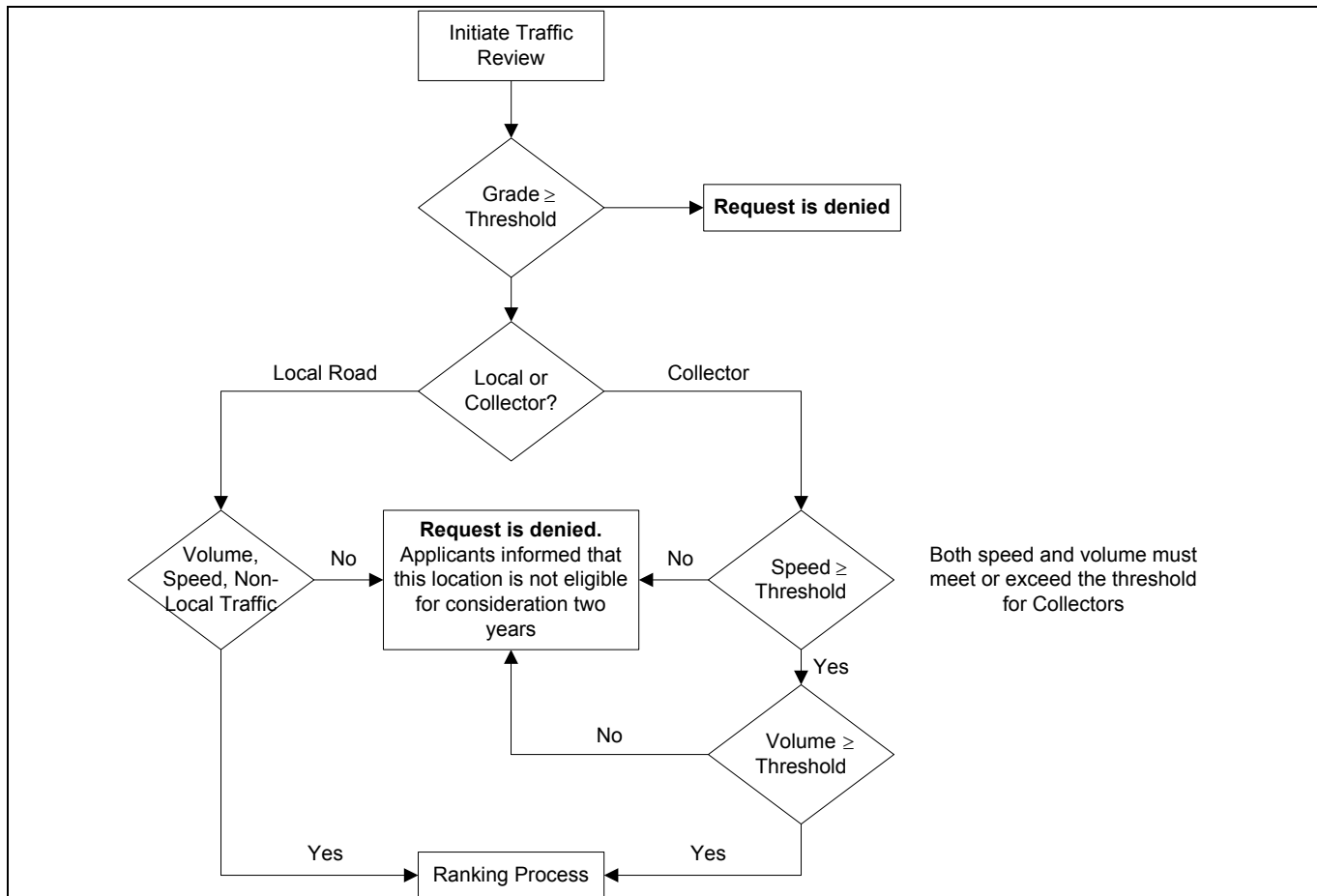


Exhibit 2-3: Possible Screening Scenarios – Local Roads

Scenario	Grade	Speed	Non-Local	Volume	Result
1	≥ Max	Any	Any	Any	Not eligible for traffic calming
2	< Max	≥ Min	≥ Min	≥ Min	Eligible; continue evaluation
3	< Max	≥ Min	< Min	≥ Min	Eligible; continue evaluation
4	< Max	< Min	≥ Min	≥ Min	Eligible; continue evaluation
5	< Max	≥ Min	≥ Min	< Min	Eligible; continue evaluation
6	< Max	≥ Min	< Min	< Min	Not eligible for traffic calming
7	< Max	< Min	≥ Min	< Min	Not eligible for traffic calming
8	< Max	< Min	< Min	≥ Min	Not eligible for traffic calming
9	< Max	< Min	< Min	< Min	Not eligible for traffic calming

Exhibit 2-4: Possible Screening Scenarios – Collectors

Scenario	Grade	Speed	Volume	Result
1	≥ Max	Any	Any	Not eligible for traffic calming
2	< Max	≥ Min	≥ Min	Eligible; continue evaluation
3	< Max	≥ Min	< Min	Not eligible for traffic calming
4	< Max	< Min	≥ Min	Not eligible for traffic calming
5	< Max	< Min	< Min	Not eligible for traffic calming

2.2 Evaluation, Scoring and Ranking

Sites that pass the initial screening are then ranked against each other in the next step of the process. The evaluation, scoring and ranking process incorporates 11 criteria, established through discussions between IBI Group and the City of St. John's, with appropriate weighting applied to each. Each eligible traffic calming request is awarded points based on its score for each factor, with a maximum score of 100 points. Based on an objective analysis of the evaluation scoring, a score of 30 points has been established as a minimum threshold to qualify for traffic calming consideration.

2.2.1 SCORING

A separate evaluation of Local Roads and Collectors is recommended due to the intended function of each road classification, including transit service and emergency services needs. **Exhibit 2-5** and **Exhibit 2-6** show the scoring for Local Roads and Collectors, respectively.

Exhibit 2-5: Recommended Scoring: Local Roads

Factor	Point Criteria	Maximum Points
Collision History	2 points for each collision in the past three years involving vulnerable road users, to max of 10	10
Traffic Volumes	1 point for every 50 vehicles above 900, max 25	25
Traffic Speeds	1 point for each km/h above posted speed, max 20	20
Non-Local Traffic	3 points for each 10% of non-local above 30%, to a maximum of 15 (reached at 70% non-local traffic)	15
Pedestrian Generators	5 points for each high school, park, community centre or senior facility within study area, to max of 10	10
Pedestrian Facilities	5 points if no sidewalk	5
Schools and Safe Routes to School	5 points if there is an elementary school or Safe Route to School within the study area	5
Bicycle Concerns	5 points if the road is an existing or planned cycle route	5
Transit Services and Routes	-2 points if existing or planned transit route	0
Block Length	1 point for each 50m increment if greater than 100m, to max of 10	5
		100

Exhibit 2-6: Recommended Scoring: Collectors

Factor	Point Criteria	Maximum Points
Collision History	1 point for each collision in the past three years involving vulnerable road users, to max of 5	5
Traffic Volumes	1 point for every 100 vehicles above 3,000, max 25	25
Traffic Speeds	1 point for each km/h above threshold (posted speed + 5 km/h), max 25	25
Non-Local Traffic	2 points for each 10% of non-local traffic above 30%, to a maximum of 10 (reached at 70% non-local traffic)	10
Pedestrian Generators	5 points for each high school, park, community centre or senior facility within study area, to max of 10	10
Pedestrian Facilities	10 if no sidewalks, 5 if only on one side	10
Schools and Safe Routes to School	5 points if there is an elementary school or Safe Route to School within the study area	5
Bicycle Concerns	5 points if the road is an existing or planned cycle route	5
Transit Services and Routes	-4 points if existing or planned transit route	0
Block Length	1 point for each 50m increment if greater than 100m, to max of 10	5
		100

2.2.2 EMERGENCY AND TRANSIT ROUTES

Traffic calming devices are often considered to be a hindrance for emergency vehicles and buses. The scoring system developed for St. John's recognizes this concern and scores potential sites accordingly. Under this scoring system, if a particular road is not an emergency or transit route, it receives zero points in each category, i.e. the maximum. The presence of one or more of these routes would therefore subtract points from the overall score. The scoring also reflects that these routes are more likely to be present on Collectors than on Local Roads, and subtracts more points for Collectors. Further considerations of the impacts of traffic calming devices on emergency and transit vehicles are addressed in the policy document, in a step of the framework guiding the selection of measures.

2.2.3 NON-LOCAL TRAFFIC

It is also understood that determining the percentage of non-local traffic within a study area may be a costly and time-consuming process. The City may not have the resources to conduct a full survey and may be required to estimate the percentage of cut-through traffic. As a result, the scoring for non-local traffic falls into 'bins' of 10 percent each. The following list contains four recommendations of how non-local traffic may be recorded or estimated, beginning with the method requiring least effort. Each alternative requires that the City determine an appropriate 'local' area prior to estimation.

1. Apply the following formula:

$$\text{Local Road Non- Local Traffic Percentage} = 1 - \left(\frac{900}{ADT} \right)$$

$$\text{Collector Non- Local Traffic Percentage} = 1 - \left(\frac{3,000}{ADT} \right)$$

This formula implies that a Local Road with an ADT less than 900 vehicles has a low potential for cut-through traffic, as does a Collector with an ADT of less than 3,000 vehicles;

2. Apply the following formula:

$$\text{Non-Local Traffic Percentage} = \frac{ADT - (10 \times [\text{number of homes on the block}])}{ADT}$$

This formula implies that each home generates ten daily trips per day, which is roughly consistent with ITE trip generation estimates. For a neighbourhood study (as opposed to a single street), this method can be used to estimate cut-through traffic on representative blocks of the affected streets;

3. Determine the daily or peak hour trip generation potential of the local area based on its land uses and compare it to recorded ADT or peak hour traffic counts. This approach is similar to #2, but can be used in areas that include schools and parks, for example;
4. Conduct a full origin-destination study at all entry and exit points of the local area. Match the license plates of entering and exiting vehicles to determine the percentage of vehicles that pass through the entire local area compared to those that begin or end their trips within. This approach is the most accurate of the four approaches but is only recommended if staff/budget resources are available.

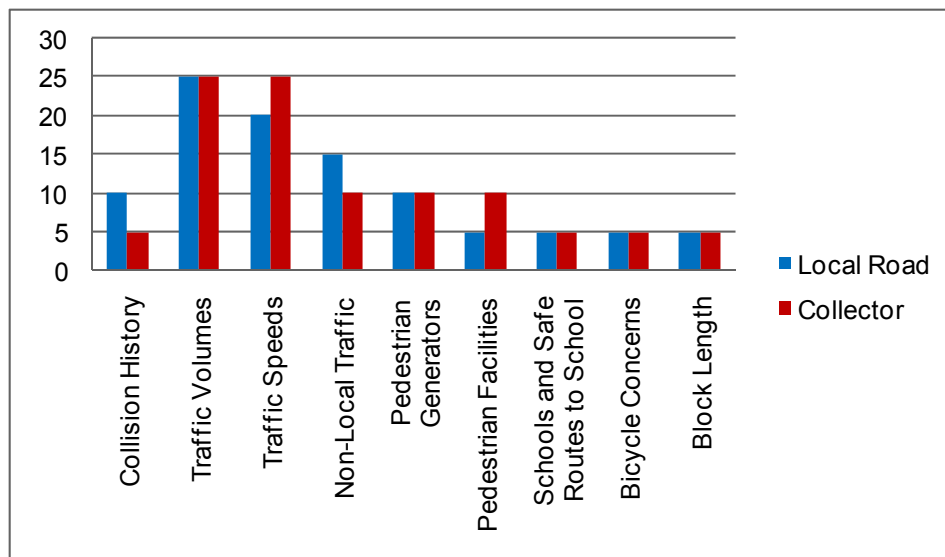
2.2.4 DETERMINING THE 'LOCAL AREA'

For a Local Road, the local area should be comprised of the Local Road, at a minimum; while for a Collector, the local area may be defined as the section of the roadway that connects the nearest higher-order roads, as well as the other intersecting roadways.

2.2.5 RANKING COMPARISON BETWEEN LOCAL ROADS AND COLLECTORS

Exhibit 2-7 compares the ranking criteria for Local Roads and Collectors. It can be seen that for Local Roads, more emphasis is placed on factors such as non-local traffic and the collision history of the street.

The primary function of a Collector is to move traffic from Local Roads to higher-order roads. As such, higher volumes and perhaps higher speeds are expected. More weight is therefore given to the speed of these roadways, as well as the presence or lack of pedestrian facilities on a Collector, because of the associated safety risks of higher speeds and volumes.

Exhibit 2-7: Comparison of Local Roads vs. Collectors

3. PILOT TESTING

IBI Group conducted sensitivity analysis in the form of a pilot test of the volume and speed warrants to determine their appropriateness for the City of St. John's. To support this task, City of St. John's staff provided speed and volume data for a number of locations throughout the city, as shown in **Exhibit 3-1**.

Exhibit 3-1: Pilot Testing: Traffic Data Provided by St. John's

	Local Roads	Collectors
Speed and Volume	44	14
Speed Only	4	1
Volume Only	0	0
No Data	6	3

No other data used in the qualification and scoring process, such as collision history or block length, was provided for these locations.

The goal of the sensitivity testing was to analyze the number of sites that would qualify for traffic calming based on a combination of the speed and volume warrants. As indicated in Exhibit 2-2, a site qualifies for traffic calming if both the recorded speed and two-way ADT volumes are above the minimum thresholds.

3.1 Speed

The first pilot test was undertaken to determine the appropriate minimum speed for the initial qualification discussed in Section 2.1. Given current City of St. John's practices for posting speed limits, it is likely that the majority of streets where traffic calming is requested will have posted speed limits of 50 km/h. The first step was to calculate the average, median, maximum and minimum

speeds of the studied roadways, and categorize them by both posted speed and classification. Since directional 85th percentile speeds and ADT volumes were provided, a weighted average was used to determine the two-way 85th percentile speeds of the studied roads.

Exhibit 3-2 indicates that the average 85th percentile speed of all analyzed roadways is above the posted speed. With the exception of four Local Roads posted at 30 km/h, all studied roadways are either posted at 50 km/h or were assumed to be posted at 50 km/h. The average 85th percentile speed of the analyzed Collectors is 9.5 km/h over the speed limit, while that of studied Local Roads is 6.0 km/h over the posted speed. It is also worth noting that the average 85th percentile speed of the four Local Roads posted at 30 km/h is nearly 60 km/h – twice the posted speed. However, caution should be used when interpreting these results given the small sample size.

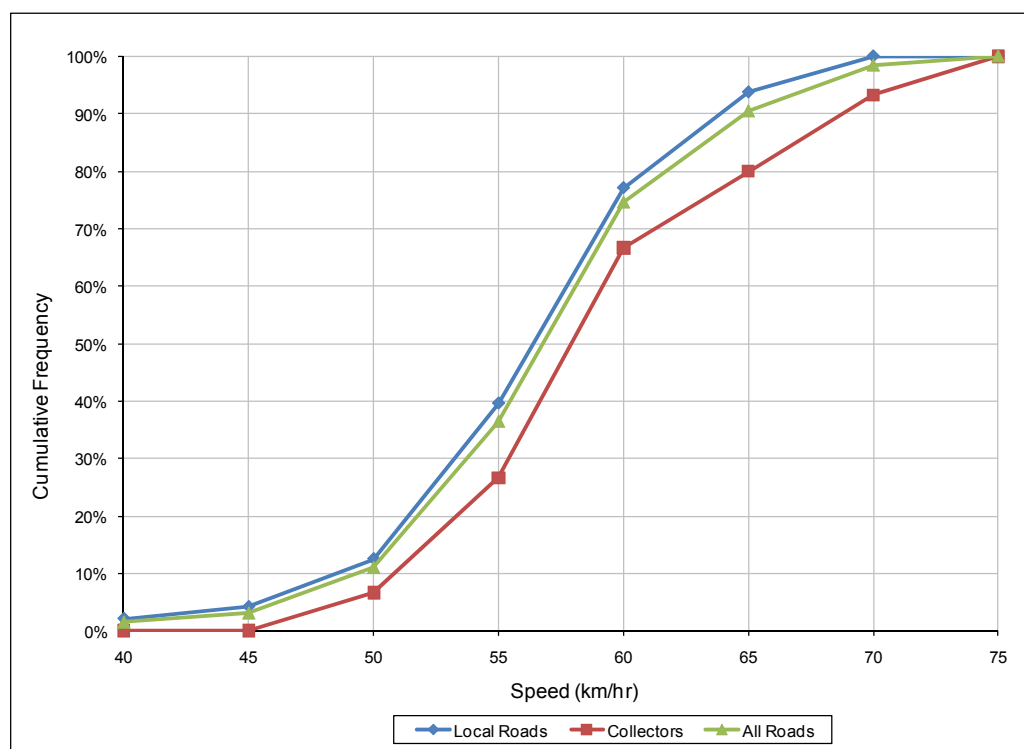
Exhibit 3-2: Pilot Testing: 85th Percentile Speeds

Roadway Type	85th Percentile Speed (km/h)			
	Average	Median	Max	Min
Overall	57.0	56.1	70.6	38.9
All Collectors	59.5	58.8	70.6	48.3
All Local Roads	56.0	55.8	67.5	38.9
Local Roads - 50 km/h	57.1	56.0	67.5	48.5
Local Roads - 30 km/h*	59.8	59.3	65.3	55.2

* Sample size of 4. Caution should be used when interpreting these results.

When determining the minimum qualification threshold, it is important to select a value that will neither include nor exclude an unfair number of sites. **Exhibit 3-3** shows the cumulative frequency of the two-way 85th percentile speed for each of the two roadway classifications.

Exhibit 3-3: Pilot Testing: 85th Percentile Speed Cumulative Frequency Curves



City of St. John's staff have given preliminary direction that the 85th percentile speed should be greater than the posted speed to satisfy this component of the warrant. It can be seen that by setting the threshold at the posted speed (typically 50 km/h) 90% or more of all studied roads would qualify for this component. While it may be appropriate to consider all traffic calming requests on Local Roads where traffic exceeds the speed limit, qualifying 90% of Collectors may increase the staff effort required to process traffic calming requests and raise false expectations of traffic calming solutions for the public. If the Collector threshold were set at the speed limit + 5 km/h, it can be seen that over 70% of studied Collectors would meet the criteria, which is a more manageable percentage from a staff workload perspective.

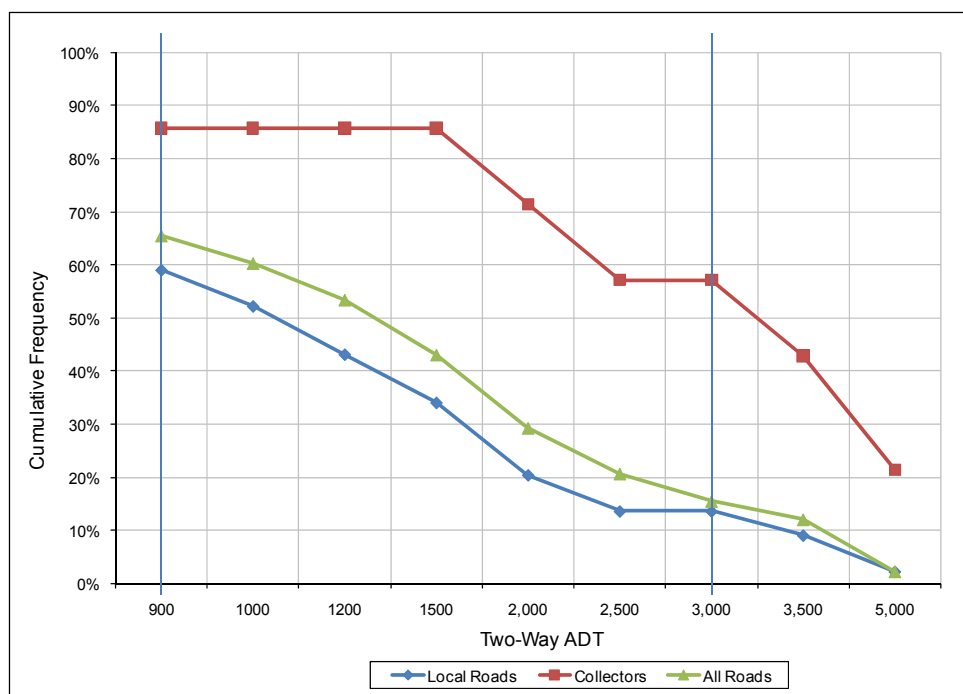
These results do not mean that the roads will automatically qualify for traffic calming, as the volume component of the warrant must also be satisfied. Pilot testing of volumes is discussed in the following section. Additional pilot testing may be required if it is felt that too many sites qualify for traffic calming based on their speeds.

3.2 Volume

As with speeds, pilot testing the volume component of the warrant consisted of determining the appropriate minimum threshold for qualification. The previously completed Best Practices Report notes that many jurisdictions use two-way ADT volumes of 900 vehicles for Local Roads and 2,000 vehicles for Collectors.

For this pilot test, the percentage of qualifying sites was plotted against various volume thresholds, as shown in **Exhibit 3-4**. It can be seen that nearly 60% of analyzed Local Roads would qualify with a minimum threshold of 900 vehicles. Given that the sample of Local Roads appears skewed towards those with higher speeds, it is anticipated that this percentage would decrease if a more representative sample of Local Roads were analyzed, and therefore, it is recommended that St. John's use 900 as the minimum AADT for qualifying Local Roads.

Exhibit 3-4: Pilot Testing: Volume Threshold Curves



3,000 vehicles appears to be an appropriate threshold for Collectors, with approximately 60% of sites qualifying. As previously noted, 2,000 vehicles is a common threshold in other jurisdictions, but is not necessarily considered to be a standard, as traffic calming warrants and policies must be tailored to suit local conditions. If the city undertakes additional pilot testing of Collectors and it is determined this sample is not representative of Collectors in St. John's and that too few sites qualify for traffic calming, this threshold can be lowered, although it is not recommended to lower it below 2,000 vehicles.

The City of St. John's could also consider separating its Collectors into major and minor categories for the purposes of traffic calming. In this case, a threshold of 2,000 or 2,500 vehicles may be more appropriate for the minor Collectors, while major Collectors might use a threshold of 5,000 vehicles. This is also consistent with some other jurisdictions that permit traffic calming on minor arterials.

To summarize, the following volume thresholds were carried forward to the final pilot test:

- Local Roads: 900 vehicles per day; and
- Collectors: 3,000 vehicles per day;

3.3 Speed + Volume

The warrant is structured such that a Collector needs a combination of both speed and volume to pass the initial qualification process, and combined speed and volume is one possible way for a Local Road to qualify. The next step in the pilot testing was to use the thresholds discussed in Sections 3.1 and 3.2 to determine how many of the analyzed sites would qualify for traffic calming based on their two-way ADT and 85th percentile speeds, as well as the range of points the sites would receive based on the scoring process discussed in Section 2.2.

Exhibit 3-5 shows that 48% of all pilot tested sites would qualify for traffic calming based on these thresholds. The qualification percentage of the individual classifications is also shown.

Exhibit 3-5: Pilot Testing: Qualification & Scoring Based on Speed and Volume

Classification	Number of Sites	Number Qualifying	Percentage Qualifying	Minimum Score	Average Score	Maximum Score ¹
Collector	14	5	36%	11.6	24.7	35.6
Local Road	44	23	52%	6.8	25.3	40.5
All Roads	58	28	48%	6.8	25.2	35.6

Despite the fact that the sample of analyzed roads tended to feature roads with higher speeds, i.e. not necessarily a representative sample of City of St. John's roads, 48% qualification based on a combination of speed and volume is in line with other jurisdictions. The percentage may appear high, but it is important to note the range of scores shown in Exhibit 3-5 and consider that simply qualifying for traffic calming is no guarantee that a site will ever rise to the top of the candidate sites and actually proceed to the design and implementation phase. When all factors are considered, the maximum score for any site is 100 points. Up to 50 points may be received for speed and volume alone for a Collector (up to 45 points for a Local Road). It is unlikely that most sites receiving an average or below average score for speed and volume will be able to make up this deficit elsewhere to move towards the top of the rankings.

¹ Combination of speed and volume. Remaining score out of 100 is made up of other factors discussed in **Section 2.2.1**.

3.4 Summary

In conclusion, it was determined that if the 85th percentile speed of a Local Road is higher than the posted speed limit or if the 85th percentile speed of a Collector is more than 5 km/h higher than the posted speed², and if the road is carrying volumes higher than a determined threshold, it is prudent to at least consider it for traffic calming.

With respect to traffic volumes, it was determined that a Local Road should carry more than 900 vehicles per day before it is eligible for traffic calming consideration. Likewise, a Collector should carry a minimum 3,000 vehicles per day.

4. TRAFFIC CALMING WARRANT SPREADSHEET TOOLS

As part of this assignment, IBI Group developed two spreadsheets for the City of St. John's to use in the traffic calming warrant process. These spreadsheets consist of an analysis worksheet tool and a summary report generator. The two files should be saved to the same folder on the City of St. John's network or a local computer.

4.1 Traffic Calming Warrant Analysis Worksheet

The Traffic Calming Warrant Analysis Worksheet is designed to aid City staff in determining if a site is eligible for traffic calming. The worksheet is divided into four sections, as shown in **Exhibit 4-1**.

1. General Information

- **Today's Date:** used for sorting and determining the new eligibility date for sites that fail to meet the minimum criteria. The program will auto-fill the date, but the required format is provided if the date needs to be overwritten;
- **Analyst:** City of St. John's staff name;
- **Location:** Descriptive information about the site;
- **Road Type:** Drop-down box with four choices: Local Road (default), Collector, Arterial, Other;
- **Posted Speed:** Speed limit in km/h. (Do not type 'km/h' when entering data into this field; it will be automatically added by Excel);
- **Requested By:** The name of the resident or group requesting traffic calming; and
- **Description of Complaint:** Text field for entry of problem/complaint.

² It should be noted that setting the collector speed threshold to the posted speed limit would have qualified two additional locations.

Exhibit 4-1: Traffic Calming Warrant Analysis Worksheet

**City of St. John's
Traffic Division, Department of Engineering
Traffic Calming Warrant Analysis Worksheet**

1.	Today's Date (yyyy-mm-dd) 2011-05-02 Analyst Location Road Type Local Road Posted Speed Requested By Description of Complaint
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2.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="3" style="background-color: #d9e1f2;">Preliminary Screening</th> </tr> <tr> <th style="width: 30%;">Criteria</th> <th style="width: 30%;">Value</th> <th style="width: 40%;">Result</th> </tr> <tr> <td>Grade</td> <td></td> <td></td> </tr> <tr> <td>Traffic Speeds</td> <td></td> <td></td> </tr> <tr> <td>Non-Local Traffic</td> <td></td> <td></td> </tr> <tr> <td>Traffic Volume</td> <td></td> <td></td> </tr> </table>	Preliminary Screening			Criteria	Value	Result	Grade			Traffic Speeds			Non-Local Traffic			Traffic Volume		
Preliminary Screening																			
Criteria	Value	Result																	
Grade																			
Traffic Speeds																			
Non-Local Traffic																			
Traffic Volume																			

3.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="3" style="background-color: #d9e1f2;">Scoring</th> </tr> <tr> <th style="width: 30%;">Criteria</th> <th style="width: 30%;">Value</th> <th style="width: 40%;">Points</th> </tr> <tr> <td>Collision History</td> <td></td> <td></td> </tr> <tr> <td>Traffic Speeds</td> <td></td> <td></td> </tr> <tr> <td>Non-Local Traffic</td> <td></td> <td></td> </tr> <tr> <td>Traffic Volumes</td> <td></td> <td></td> </tr> <tr> <td>Pedestrian Generators (high school, park, community centre or senior facility) within study area</td> <td></td> <td></td> </tr> <tr> <td>Does the location have sidewalks?</td> <td></td> <td></td> </tr> <tr> <td>Is there an elementary school or Safe Route to School?</td> <td></td> <td></td> </tr> <tr> <td>Is there an existing or planned bike lane?</td> <td></td> <td></td> </tr> <tr> <td>Is the location an existing or planned Transit Route?</td> <td></td> <td></td> </tr> <tr> <td>Block Length</td> <td></td> <td></td> </tr> </table>	Scoring			Criteria	Value	Points	Collision History			Traffic Speeds			Non-Local Traffic			Traffic Volumes			Pedestrian Generators (high school, park, community centre or senior facility) within study area			Does the location have sidewalks?			Is there an elementary school or Safe Route to School?			Is there an existing or planned bike lane?			Is the location an existing or planned Transit Route?			Block Length		
Scoring																																					
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Is there an existing or planned bike lane?																																					
Is the location an existing or planned Transit Route?																																					
Block Length																																					

4.	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Save File and Start Another</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Save File and Close</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Clear All</div> </div>
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2. Preliminary Screening. This is the initial criteria that will determine if the site is eligible for traffic calming:

- **Grade:** Enter The grade of the subject roadway as a percentage (do not type '%'; it will be automatically added by Excel);
- **Traffic Speeds:** The 85th percentile speed of the subject location (do not type 'km/h'; it will be automatically added by Excel);
- **Non-Local Traffic:** Percentage of traffic as defined in Section 1.3 (do not type '%'; it will be automatically added by Excel). This criteria is only applicable for Local Roads. Excel will automatically indicate whether this field should be used; and
- **Traffic Volume:** Two-way ADT of the road.

Built-in logic provides instructions and guidance to the analyst when entering data into this portion of the spreadsheet. For example, if the grade is greater than eight percent, the spreadsheet will indicate that the location is not eligible for traffic calming. Similarly, the spreadsheet tracks the compliance of the speed, non-local traffic and volume components.

The spreadsheet also validates the entered data to ensure that it falls within pre-defined ranges, in order to limit improper data entry.

3. **Evaluation Scoring and Ranking.** If Section 2 of the spreadsheet indicates “This location is eligible for traffic calming. Please continue with the analysis,” the site is eligible for traffic calming.



If Section 2 reads: “This location is not eligible for traffic calming,” Section 3 does not need to be completed.

This section is then used to enter additional data that will score and rank the site against other sites. It incorporates the following:

- **Collision History:** Enter the number of collisions within the past three years that involved vulnerable road users;
- **Traffic Speeds, Non-Local Traffic and Traffic Volumes:** These values are automatically imported from Section 2 of the spreadsheet. If the road is a Collector, the user will need to enter the non-local traffic value into this section;
- **Pedestrian Generators:** The drop-down box lets the user select between ‘0’, ‘1’ or ‘2 or more.’ City of St. John’s staff have defined pedestrian generators as parks, community centers, high schools and senior facilities. The City may choose to add additional generators to the approved list in the future;
- **Sidewalks:** A drop-down box offers the choice of ‘Yes – Both Sides,’ ‘Yes – One Side’ or ‘No’ and assigns the appropriate points;
- **Schools:** A drop down box asks if there is an elementary school in the study area or if the analyzed road is a Safe Route to school and assigns the appropriate points.
- **Bicycle Lane/Transit Route:** drop-down boxes allow the user to select ‘Yes’ or ‘No’ for these categories;
- **Block Length:** this is the length in metres of the subject block between stop-control points (do not type ‘m’; it will be automatically added by Excel); and

Logic built into the spreadsheet will populate the ‘Points’ column and maintain a running sum as the user moves through this section. Data validation similar to Section 2 again attempts to limit the entry of incorrect data.



If the total score is less than 30 points, the spreadsheet will indicate that the site is not eligible for traffic calming based on score, as discussed in Section 2.1

4. **Macro buttons.** Since the Analysis Worksheet is read-only and protected, these buttons are used to save individual files and clear the worksheet.

- **Save File and Start Another:** This button saves the current file into the current directory with a pre-determined naming convention of '[date] - [location].xls.' The location and date are automatically inserted into the filename from data entered in Section 1. The newly saved file is then closed, and the Analysis Worksheet is cleared of data and re-opened for analysis of the next site.
- **Example:** if the location is Aberdeen Avenue and the analysis date is May 20, 2010, clicking this button will save the file as '2010-05-20 – Aberdeen Avenue.xls'
- **Save File and Close:** This button will save the file as described above, clear the data and close the analysis worksheet. It is intended to be used when the last site is entered in a particular session.
- **Clear All:** This button will clear all fields of their data and reset the Road Type field to 'Local Road.' *It does not save the worksheet.*

4.2 Traffic Calming Warrant Summary Table Generator

This file contains code that generates a summary report of the Traffic Calming Warrant Analysis Worksheets. This file must be saved in the same folder as the worksheets. The macro extracts data from the worksheets, summarizes it in a new sheet within the same file and sorts it based on total score, as shown in **Exhibit 4-2**.

Exhibit 4-2: Traffic Calming Warrant Analysis Summary Report

City of St. John's								
Traffic Division								
Traffic Calming Warrant Analysis Summary Report								
Analysis Date	Analyst	Location	Road Type	Posted Speed	Requested	Nature of Complaint	Score	Future Eligibility Date
2010-09-21	TP	Location 5	Collector	50	Residents	High Speeds and Volume	82.0	
2010-09-21	TP	Location 1	Local Road	50	Residents	Speed, Volume	65.0	
2010-09-21	TP	Location 2	Collector	50	Residents	General Traffic Concern	62.0	
2010-09-21	TP	Location 6	Local Road	50	Residents	Speed	44.0	
2010-09-21	TP	Location 3	Local Road	50	Residents	Volume and Speed	Not Eligible	2012-09-21
2010-09-21	TP	Location 4	Collector	50	Residents	Cut Through Traffic	Not Eligible	2012-09-21
2010-09-21	TP	Location 8	Collector	50	Residents	Speed and Volume	Not Eligible	N/A (Grade exceeds threshold)

The header and footer are automatically generated, and the new worksheet is ready for printing. The new worksheet can also be copied and pasted into another Excel file or other document.

The code attempts to extract data from any file in the folder. Therefore, the only files that can be in the folder are the Analysis Worksheet, the Summary Report Generator and the individual data files. The Summary Report Generator will likely fail if there are any other files in the folder.

! *The number of years of ineligibility for sites that fail the warrant is user-defined by the value in cell C15 of the worksheet. The summary table will use this number to determine the new eligibility date.*

If more than one report is to be generated in the same day (e.g. after new sites have been entered) the summary sheet must be renamed or deleted before the second report is generated.

5. ANTICIPATED LEVEL OF STAFF EFFORT

This traffic calming warrant has been specifically designed to require a similar level of effort to a traffic signal warrant. That is, once all of the required input data has been collected, running the warrant spreadsheet should only be a matter of minutes. Much of the required input data is information that is expected to be readily available, e.g.:

- Presence or absence of transit or emergency routes;
- Block length between controlled intersections;
- Pedestrian facilities and pedestrian generators; and
- Collision data.

In many cases, the city will have volume and speed data already on hand for the location. For those locations where this data is not available, it will need to be collected prior to warrant analysis. As discussed above, the most resource-intensive component of the data collection will be the determination of non-local traffic. This report provides guidance on four different methods of estimating non-local traffic percentages.

Once a site is selected for further study, additional effort will be required. The anticipated extent of this effort will be discussed in the traffic calming policy deliverable of this assignment.

6. SUMMARY

This report represents a major component of the City of St. John's upcoming Traffic Calming Policy. It provides a framework by which requests for traffic calming can be screened for consideration and then scored and ranked against each other. The policy document, when complete, will also provide guidance for the selection of appropriate traffic calming measures and outline a process by which sites selected for consideration will move through the design, approval and implementation stages.

As noted elsewhere in this report, no standard traffic calming warrant exists in North America, and various jurisdictions have developed their own warrants tailored to suit their particular needs. While the traffic calming warrant developed through this study incorporates elements of other jurisdictions' warrants, care was taken to ensure that the warrant meets the needs and concerns of St. John's, through:

- The inclusion of screening and evaluation factors approved by City of St. John's staff; and
- Extensive pilot testing of warrant criteria based on traffic and roadway data collected by the City.

Exhibit 2-5 and Exhibit 2-6, discussed previously, summarize the scoring criteria for Local Roads and Collectors, respectively. When properly applied, the warrant and associated spreadsheet tools will assist the City of St. John's response to future traffic calming requests through a standardized and streamlined process.

C:_work files\27794_Traffic_calming\10.0 Reports\Task 3 - Warrant\TTRtraffic_calming_warrant2011-04-29.docx\2011-05-02\TP

DECISION/DIRECTION NOTE

Title: Military Road Crosswalk Enhancement

Date Prepared: June 17, 2020

Report To: Committee of the Whole

Councillor and Role: Councillor Sandy Hickman, Transportation & Regulatory Services

Ward: Ward 2

Decision/Direction Required:

Direction is required on whether to implement the proposed 2018 pilot project to place temporary traffic control islands on Military Road at the crosswalk into the main entrance of Bannerman Park.

Discussion – Background and Current Status:

In February of 2018 Council approved the use of temporary traffic control islands to create curb extensions along Military Road at Bannerman Park (adjacent Carew Street). This installation would decrease pedestrian crossing distance to improve visibility and pedestrian safety at the existing crosswalk (CD# R2018-02-19/13).

In December of 2018 Council suspended the implementation of any further transportation related pilot projects (CD# R2018-12-03/1). At this time, the change at Bannerman Park had not yet been completed and was therefore cancelled.

A concept sketch of this project is shown below. Note that it appears as though a parking space will be lost in this image. However, the Highway Traffic Act prohibits parking within 6m on approach to a crosswalk. The temporary traffic control islands would not exceed this space.



ST. JOHN'S

The temporary traffic control islands on the Park side of Military Road may not be feasible depending on final field fit and placement.

If implemented, this project would need to be removed prior to winter to allow for snow clearing activities.

Key Considerations/Implications:

1. Budget/Financial Implications:

The temporary traffic control islands for this project are available in stock. Costs would be approximately \$1,000 to hire a truck to place, and then remove, the islands.

2. Partners or Other Stakeholders:

n/a

3. Alignment with Strategic Directions/Adopted Plans:

n/a

4. Legal or Policy Implications:

n/a

5. Privacy Implications:

n/a

6. Engagement and Communications Considerations:

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 installation of temporary traffic control islands at the crosswalk located at Military Road and the Bannerman Park entrance (adjacent Carew Street).

Prepared by: Garrett Donaher, Manager – Transportation Engineering

Approved by: Scott Winsor, Director of Engineering

Report Approval Details

Document Title:	Military Road Crosswalk Enhancement.docx
Attachments:	
Final Approval Date:	Jun 18, 2020

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

Scott Winsor - Jun 18, 2020 - 11:59 AM

Jason Sinyard - Jun 18, 2020 - 2:01 PM