

# ST. JOHN'S

## Committee of the Whole Agenda

July 8, 2020

9:00 a.m.

4th Floor City Hall

	<b>Pages</b>
<b>1. Call to Order</b>	
<b>2. Approval of the Agenda</b>	
<b>3. Adoption of the Minutes</b>	
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<b>4. Presentations/Delegations</b>	
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<b>7. Community Services - Councillor Jamie Korab</b>	
<b>8. Special Events - Councillor Hope Jamieson</b>	
<b>9. Housing - Deputy Mayor Sheilagh O'Leary</b>	
9.1 Update on Status of Affordable Housing Units	
<b>10. Economic Development - Mayor Danny Breen</b>	
<b>11. Tourism and Culture - Councillor Debbie Hanlon</b>	
<b>12. Governance &amp; Strategic Priorities - Mayor Danny Breen</b>	
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<b>14.</b>	<b>Transportation and Regulatory Services - Councillor Sandy Hickman</b>	
14.1	Transportation Changes in Response to COVID-19	65
<b>15.</b>	<b>Other Business</b>	
<b>16.</b>	<b>Adjournment</b>	

# ST. JOHN'S

## Minutes of Committee of the Whole - City Council

### Council Chambers, 4th Floor, City Hall (Virtual)

June 24, 2020, 9:00 a.m.

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

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

Others Elizabeth Lawrence, Director of Culture, Tourism and Partnerships  
Thea Morash, Arts & Culture Development Coordinator  
Trina Caines, Policy Analyst  
Garrett Donaher, Manager Transportation  
Natalie Godden, Manager - Family/Leisure Services

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

**Recommendation**

**Moved By** Councillor Lane

**Seconded By** Councillor Jamieson

That the agenda be adopted as presented.

For (11): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, Councillor Froude, and Councillor Collins

**MOTION CARRIED (11 to 0)**

**3. Adoption of the Minutes**

**3.1 Adoption of Minutes - June 10, 2020**

**Recommendation**

**Moved By** Councillor Hanlon

**Seconded By** Councillor Froude

That the minutes of the Committee of the Whole held on June 10, 2020 be adopted as presented.

For (11): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, Councillor Froude, and Councillor Collins

**MOTION CARRIED (11 to 0)**

**4. Presentations/Delegations**

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

**5.1 Materials Management Policy**

**Recommendation**

**Moved By** Councillor Lane

**Seconded By** Councillor Hanlon

That Council approve the Materials Management Policy as tabled.

For (11): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, Councillor Froude, and Councillor Collins

**MOTION CARRIED (11 to 0)**

**5.2 Deferral of Selected Capital Projects**

Several capital projects were brought forward for deferral and are listed below:

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 Revitalization 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
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Discussion took place with a number of Councillors expressing displeasure with potential deferral of the following projects: Wetlands Study - Phase 2, Municipal Tree Planting Initiative, Bike Master Plan, Pedestrian and Bike Counters and Traffic Calming. While it was argued these projects are necessary to support the City's efforts to undertake environmental initiatives, others opined that Council must balance that interest against the financial crisis the City is facing during this pandemic.

Staff commented that funds for the Bike Master Plan represent 17% of the cost of the project and is based on the City receiving federal funding, which is not likely to be forthcoming at this time, as all levels of government are facing tough financial decisions, given the downturn in the economy arising from the COVID-19 pandemic.

A number of motions were put forward:

**Recommendation**

**Moved By** Councillor Lane

**Seconded By** Deputy Mayor O'Leary

That Council remove traffic calming from the proposed list of Deferred Projects as it is a separate item for discussion under Transportation and Regulatory Services.

For (7): Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Stapleton, Councillor Jamieson, Councillor Korab, and Councillor Froude

Against (4): Mayor Breen, Councillor Hickman, Councillor Hanlon, and Councillor Collins

**MOTION CARRIED (7 to 4)**

**Recommendation**

**Moved By** Councillor Burton

**Seconded By** Councillor Froude

That the Pedestrian and Bike Counters be removed from the list of deferred Capital Items for 2020.

For (5): Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Jamieson, and Councillor Froude

Against (6): Mayor Breen, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Korab, and Councillor Collins

**MOTION LOST (5 to 6)**

**Recommendation**

**Moved By** Councillor Froude

**Seconded By** Deputy Mayor O'Leary

That Council await information on Open Space Parks Reserve available funding before deciding on deferral of the Bike Master Plan capital project.

For (6): Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Stapleton, Councillor Jamieson, and Councillor Froude

Against (5): Mayor Breen, Councillor Hickman, Councillor Hanlon, Councillor Korab, and Councillor Collins

**MOTION CARRIED (6 to 5)**

**Recommendation**

**Moved By** Councillor Lane

**Seconded By** Councillor Hickman

That Council approve the deferred capital list excluding Bike Master Plan (pending consideration of information on the Open Space Capital Reserve) and Traffic Calming (which is to be discussed separately).

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

Against (2): Councillor Burton, and Councillor Jamieson

**MOTION CARRIED (9 to 2)**



### **5.3 Extension of interest free period on residential and commercial property taxes and water tax up to and including December 31, 2020**

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 free period up to and including December 31, 2020. It is the goal that by allowing businesses and residents more time to pay their taxes without incurring interest penalties, it will provide them with more flexibility in managing cash flow during this period of economic uncertainty.

#### **Recommendation**

**Moved By** Councillor Lane

**Seconded By** Councillor Hanlon

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

For (11): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, Councillor Froude, and Councillor Collins

**MOTION CARRIED (11 to 0)**

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

## **7. Community Services - Councillor Jamie Korab**

### **7.1 Inclusion Advisory Committee Report - June 3, 2020**

Councillor Stapleton presented the Inclusion Advisory Committee Report.

#### **1. Inclusion Advisory Committee (IAC) Terms of Reference Review**

The Committee welcomed the proposed changes to the Inclusion Advisory Committee Terms of Reference. However, given that some members were not aware of the ongoing efforts to support

anti-racism by the Committee, it was suggested there is an internal disconnect between the Committee and Council.

It was explained that while the minutes of each advisory committee are available online, Council ought to be provided with updates on the activities of each committee, as only actionable items come forward in the advisory committee report which is brought forward to Council. The City Clerk agreed to ensure that Council is provided with quarterly reports of the ongoing work for advisory committees, expert panels and working groups.

### **Recommendation**

**Moved By** Councillor Stapleton

**Seconded By** Deputy Mayor O'Leary

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.

For (11): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, Councillor Froude, and Councillor Collins

**MOTION CARRIED (11 to 0)**

**8. Special Events - Councillor Hope Jamieson**

9. **Housing - Deputy Mayor Sheilagh O'Leary**
10. **Economic Development - Mayor Danny Breen**
11. **Tourism and Culture - Councillor Debbie Hanlon**

**11.1 Public Art (Mural) Partnership Recognizing Essential Workers**

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.

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 for which funds have been budgeted.

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

Discussion also took place on what, if any, maintenance can be done on existing murals to which it was noted that in most cases it is less expensive to replace the mural than repair it. The matter, however, is under review.

12. **Governance & Strategic Priorities - Mayor Danny Breen**
13. **Planning & Development - Councillor Maggie Burton**

**13.1 50 International Place, MPA2000004**

**Recommendation**

**Moved By** Councillor Burton

**Seconded By** Councillor Hickman

That contrary to staff's recommendation, Council reject 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.

For (11): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, Councillor Froude, and Councillor Collins

**MOTION CARRIED (11 to 0)**

**14. Transportation and Regulatory Services - Councillor Sandy Hickman**

**14.1 Traffic Calming Policy Overview**

Councillor Hickman introduced a comprehensive overview of the City's Traffic Calming Policy.

Considerable discussion took place with the following points from members of the Committee summarized:

- speeding and road safety are the most frequented complaints received by members of Council
- additional funding must be provided to accelerate traffic calming measures - \$50K is inadequate
- while engagement is recommended for many municipal issues, speeding and the control thereof, is best left to the technical experts to address through data collection, scoring and ranking.
- New Provincial legislation addresses the use of speeding, however, regulations governing this legislation has not been finalized. While a letter has been written to the Province requesting expedition of these regulations, a response has not yet been received. It was agreed a follow-up letter be sent.
- an over-arching review of road safety is required through which a revised traffic calming policy can be developed. i.e. collaboration with all stakeholders on decreasing the speed limit throughout the city, means of enforcement, improved road design for existing and new streets that will enhance road safety etc. It was agreed that staff initiate such a project and necessary meetings.

- matters of traffic calming and road safety ought to be left to technical staff to address, without political influence.
- consideration ought to be given to the reinstatement of the Police and Traffic Committee so Council can be better informed of staff's action as it relates to ongoing road safety and current initiatives/hotspots.

Discussion then moved to whether traffic calming should be removed from the previously approved list of capital projects for 2020 as discussed under item 5.5.2 above.

### **Recommendation**

**Moved By** Councillor Froude

**Seconded By** Councillor Burton

That Council proceed with the traffic calming provisions as originally provided in the Capital Budget and reject the recommendation of staff to defer.

For (5): Deputy Mayor O'Leary, Councillor Burton, Councillor Stapleton, Councillor Jamieson, and Councillor Froude

Against (6): Mayor Breen, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Korab, and Councillor Collins

**MOTION LOST (5 to 6)**

## **14.2 Military Road Crosswalk Enhancement**

### **Recommendation**

**Moved By** Councillor Hickman

**Seconded By** Councillor Jamieson

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).

For (11): Mayor Breen, Deputy Mayor O'Leary, Councillor Burton, Councillor Lane, Councillor Hickman, Councillor Hanlon, Councillor Stapleton, Councillor Jamieson, Councillor Korab, Councillor Froude, and Councillor Collins

**MOTION CARRIED (11 to 0)**

**15. Other Business**

**15.1 Municipal Awareness Day**

Deputy Mayor O'Leary acknowledged that today is Municipal Awareness Day and offered congratulations to colleagues and staff across the Province who serve the public at the grass-roots level.

**16. Adjournment**

There being no further business the meeting adjourned at 11:52 am.

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Mayor

# DECISION/DIRECTION NOTE

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**Title:** Galway Village Green Community Park

**Date Prepared:** July 2, 2020

**Report To:** Committee of the Whole

**Councillor and Role:** [click on councillor/role from dropbox](#)

**Ward:** Ward 5

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## **Decision/Direction Required:**

Direction is required on the creation of a community park in Galway and on the schedule and funding to construct the park.

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

Previously the developer of the Galway residential area (Galway Residential General Partnership – GRGP) presented to Council the idea of building a park in Galway that surpasses the basic requirements for green space in a residential development. While Council did not approve the park, they indicated that they were agreeable to further exploration of the idea. There is a mutual benefit to such a park as the City’s residents would benefit from the addition of such an amenity for use by all City residents (not just those living in or near Galway) and the developer would presumably benefit from increased sales from having a park in the neighbourhood. As the City already provides services such as garbage collection and snow clearing in Galway, the City would also benefit from increased sales and an increased tax base in Galway.

Based on the previous discussion with Council, the developer proceeded to develop conceptual plans for the park. Attached is the concept plan for the proposed park named Galway Village Green. During the conceptual design process there was significant discussion between the developer, PERS, Public Works & Community Services to try to find a balance between the developer’s vision for the park and the amenities that the City would want in such a park. This was achieved with the attached plan with the exception of two items; the performance space and the plaza area at the entrance to the park between the two future commercial buildings. Both of these items are labelled on the attached plan. Staff felt, based on experience in our other parks, that the performance space would not be used and would add unnecessary maintenance costs to the park. Staff felt the plaza area as designed is more an amenity space related to the commercial buildings and should be included with the development of that commercial space by the developer. Based on this feedback, the developer advised that the Plaza area will be slightly re-thought, but will remain as a primary parkland access location. They do not intend on changing the proposed parkland boundaries and the integration of commercial space will take place once they have identified suitable concepts and tenants. They further advised that the performance space is changed to a “social



gathering area". This space would act as a location where people would meet, congregate, and view the pond area and would include one sitting wall.

In submitting the concept plan, the developer advised that its contribution would be the 6 acres of land for the park. The developer is required to give the City 10% of land for green space / open space as part of the development. This 6 acres exceeds that minimum requirement at this point of development. Furthermore, there is benefit to having the 10% in one large area that will facilitate construction of a park. GRGP proposes that the cost to construct the park will be borne by the City as this will be a City park. The developer is open to building the park and being reimbursed by the City or having the City build the park. There may be procurement and/or legal considerations with having the developer build the park and being reimbursed by the City. The developer prepared class C cost estimates which show the total cost to develop the park estimated at \$5,185,000 (excluding resident supervision and HST). This cost was compared against historical costs the City incurred for similar work and found to be approximately 10% low. Further an additional 5% was added to cover resident supervision and additional contingency. Therefore, for budgeting purposes the cost of the park is estimated at \$5,990,000 (excluding HST). This does include the plaza and performance space which, once modified, will reduce the budget. For order of magnitude costs, this number is acceptable for discussion purposes and direction from Council.

The Parks & Open Space Fund is funded through Development Fees and is used to fund amenities throughout the City. This would be the appropriate source of funds for such a project. This the first time such a park is proposed as part of a development, however, in the past smaller parks such as tot lots, etc for smaller developments where paid for using this fund. The development fees are \$1600 per unit for residential development and \$16/m<sup>2</sup> Gross Floor Area for non-residential development. Current development fees generated or soon to be generated by Galway from approved developments and developments that are under active review but yet to receive approval total approximately \$1.1M. Development fees generated by a particular development are not required to be spent in that development. Therefore, the City could spend some of the fees generated by Galway in other areas of the City. Likewise, the City could take fees generated elsewhere and spend in Galway.

The Parks and Open Space Fund is capped at \$3,000,000 with any overages redirected to the City's general capital budget. The Open Space Fund currently has a balance of \$3,000,000 less any other projects approved in 2020 and therefore is insufficient to finance the entirety of the park at this time. If this fund is to be used, the construction of the park would have to be broken into phases. To that end, the developer has proposed Phase 1 include the accessible playground and the multi-purpose court as shown on the attached plan. Staff felt that the parking lot would also be required as part of Phase 1. The estimate for Phase 1 is \$1,538,000 (excluding HST).

It has been communicated to the developer that should Council agree to the creation of the park, the City cannot commit to a schedule as it depends on the availability of funds in any given year and Council's need to balance priorities when assigning capital funds. The developer acknowledges this and requests that Phase 1 to be constructed in 2020/21.

Under normal circumstances, staff may recommend that Phase 1 be completed as per the proposed schedule. However, given the current economic outlook and Council's ongoing review and deferral of its discretionary capital spending staff cannot recommend that at this time.

**Key Considerations/Implications:**

1. Budget/Financial Implications:  
Council consider the construction of the Galway Village Green at an overall cost of \$5,990,000 plus HST and the Phase 1 cost of \$1,538,000 plus HST.
2. Partners or Other Stakeholders:  
The developer – Galway Residential General Partnership  
Residents of the city as users of the park
3. Alignment with Strategic Directions/Adopted Plans:  
The decision is directly linked to two directions, namely that neighbourhoods build our City but also that the City must be financially responsible.
4. Legal or Policy Implications: Not applicable.
5. Privacy Implications: Not applicable.
6. Engagement and Communications Considerations: Not Applicable
7. Human Resource Implications: Not applicable.
8. Procurement Implications: Not applicable
9. Information Technology Implications:
10. Other Implications: Not applicable

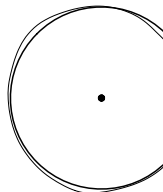
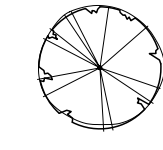

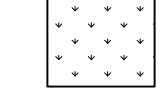
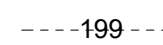
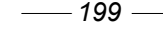
**Recommendation:**

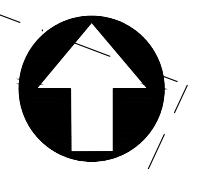
That Council

- approve the attached concept plan for the Galway Village Green Community Park;
- commit to a phased approach to build the park based on available funds and Council's spending priorities in any given year;
- refer Phase 1 for consideration for funding from the Parks & Open Space Fund in 2021.

**Prepared by: Jason Sinyard**

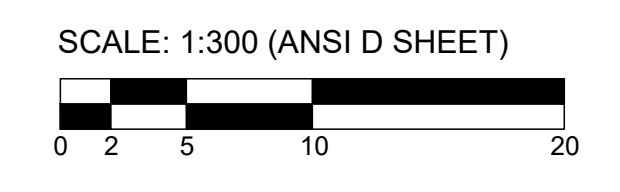
**LEGEND**

-  DECIDUOUS TREE
-  CONIFEROUS TREE
-  SHRUBS
-  TOPSOIL AND SOD/SEED AREA
-  199 EXISTING CONTOURS (APPROX.)
-  199 PROPOSED CONTOURS (APPROX.)



**GALWAY VILLAGE GREEN PHASE 1  
LANDSCAPE CONCEPT PLAN**

JUNE, 2020





# DECISION/DIRECTION NOTE

**Title:** Parks and Open Spaces Reserve Capital Projects  
**Date Prepared:** June 26, 2020  
**Report To:** Committee of the Whole  
**Councillor and Role:** Councillor Dave Lane, Finance & Administration  
**Ward:** N/A

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**Decision/Direction Required:** Direction on Parks and Open Spaces Capital Reserve

## Discussion – Background and Current Status:

At the regular Council meeting of March 9<sup>th</sup>, 2020 Council approved five projects to be undertaken from the parks and open spaces reserve through directive R-2020-03-09/124. The approved projects are:

<b>PARKS RESERVE EXPENDITURE</b>	<b>2020 Budget</b>
Canadian Tire Jumpstart Contribution	300,000
Bowring Park Observation Decks	45,000
McNiven Pl to Dureness St Trail Connection	100,000
Victoria Park - Phase 3	150,000
<b>TOTAL PARKS RESERVE EXPENDITURE</b>	<b>\$ 595,000</b>

Approval of the above projects would see the balance in the reserve drop from \$3M to \$2.41M. This reserve is replenished through development fees. When the balance in the reserve reaches \$3M the excess is transferred to the City's general capital funding and thus available to fund other capital projects. The amount of this transfer in recent years is in the range of \$1M but it can vary depending on development activity for a particular year.

At the committee of the whole meeting on June 24<sup>th</sup>, 2020 Council approved deferral of selected capital projects. As part of that discussion Council referred the City's contribution of \$377,923 toward the bike master plan project for funding consideration under the parks and open spaces reserve. The entire project is valued at \$2.5M and is proposed under a cost-sharing agreement with the federal government. This approval has not yet been received and even if received in 2020, timing will not permit construction to commence in 2020.

There is also another potential project requiring funding under this reserve – Phase 1 of the Galway park. Should Council approve the concept for this park the cost of approx. \$1.6M (including taxes) could be funded from this reserve as well. Given the timelines however no construction activity would occur in 2020. It is brought forward for the information of Council

# ST. JOHN'S

given the project would be a significant funding requirement on the parks and opens spaces reserve.

If Council were to approve all the above projects the effective balance remaining in the reserve would be \$427K. With annual contributions to the reserve in the vicinity of \$1M there would be nothing transferred to fund general capital spending for the next few years.

The deferrals for capital out of revenue were based on projects for which work had not yet commenced or was not tendered. Application of this same framework would result in the following:

<b>PARKS RESERVE EXPENDITURE</b>	2020 Budget	Defer
Canadian Tire Jumpstart Contribution	300,000	
Bowring Park Observation Decks	45,000	45,000
McNiven Pl to Dureness St Trail Connection	100,000	100,000
Victoria Park - Phase 3	150,000	
<b>TOTAL PARKS RESERVE EXPENDITURE</b>	<b>\$ 595,000</b>	<b>\$ 145,000</b>

In addition, it is not recommended to proceed with approving funding for either the contribution to the bike St. John's master plan or Phase 1 of the Galway park at this point in time.

Considering the current pandemic and significant uncertainty of the length and full impact on taxpayers and ultimately City finances, staff felt it prudent 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. This is not to say the aforementioned projects are not without merit nor that they will never get funded – they are just paused. At a future date there may be more clarity on the City's financial position as a result of the ongoing pandemic.

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

1. Budget/Financial Implications:
2. Partners or Other Stakeholders:
3. Alignment with Strategic Directions/Adopted Plans:
4. Legal or Policy Implications:
5. Privacy Implications:
6. Engagement and Communications Considerations:
7. Human Resource Implications:

8. Procurement Implications:

9. Information Technology Implications:

10. Other Implications:

**Recommendation:**

That Council defer the following capital projects: Bowring Park observation decks, McNiven Place to Durness Trail, the contribution to the bike master plan, and Phase 1 of the Galway park.

**Prepared by: Derek Coffey**

# INFORMATION NOTE

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<b>Title:</b>	<b>Strategic Plan Quarter 2 Progress Report</b>
<b>Date Prepared:</b>	June 30, 2020
<b>Report To:</b>	Committee of the Whole
<b>Councillor and Role:</b>	Mayor Danny Breen, Governance & Strategic Priorities
<b>Ward:</b>	N/A

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**Issue:** Provide a Quarter 2 update on the City’s Strategic Plan and ongoing Continuous Improvement Projects

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

The City’s 10-year strategic plan, [Our City, Our Future](#), which was launched in 2019, is now in its second full year of operation. As part of the accountability around the plan, a [public dashboard](#) was launched early in 2020 and quarterly reporting is provided to Council.

This Quarter 2 progress report notes that seven initiatives have been completed since the Quarter 1 report, bringing the total of completed initiatives for 2020 to date, to nine. Forty-nine initiatives are currently reporting “on track,” five are showing as “behind,” 11 are “overdue” and three have not yet started. <sup>1</sup>

With four months into the public health emergency, staff now have a better sense of the impacts on strategy projects planned for this year and any changes to timelines or implementation have been noted in the report.

As this report is designed to provide a snapshot in time for 2020, all initiatives that were completed in 2019 have been removed but are still visible on the public dashboard as they contribute to the overall goals and strategic directions of the 10-year plan.

Continuous Improvement (CI) projects continue virtually where possible. Detailed updates on each project are included in the CI Project Update Report.

## **Key Considerations/Implications:**

1. Budget/Financial Implications:  
Project budgets were considered as part of the project planning process.

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<sup>1</sup> Behind means the initiative is tracking progress more slowly than originally planned but it is still possible to complete the project on schedule; overdue means the date the project was scheduled to finish has already passed. Some of these overdue projects are continuations of work from 2019.



2. Partners or Other Stakeholders:  
These are identified within the projects.
3. Alignment with Strategic Directions/Adopted Plans:  
The strategic plan is the overarching plan for the City.
4. Legal or Policy Implications:  
These are considered on a project by project basis.
5. Privacy Implications:  
These are considered on a project by project basis.
6. Engagement and Communications Considerations:  
Progress updates are published on the City's website.
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:** Table the 2020 Quarter 2 Progress Report for the City's Strategic Plan and Continuous Improvement Strategy at a future regular meeting of Council and publish to the website.

**Report Approval Details**

Document Title:	Strategic Plan 2020 Quarter 2 Progress Report.docx
Attachments:	- Council Update Report for 2nd quarter 2020-06-30.pdf - CI project status report-2020-06-30.pdf
Final Approval Date:	Jul 3, 2020

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

**Derek Coffey - Jul 2, 2020 - 9:49 AM**

**Kevin Breen - Jul 3, 2020 - 7:54 AM**

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

CITY OF ST. JOHN'S PLAN  
A SUSTAINABLE CITY

Goal	Start Date	Due Date	Current Completion	Council Report Update
<b>Be financially responsible and accountable: 100%</b>	2019/01/01	2021/12/31	On Track	<i>No updates recorded</i>
→ <b>Advance a corporate wide asset management plan: 100%</b>	2019/01/01	2021/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> Establishing an effective asset management system is a complex and multi-year process. In the last quarter, we made strides forward in having the draft policy reviewed by the Legal Department. We have incorporated feedback and submitted for final review. It is anticipated that the policy will be brought to council before year end as scheduled. Due to COVID-19, there have been some delays in beginning condition assessments in the field. As such, focus has been shifted to preparing the AM roadmap and other activities that can be completed within restrictions. <i>2020/06/26</i>
→ <b>Develop a Commercial Vacancy Allowance Policy and Align with the Commercial Vacancy Allowance by-law: 100%</b>	2020/06/01	2021/03/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> Prior to policy development the associated Commercial Vacancy Allowance Bylaw requires finalization by Legal. <i>2020/06/26</i>
→ <b>Review and improve the year-end process for more timely consolidated financial statements: 100%</b>	2020/01/09	2021/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> Despite some challenges due to COVID-19 we have been continuing to work with auditors remotely and on schedule to complete year end within a reasonable timeframe. We have been continuing to highlight areas where improvements can be made and will do an overall review of what can be implemented for future years. <i>2020/06/26</i>
→ <b>Develop corporate framework for compliance with Payment Card Industry Data Security Standard (PCI DSS): 100%</b>	2020/01/10	2020/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> PCI DSS policy note has been drafted and will be discussed with representatives from Information Services, Citizen Services, and Finance and Administration in meeting scheduled for July 8, 2020. At that time, discussions will begin around which system components and networks are in scope for PCI DSS. Feedback will also be sought from the City's ATIPP Coordinator. All other components including assessment of in-scope components, reporting, attestation, and drafting of corporate policy are on target for completion by December 31, 2020 <i>2020/06/26</i>

**Plan for land use and preserve and enhance the natural and built environment where we live: 100%**

2019/01/01 2021/12/31

On Track

*No updates recorded*

→ **Advance the development of a sustainability plan: 100%**

2019/05/05 2020/12/31

**NEW**

**Council Quarterly Achievements:** - The Historical and Future Climate for St. John's Report was finalized through review from the Environmental and Sustainability Expert Panel. It will be shared publicly through the City's website and a council update. This establishes the hazards the City is expected to deal with.

- The Environmental and Sustainability Expert Panel has put together a Multi-Stakeholder Sustainability Team to participate in the workshops for the Plan. Engagement of this stakeholders is now ongoing.
- Delivery of workshops was re-configured to be delivered using online workshop tools available to the City. This framework has been reviewed by the Environmental and Sustainability Expert Panel.- Inter-departmental Working Group has met on an opportunity basis to draft the corporate energy and greenhouse gas action plan.
- Momentum Action: A proposal to reforest municipal land with the purpose of capturing greenhouse bases and providing other co-benefits made it to the final stages with the provincial Climate Change Challenge Fund.
- Momentum Action: A partnership with DFO to install and monitor LittaTraps was scheduled for last year, but was postponed due to logistical issues. This project has been re-funded by DFO and is in the process of being contracted to be installed as soon as August 2nd. Coordination is taking place with the Downtown Mall initiative.
- Momentum Action: The City has partnered with Honeywell's Energy Services Group. The partnership will perform an Opportunity Assessment to scope detailed opportunities to achieve significant carbon emission and utility costs savings, while addressing critical deferred maintenance and capital renewal needs to improve facility conditions.
- Momentum Action: The regional collaborative proposal to leverage federal funding to install EV public chargers has been drafted and awaiting NRCAN's deadline for submission. The regional coordinating body has decided to postpone until the next round of funding, as it is anticipated to have more favorable terms with regards to monitoring and reporting.
- Momentum Action: Ongoing collaboration with DFO and its partners in the scoping and implementation of their ocean litter project, which will see LittaTraps piloted in the downtown in 2020 at no cost to the City.

On Track

*2020/06/25*

→ Divert waste from landfill: 100%	2019/01/01	2020/12/31	On Track	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Since COVID-19 shutdowns in mid-March 2020, the Robin Hood Bay (RHB) facility has seen a decrease in the tonnage of ICI wastes. This is largely attributable to businesses being temporarily shutdown. The decreased tonnage of ICI wastes has also transferred into a decreased tonnage in diverted wastes. Next Steps: Will analyze this Key Performance Indicator (KPI) as businesses come gradually back online.</p> <p>Working in conjunction with the Multi-Materials Stewardship Board (MMSB), we have scheduled a waste audit for August 2020. These residential waste audits use industry accepted methodologies to better reflect the composition of current residential wastes. Audit to include blue and black bag wastes. COVID-19 had postponed this audit work.</p> <p>2020/06/30</p>
→ Complete Envision St. John's Municipal Plan and Development Regulations - finalize and bring into legal effect: 100%	2019/01/01	2020/11/27	Behind	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Staff are still working through extensive comments from the Dept. of Municipal Affairs and Environment.</p> <p>2020/06/26</p>
→ Review Stormwater Detention Policy to enable more efficient design of detention facilities: 100%	2019/01/01	2020/06/15	Overdue	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Review of Policy complete, Decision Note to the COTW scheduled for July 8th.</p> <p>2020/06/29</p>
→ Initiate City-wide wetland report to delineate all wetlands within municipal boundary for protection: 100%	2019/01/01	2020/02/28	Complete	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Wetland study completed.</p> <p>2020/06/29</p>
→ Develop a Downtown Plan - a secondary or area plan under the Envision St. John's Municipal Plan: 100%	2019/10/14	2021/06/25	Behind	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Staff have drafted a terms of reference but need to finalize them once they consult with appropriate parties.</p> <p>2020/06/26</p>
→ Plan for and implement Phase 2 of Kenmount Road Trunk Storm Sewer Replacement: 100%	2020/01/01	2020/11/30	On Track	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Construction started at the beginning of June and is expected to be completed by the end of November. Traffic in each direction is to be maintained as well as access to all businesses.</p> <p>2020/06/23</p>
→ Develop a Heritage Plan: 100%	2020/03/02	2021/10/29	On Track	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Further work on this can start once the new Heritage By-Law is brought to Council for consideration.</p> <p>2020/06/26</p>

→ Develop a Development Design Manual	2020/01/13	2020/12/31	On Track	NEW Council Quarterly Achievements: Development Design Manual is in progress and will be finished by the end of 2020. 2020/06/29
→ Plan for and implement Phase 3 of Water Street Infrastructure Improvements: 100%	2020/01/01	2020/06/30	Complete	NEW Council Quarterly Achievements: Phase 3 completed June 30th. 2020/06/23
→ Explore opportunities to convert power sources for City assets: 100%	2020/02/03	2020/12/31	On Track	NEW Council Quarterly Achievements: - As part of the corporate aspect of the Sustainability Planning process, the City has partnered with Honeywell's Energy Services Group. The partnership will perform an Opportunity Assessment to scope detailed opportunities to achieve significant carbon emission and utility costs savings, while addressing critical deferred maintenance and capital renewal needs to improve facility conditions. In specific cases this will include the assessment of energy production opportunities. 2020/06/25
Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors: 100%	2019/01/01	2021/12/31	On Track	No updates recorded
→ Deliver on a regional Themed Signage Strategy as outlined in Roadmap 2021: 100%	2019/01/01	2020/12/31	On Track	NEW Council Quarterly Achievements: Two stakeholder sessions have been completed and one additional session is scheduled. Request For Proposals for final design, construction and implementation anticipated for third quarter 2020. 2020/06/19
→ Complete a new Economic Development Plan, review and prioritize recommendations: 100%	2019/01/01	2019/12/31	Overdue	NEW Council Quarterly Achievements: The Economic Development Plan will require a refocusing as a result of the impacts of the COVID-19 pandemic and the challenges faced by the global and local energy sector. Stakeholder conversations will continue this summer to inform potential new directions. Targeting end of year for completion of plan. 2020/06/19
→ Develop a City marketing initiative to support branding: 100%	2019/08/01	2020/12/31	On Track	NEW Council Quarterly Achievements: Due to the economic impacts of the pandemic, we are revising the implementation plan for the marketing initiative. Progress is moving forward on issuing a Request for Proposals for a brand for the strategy. 2020/06/26
→ Explore opportunities to build an innovative problem solving culture using entrepreneurial approaches.: 100%	2020/01/01	2020/12/31	On Track	NEW Council Quarterly Achievements: The City hosted, with Memorial University's Centre for Entrepreneurship, an externship in Public Works in February 2020. The objective of the externship was to identify challenges to which there may be entrepreneurial solutions. Results of the externship are currently under review. 2020/04/15

→ Develop criteria and guidelines to allow exemptions of development fees to advance affordable housing: 100%	2020/01/01	2020/12/31	Complete	<b>NEW</b> <b>Council Quarterly Achievements:</b> The criteria and guidelines are now in place. We are ready to work with qualifying developers. 2020/06/18
→ Host FCM Sustainable Communities Conference 2020: 100%	2020/01/01	2020/10/30	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> Conference will continue with the original October 2020 date but is moving to a virtual format. 2020/06/19
→ Deliver, with partners, series of two business information "pop-up" events: 2 unit	2020/01/13	2020/03/31	Complete	<b>NEW</b> <b>Council Quarterly Achievements:</b> Hosted a "Ready, Set, Build" session in January 2020 in partnership with the Home Builders Association as a means to inform, provide information and dialogue with home builders as they prepare for their construction season. Also presented a mini-City Hall at the annual St. John's Board of Trade Business Conference in February, offering businesses and attendees the opportunity to meet with staff and Council members. 2020/04/22
→ Create partnerships to support and enable the start-up sector: 100%	2020/01/10	2020/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> Proceeding to investigate opportunities to support the start-up community. 2020/06/19
→ Begin implementation of the Economic Development Plan: 100%	2020/06/01	2020/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> A series of economic development initiatives which are connected to the Economic Plan are moving forward. Innovate Canada has been rescheduled for July 2021. An information note regarding a partnership with arts organizations to develop a public art project was provided to Committee of the Whole in June 2020. A welcome event for immigration is being considered for the Fall and will have to be aligned with public health guidelines. 2020/06/19

## A CITY THAT MOVES

Goal	Start Date	Due Date	Current Completion	Council Report Update
Create a sustainable and accessible public transportation system: 100%	2019/01/01	2021/12/31	On Track	No updates recorded

<p>→ Implement select recommendations from the Public Transit Review: 100%</p>	2020/01/29	2020/12/31	<p>On Track</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Two recommendations from the Public Transit Review were implemented in March 2020:</p> <ol style="list-style-type: none"> <li>1. Increase age for free transit from Under 5 to Under 12.</li> <li>2. Remove duplication on Route 6. Use time to provide service to Galway and pilot increased hours.</li> </ol> <p>Three additional recommendations are due to be implemented in September 2020:</p> <ol style="list-style-type: none"> <li>1. Implement Frequent Transit Network (FTN) Phase 1 and from Phase 2: a) 30 min evening service to 8:00 pm b) Route 10, 15 min frequency at peak (am/pm)</li> <li>2. Merge Routes 18/25</li> <li>3. Modify Route 2/5</li> </ol> <p>2020/06/25</p>
<p><b>Improve safety for all users on a well-maintained street network: 100%</b></p>				<p>On Track</p>
<p>→ Pilot recessed pavement markings in targeted areas: 100%</p>	2019/01/01	2020/05/15	<p>Complete</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Recessed pavement markings were installed in 2019 and durability was assessed in Spring 2020. Approximately 25% of the recessed pavement markers installed for this pilot require replacement following the winter season. These will be replaced over the next few months.</p> <p>2020/06/19</p>
<p>→ Complete a city-wide collision report: 100%</p>	2019/01/01	2019/12/31		<p>Overdue</p>
<p>→ Implement select recommendations and actions from the Paid Parking Management Strategy: 100%</p>	2019/01/01	2020/12/31	<p>Behind</p>	
<p>→ Complete Hebron Way street extension to Major's Path: 100%</p>	2019/01/01	2020/11/27		<p>On Track</p>



→ Implement the Transportation Master Plan: 100%	2019/01/01	2020/04/30	Overdue	<b>NEW</b> <b>Council Quarterly Achievements:</b> No change in status since last update. COVID-19 response means data collection is on hold. Work continues on mode share note to council at reduced rate. 2020/06/29
→ Implement projects from the Road Safety Initiatives report.: 100%	2020/01/01	2020/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> Work has been included in rehab tender and sidewalk repair tender. Estimating 2-4 projects will be completed in 2020. 2020/06/26
Expand and maintain a safe and accessible active transportation network: 100%	2019/01/01	2021/12/31	On Track	No updates recorded
→ Build an infill sidewalk program for areas currently lacking sufficient sidewalks: 100%	2019/01/01	2020/07/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> Project is to be completed in the next 1-2 weeks. 2020/06/23
→ Conduct Kelly's Brook Trail design process (shared use path recommended by Bike St. John's Master Plan): 100%	2020/01/09	2021/04/30	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> Progress toward releasing design Request For Proposals is proceeding at reduced pace. 2020/06/26

## A CONNECTED CITY

Goal	Start Date	Due Date	Current Completion	Council Report Update
Increase and improve opportunities for residents to connect with each other and the City: 100%	2019/01/01	2021/12/31	On Track	No updates recorded
→ Create Community Connections communications strategy to promote belonging and pride of place: 100%	2019/01/01	2020/08/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> The focus for 2020 is a neighbourhood arts project. The timeline for this project has been delayed. The neighbourhood profiles page (Community Services) has been launched, and we will consider the appropriate timing for this related project this summer with an eye to initiating in the fall. 2020/06/26
→ Advance a new City website: 100%	2019/01/01	2020/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> This project has been placed on hold while we review the Capital funding available due to COVID-19. 2020/06/29
→ Implement Phase 1 of online neighbourhood profiles improving access to information to residents: 100%	2019/01/01	2020/01/31	Complete	<b>NEW</b> <b>Council Quarterly Achievements:</b> Neighbourhood Profiles and map system were launched on Wednesday, June 24. 2020/06/20

<p>→ <b>Launch Corporate Community Outdoor Program: 100%</b></p>	<p>2019/01/01</p>	<p>2019/12/31</p>	<p>Overdue</p>	<p><b>NEW</b>  <b>Council Quarterly Achievements:</b> The Outdoor Corporate Program is complete and will be officially launched and available on the City Website once COVID Restrictions allow for this type of service.  2020/06/20</p>
<p>→ <b>Undertake a Youth Engagement Strategy to improve youth participation in City engagement efforts: 100%</b></p>	<p>2019/04/01</p>	<p>2019/12/31</p>	<p>Overdue</p>	<p><b>NEW</b>  <b>Council Quarterly Achievements:</b> The Youth Engagement Action Team has continued to meet virtually to review what was heard (<b>What we Heard</b> document was released on June 8) from the engagement process held during the winter and to develop a series of recommendations to inform a youth engagement strategy. The next step is to meet with the City's Youth Advisory Committee as soon as a meeting of the group is planned. After that, the strategy will be finalized and presented to Council at an upcoming Committee of the Whole meeting.  2020/06/26</p>
<p>→ <b>Upgrade Technology for the Foran Greene Room at City Hall: 100%</b></p>	<p>2020/01/10</p>	<p>2020/12/31</p>	<p>On Track</p>	<p><b>NEW</b>  <b>Council Quarterly Achievements:</b> RFP has been drafted. Have decided to delay issuing the RFP for the time being due to COVID-19.  2020/06/29</p>
<p><b>Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities: 100%</b></p>	<p>2019/01/01</p>	<p>2021/12/31</p>	<p>On Track</p>	<p><i>No updates recorded</i></p>
<p>→ <b>Advance the Healthy City St. John's Strategy: 100%</b></p>	<p>2019/01/01</p>	<p>2021/12/31</p>	<p>Behind</p>	<p><b>NEW</b>  <b>Council Quarterly Achievements:</b> Healthy City Strategy staff champions continue to develop the draft work-plan. Community stakeholders are being consulted for input into the development of strategy goals. The draft work-plan is built upon 6 pillars: (1)Housing (2) Urban Design (3) Transportation (4) Natural Environment (5) Healthy Neighbourhoods &amp; People (6) Inclusion. The work-plan supports the City's Strategic Directions and includes contributing plans and strategies (i.e.) Envision, St. John's Municipal Plan, Affordable Housing Strategy; Open Space Master Plan; etc.  The work plan will include:</p> <ul style="list-style-type: none"> <li>• Long term activities that support the City's Strategic Directions (10 years)</li> <li>• Medium term activities that support the City's Goals (3-5 years)</li> <li>• Short term activities and initiatives (1- 3 years)</li> </ul> <p>Difficulty meeting with some partners/stakeholders due to reduced capacity as a result of COVID-19.  2020/06/25</p>

→ Develop Port of St. John's risk mitigation program to improve safety & response from St. John's Regional Fire: 100%	2019/01/01	2020/05/29	Overdue	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> No progress since last update: Progress has stalled on achieving the financial goal of this initiative, in consultation with the Port Authority this action item will be on hold until the fall of 2020.</p> <p>2020/06/29</p>
→ Work with partners in the community to create a Landlord Registry: 100%	2020/01/01	2020/12/31	Complete	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> In collaboration with the City and community partners and End Homelessness St John's(EHSJ) an online tool, HomeConnect was launched in April of 2020.</p> <p>2020/06/18</p>
→ Work with Habitat For Humanity to advance an affordable housing project: 100%	2020/01/01	2020/12/31	On Track	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> We continue to be in contact with Habitat for Humanity. We have had some delays in getting the development application from Habitat due to massive amount of snow on that property over the winter and now the Pandemic. Habitat is still working on this and hope to report back next quarter.</p> <p>2020/06/18</p>
→ Offer workshops where local and national experts share innovative housing designs to meet emerging needs: 100%	2020/06/01	2020/12/31	On Track	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> We have met with our partners to define the content of the workshops. We will virtually deliver these workshops. This goal is to start in September.</p> <p>2020/06/18</p>
→ Complete Detailed Design of the H.G.R. Mews Centre Replacement: 100%	2020/01/10	2020/12/31	On Track	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> We have made considerable gains over the month with respect to the concept design of the new Mews Replacement. It is anticipated that we will meet our 33% target as planned. We will also be working with OPS and Communications as we look to organize a Public Engagement session towards the latter part of the summer in August. Given all the roadblocks and restrictions COVID19 has placed on the working environment, we have made great strides in overcoming these barriers and working collectively as a team in a virtual environment. We are confident that we will be able to achieve the objectives set out in the schedule as planned and that we will be tender ready come January 2021.</p> <p>2020/06/26</p>

## AN EFFECTIVE CITY

Goal	Start Date	Due Date	Current Completion	Council Report Update
Work with our employees to improve organizational performance through effective processes and policies: 100%	2019/01/01	2021/12/31	Behind	No updates recorded

→ Explore alternative service delivery models: 100%	2019/01/01	2021/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> Update to be provided to Council at a later date. 2020/04/22
→ Advance an Information Management Strategy: 100%	2019/01/01	2020/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> The City has contracted with the successful proponent, Imerge Consulting. Due to Covid-19, we have put the project on hold until such time that the company is able to travel and staff are readily available. 2020/06/29
→ Outreach initiatives at St. John's Regional Fire Department: 100%	2019/02/01	2020/03/02	Complete	<b>NEW</b> <b>Council Quarterly Achievements:</b> All items for our Outreach initiatives at St. John's Regional Fire Department have been completed. 2020/03/02
→ Review and update by-laws: 100%	2019/01/01	2019/12/31	Overdue	<b>NEW</b> <b>Council Quarterly Achievements:</b> There are four by-laws to be reviewed and updated. Anticipate the Heritage By-Law and Sanitation Regulations will be completed by the end of September 2020 (almost complete, process has been slowed by Covid-19). The Residential Property Standards By-law has had preliminary work completed to date and work has not yet started on the Commercial Maintenance By-law. These two by-laws will require coordination with Regulatory Services. 2020/06/29
→ Develop policies, procedures & service standards to enhance Regulatory Services processes: 100%	2019/01/01	2020/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> A total of three new Standard Operating Procedures have been developed so far in 2020 but they have not been vetted through the Division's working group to date. This process have been delayed due to work restrictions/modifications. 2020/06/29
→ Design a management development program to advance core management competencies: 100%	2019/01/01	2019/12/31	Overdue	<b>NEW</b> <b>Council Quarterly Achievements:</b> There is no further progress on this initiative since the last update. Work on this initiative cannot proceed until such time that Human Resources rolls out the competencies across the organization. Based on current situation HR is reviewing options to do this virtually in fall 2020. 2020/06/26
→ Advance a Service Excellence Framework: 100%	2019/06/03	2019/12/31	Overdue	<b>NEW</b> <b>Council Quarterly Achievements:</b> No additional work has happened on this project due to a combination of staff shortage and other priorities needing more attention. Still aiming to have a strategy ready for review in 2021. 2020/06/26

→ Create a continuous improvement (CI) culture through ongoing training & development: 100%	2019/01/01 2020/12/31	On Track	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Green belt training provided for 10 candidates in June 2019. Nine people have completed their exam requirements to date and seven of the candidates have fully completed all of their requirements and are now Green Belt Certified by Leading Edge Group (LEG). Two candidates are completing their projects and are on track to finish their certification process in 2020. One person was not able to complete the requirements due to job changes and other factors. OPS continues to work on tool kits and resources to increase capacity to undertake CI in the organization. Due the COVID-19, in-person training has been delayed and staff are now working to deliver virtual training in fall 2020 to built capacity - yellow belt training and visual management training will proceed in fall 2020. 5S training will be delayed until 2021.</p> <p>2020/06/29</p>
→ Review and document Standard Operating Procedures for processes within Revenue Accounting: 100%	2020/06/02 2020/12/31	On Track	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Standard operating procedure (year-end, month-end, billing) documentation is near completion.</p> <p>2020/06/26</p>
→ Review existing systems training products to determine gaps and needs: 100%	2020/02/03 2020/12/31	On Track	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Have gathered and reviewed the list of existing applications to determine what training material exists and where there may be gaps in available training information. A survey is in development for current application/software leads which will help clarify those gaps.</p> <p>2020/06/29</p>
→ Implement automated accounts payable solution: 100%	2020/03/06 2020/12/31	On Track	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Project is underway and we have been meeting with the vendor to plan the implementation. Currently planning a database upgrade which will allow us to implement the test version of the software.</p> <p>2020/06/29</p>
→ Implement bid evaluation software: 100%	2020/11/02 2021/06/30	Not started	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> No change since last update. Still expect to meet current schedule. See last update information below.</p> <p>Supply Chain priorities have changed due to COVID 19. Full implementation of this project is now scheduled for June 30, 2021.</p> <p>2020/06/29</p>
→ Develop and implement a procurement plan process: 100%	2020/07/01 2020/12/31	Not started	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> No change since last update. Still expect to meet current schedule. See below for previous update.</p> <p>Due to COVID-19, this project will start later in 2020 than originally planned but should still be able to be completed on time.</p> <p>2020/06/29</p>

→ Develop materials management policy: 100%	2019/11/01	2020/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> Sent to COTW for the 20/06/24 meeting and recommended for Council approval at the next available meeting. 2020/06/24
→ Complete jurisdictional scan and Request for Information for Performance Management software: 100%	2020/09/02	2021/12/31	Not started	<b>NEW</b> <b>Council Quarterly Achievements:</b> Work on issuing an RFI will begin in September 2020. 2020/06/29
→ Roll out Respectful Workplace Policy, including conflict management training: 100%	2020/01/10	2021/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> FAQs and other communication on the RWP policy will be rolling out over the next few weeks. Content for a webpage specific to RWP is being developed. The development of the in house Conflict Management training is also on track. 2020/06/26
→ Develop action plan and build capacity to support the Employee Success Program: 100%	2020/06/01	2020/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> Planning for a virtual launch of key Management Competencies. In the process of finalizing a limited call to secure a consultant to build capacity within the key stakeholder group and to assist with phased in implementation. 2020/06/24
→ Develop organizational change management tools: 100%	2020/01/01	2020/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> A contract is being finalized as a result of the Limited Request for Proposals and work is scheduled to begin in summer 2020. 2020/06/29
→ Benchmark employee engagement: 100%	2020/01/01	2021/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> Jurisdictional scan is in progress. Survey has been developed and sent to a variety of municipalities across the country with a deadline of July 6 for response. 2020/06/23
→ Review and update current Information Technology Policies: 100%	2020/06/02	2020/12/31	On Track	<b>NEW</b> <b>Council Quarterly Achievements:</b> Have started to undertake a jurisdictional scan and outline the key areas that should be covered off within the policy. 2020/06/29

<p>→ <b>Improve processes, policy, and procedures related to emergency and safety services: 100%</b></p> <p>2020/01/13 2021/12/31</p>	<p>On Track</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Working with the City's Policy Analyst, a Policy Note has been written and approved. Next steps will be to develop a draft policy which will be completed over the summer and reviewed by the policy committee in fall 2020.</p> <p>Research continues on sourcing appropriate software for database management of the Emergency Management and Business Continuity programs. Tentative release of RFP is fall of 2020.</p> <p>2020/06/26</p>
<p>→ <b>Evaluate the Special Events application process and associated fees and make recommendations for modifications: 100%</b></p> <p>2020/03/01 2021/01/31</p>	<p>On Track</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> The jurisdictional review is complete. Work has begun on developing a report with recommendations for the Special Events Advisory Committee, however, a large project has reallocated staff time. Initiative still on track for completion as scheduled.</p> <p>2020/06/29</p>
<p>→ <b>Pilot a parking enforcement technology solution to handle parking complaints: 100%</b></p> <p>2020/01/07 2020/12/31</p>	<p>On Track</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> The mobile device has been deployed. The two staff persons chosen to test the unit have been testing since early January. Due to the SOE in January and the latest COVID-19 restrictions, management staff did not have an opportunity to observe the unit's effectiveness.</p> <p>Now that we entered Alert Level II a plan will be made in the next two weeks to evaluate the testing of the unit and provide the appropriate report.</p> <p>2020/06/29</p>
<p>→ <b>Implement FDM Mobile App for Fire Inspectors: 100%</b></p> <p>2020/01/01 2021/03/31</p>	<p>On Track</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Due to an unexpected required version change of FDM by the vendor, and now the public health crisis, the project has not been able to proceed as planned. Project is now getting back on track.</p> <p>2020/06/25</p>
<p>→ <b>Fire Officer Professional Development Training Program: 100%</b></p> <p>2020/01/01 2020/12/31</p>	<p>On Track</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Due to public health crisis, this project was delayed but is now underway.</p> <p>2020/06/26</p>
<p>→ <b>Review and update accident review process: 100%</b></p> <p>2020/01/31 2021/11/30</p>	<p>On Track</p>	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Implementation of external adjuster for preparation of initial accident report. Next step in process is to develop one accident/incident form while working to coordinate various documentation related to incident reporting within the entire organization. This will require close collaboration with OHS staff.</p> <p>2020/06/29</p>

↳ Undertake Continuous Improvement Projects: 100%	2018/09/03	2020/12/31	Behind	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> The City continues to advance continuous improvement (CI) projects with goals of improving turnaround times, achieving cost savings and/or creating time savings, all the while improving value for the customer. Most projects have been impacted in some way by the current public health situation and project leads have had to transition their work with their teams virtually where possible. Of the current projects on the list, just one has not been able to proceed at this time. This will be reevaluated in Quarter 3. The remainder are in various stages of project management with improvements being piloted or permanently implemented in some cases. Detailed updates for each project are provided in the attached CI Progress Report.</p> <p>2020/06/30</p>
<b>Ensure accountability and good governance through transparent and open decision making: 100%</b>	2019/01/01	2021/12/31	On Track	No updates recorded
↳ Initiate communications strategy to share decisions from Council & Committee of the Whole meetings: 100%	2019/06/03	2019/12/31	Overdue	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> This initiative has been delayed, due to competing priorities with the pandemic. However, actions progress including updating the City website council page.</p> <p>2020/06/25</p>
↳ Implement vendor performance module for bids and tenders software: 100%	2019/09/02	2020/12/31	On Track	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Currently working with the Legal Department to ensure proper procedures are in place.</p> <p>2020/06/24</p>
↳ Plan for and implement the 2020 Citizen Satisfaction Survey: 100%	2020/01/27	2020/12/31	On Track	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> Planning has begun for the completion of the Citizen Satisfaction Survey. Due to COVID-19, the implementation date has been moved to Fall 2020.</p> <p>2020/06/29</p>
↳ Achieve ISO 37120 Sustainable Development of Communities - Indicators for City Services and Quality of Life: 100%	2020/01/14	2020/12/31	Complete	<p><b>NEW</b></p> <p><b>Council Quarterly Achievements:</b> The City received notification that the standard has been achieved at the highest level - Platinum. The official process to receive the certification will happen at some time in the future. The City will work with the World Council on City Data over the coming months to share the findings, and what they mean for the City's work, and start the process for data collection for the next reporting cycle.</p> <p>2020/06/29</p>



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

GOAL

Goal	Current Completion	Progress Update
Undertake Continuous Improvement Projects: 100%	Behind	<p><b>Progress:</b> The City continues to advance continuous improvement (CI) projects with goals of improving turnaround times, achieving cost savings and/or creating time savings, all the while improving value for the customer. Most projects have been impacted in some way by the current public health situation and project leads have had to transition their work with their teams virtually where possible. Of the current projects on the list, just one has not been able to proceed at this time. This will be reevaluated in Quarter 3. The remainder are in various stages of project management with improvements being piloted or permanently implemented in some cases. Detailed updates for each project are provided in the attached CI Progress Report.</p> <p><b>Challenges:</b> <i>No value</i> 2020/06/30</p>
→ Improve Operational processes at St. John's Regional Fire Department: 50%	Behind	<p><b>Progress:</b> This is a continuous improvement project being undertaken as part of the green belt certification. While the project was late starting due to January weather event and COVID, the team is now established and working towards identifying improvements.</p> <p><b>Challenges:</b> <i>No value</i> 2020/06/26</p>
→ Improve process for tax sales to increase efficiency: 100%	Not started	<p><b>Progress:</b> No meaningful work has occurred yet on this project due to COVID-19.</p> <p><b>Challenges:</b> <i>No value</i> 2020/06/29</p>
→ Improve the assessment/re-assessment process: 100%	On Track	<p><b>Progress:</b> Currently reviewing the improvements to the residential assessment process to identify where adjustments are required and determine what the next steps will be. Covid-19 has impacted the ability of the team to pilot improvements identified to the assessment appeal process.</p> <p><b>Challenges:</b> <i>No value</i> 2020/06/30</p>

→ Map and improve the asset management process for linear infrastructure: 100%

On Track

**Progress: Progress:**

The main issue identified through this project was the lack of information sharing - with different divisions/departments doing pieces of the work, it is often a challenge to see the big picture and understand why information is needed and what information is valuable to others.

Planned improvements identified are:

- Phased condition assessments
- Shared Street Condition Ratings
- Centralized storage location of Development Package (for sharing of as-builts/drawings for users).
- Addition of Finance to the development checklist/notification to users that Phase has been accepted.

Next steps:

- Meet on storage in GIS
- Establish measurement for coordination opportunities identified through condition assessments

The expected outcomes of the planned improvements is to increase coordination of capital work so we are looking at projects holistically (i.e. when we rehab a road we have assessments completed on all underground infrastructure so work can be completed together).

**Challenges:** *No value*

2020/06/26

→ Map and improve the asset management process for City buildings: 100%

On Track

**Progress:** No further progress has been achieved on this particular objective. Competing priorities for active construction projects and involvement in Canada Games 2025 Bid are contributing factors to delayed progress. However, it is anticipated that all tasks identified will be addressed by December 2020 as indicated in the plan despite the current setbacks.

**Challenges:** *No value*

2020/06/26

→ Improve the process used to obtain fleet shop supplies in Public Works: 100%

On Track

**Progress:** This project is now proceeding. Data collection is underway to help define the current state of the process. Anticipate having improvements identified and ready to pilot by end of summer.

**Challenges:** Data collection has been a challenge given that the process of obtaining fleet shop supplies changed multiple times as a result of the pandemic. These changes necessitated multiple data collection efforts to ensure the most accurate baseline data on the process could be established.

2020/06/25

<p>→ <b>Improve the scheduling process for Aquatics staff: 100%</b></p>	<p>On Track</p>	<p><b>Progress:</b> Working with the Information Services and Procurement divisions to prepare a Request for Qualifications (RFQ) to source an online scheduling software that will work for the large staff group, has seniority based functionality, works for multiple sites, and will be accessible to City staff via mobile platforms. The goal is to reduce process times significantly, move from manual to digital procedures, and ensure our lead aquatics staff are spending their time on the pool deck rather than completing administrative functions that can be modernized and digitized.</p> <p><b>Challenges:</b> <i>No value</i></p> <p>2020/06/25</p>
<p>→ <b>Improve the tenant move in-move out process in non-profit housing: 100%</b></p>	<p>On Track</p>	<p><b>Progress:</b> We are continuing to monitor our process but will have to make some changes as the pandemic has required much more digital work and much less contact with applicants/tenants. Expect to have more data to report in the next update in regards to turnaround times, but early indications are that here has been an improvement.</p> <p><b>Challenges:</b> <i>No value</i></p> <p>2020/06/19</p>
<p>→ <b>Standardize the records management process to increase quality at source: 100%</b></p>	<p>On Track</p>	<p><b>Progress:</b> Currently working to develop communications materials regarding the life cycle of a City record. This will provide information on what a record is, the full record process from Department to Archival appraisal, the importance of each step, the value of an archival record, and who plays a role in the process. Next step is to develop a training program to present to relevant departmental staff. Also investigating how this training might be delivered virtually. The goal is to improve awareness and understanding of records, ensure adherence to the the standards created though this CI project, and ultimately encourage better quality records at the source.</p> <p><b>Challenges:</b> <i>No value</i></p> <p>2020/06/18</p>
<p>→ <b>Purchasing process: 100%</b></p>	<p>Overdue</p>	<p><b>Progress:</b> Improvements continue to be developed and piloted using virtual tools:</p> <ul style="list-style-type: none"> <li>• Created a new cheque requisition form and procedures guide- These tools were implemented in Q2.</li> <li>• Created new forms and process for change orders including a contemplated change order, change order, process guide and training video - these are being finalized and will be rolled out in summer 2020 and included in training.</li> <li>• Developed a decision tree to guide the purchasing process - this tool is being finalized and will be piloted with a test group in summer 2020 and then incorporated into the training program.</li> <li>• Developed a vendor form and process document - revised tool and process and await feedback from Audit process.</li> <li>• Procedures document developed to accompany new policy, training program in development for virtual delivery– progress slowed due to COVID-19 and adjustment to online delivery.</li> </ul> <p><b>Challenges:</b> Since the policy was approved in Jan. 2020, there have been challenges outside of the control of the team including demands on Supply Cain Team for COVID.</p> <p>2020/06/29</p>

GOAL

Goal	Current Completion	Progress Update
Work order process for City Buildings: 100%	Overdue	<p><b>Progress:</b> No significant progress has occurred with this project since the last update to Council. The draft training program being developed to address the problems associated with incomplete work order submissions is still in development, with about 70% complete.</p> <p><b>Challenges:</b> <i>No value</i></p> <p><b>Next Steps:</b> <i>No value</i> 2020/06/29</p>
Collection of Accommodation Tax: 100%	Overdue	<p><b>Progress:</b> Due to the impact Covid-19 has had on the accommodations industry, we are completing a review of the recommendations identified through this project to determine what recommendations, if any, can and should be implemented. A meeting to discuss the plan forward has been scheduled for June 29, 2020.</p> <p><b>Challenges:</b> <i>No value</i></p> <p><b>Next Steps:</b> <i>No value</i> 2020/06/26</p>
Improve the commercial development application process: 100%	On Track	<p><b>Progress:</b> Two forms developed by the project team (the Commercial Development Checklist and the Pre-development Meeting Request Form) have been reviewed by Legal and adjustments are being made based on feedback. The Checklist provides specific instructions on the information required to be submitted with a Development Application for any development where a parking lot is proposed (commercial or otherwise). The goal of the checklist and the pre-development meeting is to improve the quality of intake information and reduce the number of review cycles within the process.</p> <p><b>Challenges:</b> <i>No value</i></p> <p><b>Next Steps:</b> <i>No value</i> 2020/06/18</p>

# DECISION/DIRECTION NOTE

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**Title:** Stormwater Management Policy

**Date Prepared:** June 16, 2020

**Report To:** Committee of the Whole

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

**Ward:** N/A

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

**Discussion – Background and Current Status:**

This policy provides a comprehensive Stormwater management approach for all development within the City of St. John’s.

A previous related policy ([08-04-19 Stormwater Detention Policy](#)) related only to stormwater detention systems for new developments. It will be rescinded if the Stormwater Management Policy is approved.

**Key Considerations/Implications:**

1. Budget/Financial Implications: There is no net financial or budget impact expected.
2. Partners or Other Stakeholders: This policy will affect developers, property owners, and employees who have responsibility for stormwater management activities.
3. Alignment with Strategic Directions/Adopted Plans: This policy aligns with the “A Sustainable City” strategic direction and is included as an initiative in the related goal (S2 - Plan for land use and preserve and enhance the natural and built environment where we live).
4. Legal or Policy Implications: The Office of the City Solicitor has reviewed and approved the policy.
5. Privacy Implications: Any personal information will be managed in accordance with the City’s Privacy Management Policy and the provincial Access to Information and Protection of Privacy Act, 2015.
6. Engagement and Communications Considerations: The Department of Planning, Engineering, and Regulatory Services will advise developers of the new policy.



7. Human Resource Implications: The new policy will be implemented with existing human resources.
8. Procurement Implications: Not Applicable.
9. Information Technology Implications: Not Applicable.
10. Other Implications: Not Applicable.

**Recommendation:**

That Council approve the Stormwater Management Policy and rescind the current related policy (08-04-19 Stormwater Detention Policy).

**Prepared by:** Trina Caines, Policy Analyst

**Reviewed by:** Dave Wadden, Manager, Development Engineering

**Approved by:** Jason Sinyard, DCM, Planning, Engineering, and Regulatory Services;  
Elaine Henley, City Clerk, CPC Co-Chair; Roshni Antony, Manager - HR  
Advisory Services, CPC Co-Chair

**Attachment:**

Stormwater Management Policy (draft)

**Report Approval Details**

Document Title:	DN Stormwater Management Policy.docx
Attachments:	- Draft Stormwater Management Policy - For COTW.docx
Final Approval Date:	Jun 23, 2020

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

**Elaine Henley - Jun 23, 2020 - 2:29 PM**

**DRAFT – For Discussion Only**

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

<b>Policy Title:</b> Stormwater Management Policy	<b>Policy #:</b> 06-01-07 (to be assigned) (replaces 08-04-19 Stormwater Detention Policy)
<b>Last Revision Date:</b> Not applicable	<b>Policy Section:</b> Development > Development
<b>Policy Sponsor:</b> Deputy City Manager (DCM), Planning, Engineering, and Regulatory Services	

**1. Policy Statement**

The purpose of this policy is to provide a comprehensive Stormwater management approach for any Development within the City of St. John’s in accordance with the City of St. John’s Act and the Urban and Rural Planning Act, 2000.

**2. Definitions**

“**Attenuation**” means the storage of excess Stormwater during a runoff event followed by the controlled release of the stored Stormwater, usually to a specified pre-Development release rate.

“**Best Management Practices**” or “**BMPs**” mean methods that have been determined to be the most effective and practical for preventing and/or reducing non-point source pollution mitigation.

“**Building**” shall have the same meaning as defined by the City of St. John’s Act, that is “every structure, erection, excavation, alteration, or improvement in or upon lands comprised in the area (within the boundaries of the City of St. John's)”.

“**Catchment Area**” means the total area of land which drains naturally or unnaturally to a low point.

“**Developer**” means a proponent seeking approval from the City for a rezoning, subdivision, Development, or Building application.



**“Development”** means the carrying out of building, engineering, mining, or other operations in, on, over, or under land; or the making of a material change in the use, or the intensity of use of land, Buildings, or premises and the:

- (i) making of an access onto a highway, road, or way;
- (ii) erection of an advertisement or sign;
- (iii) construction of a Building; and
- (iv) the parking of a trailer, or vehicle used for the sale of refreshments or merchandise, or as an office, or for living accommodation;

and also includes:

- (v) excavation, filling, clearing, grubbing, and the subdividing or consolidating of parcels of land;

and excludes:

- (vi) carrying out of works for the maintenance, improvement or other alteration of any Building, being works which affect only the interior of the Building or which do not materially affect the external appearance or use of the Building;
- (vii) carrying out by a highway authority of any works required for the maintenance or improvement of a road, being works carried out on land within the boundaries of the road reservation;
- (viii) carrying out by a local authority or statutory undertakers of works for the purpose of inspecting, repairing or renewing any sewers, mains, pipes, cables or other apparatus, including the breaking open of a street or other land for that purpose; and
- (ix) the use of a Building or land within the courtyard of a Dwelling house for a purpose incidental to the enjoyment of the Dwelling house as a Dwelling.

**“Development Area”** means the area of land being proposed to be developed as defined in the definition of Development, including all future phases of Development.

**“Dwelling”** shall have the same meaning as defined by the City of St. John’s Act, that is “a house or Building, or portion of a house or Building, which is occupied in whole or in part, as the home, residence, or sleeping place of one or more persons.”

**“Floodplain”** means the area of land adjacent to a Watercourse or a water body that will be inundated by the one percent annual chance flood.

**“Foul”** means to directly or indirectly deposit, discharge, spill, dump, or wash a Prohibited Substance into a Watercourse or storm sewer system.

**“Green Street”** means a Stormwater management approach that incorporates vegetation (e.g., perennials, shrubs, trees), soil, and engineered systems (e.g., permeable pavements) to slow, filter, and cleanse Stormwater runoff from impervious surfaces (e.g., streets, sidewalks).

**“Low Impact Development”** or **“LID”** means a Stormwater management strategy applied at the lot or subdivision scale that emphasizes conservation and use of on-site natural features integrated with engineered, small-scale, hydrologic controls to replicate the pre-Development hydrologic condition.

**“Major Stormwater Systems”** means all drainage pathways that convey, detain, divert, and/or intercept the major design (100-year Return Periods) Stormwater runoffs. For example, urban streets in combination with storm sewers, rivers, detention facilities, bridges, culverts, etc.

**“Minor Stormwater Systems”** means all drainage pathways that convey, detain, divert, and/or intercept the minor design (10-year and 25-year Return Periods) Stormwater runoffs. For example, local storm sewer pipes, manholes, catch basins, and outfall structures.

**“Non-residential Development”** means Development in accordance with the Development Regulations that is not for residential use.

**“Prohibited Substance”** means

- (i) pesticide, herbicide or fertilizer; soap or detergent; household and/or commercial grade cleaning compound; paint or solvent; chlorinated water, water boiler water (blowdown), or non-contact cooling water; oil, waste oil, fuel, or grease; combustible liquid; sewage or leachate; chemical; or debris;
- (ii) any material or substance which is a hazardous product, contaminant, toxic substance, deleterious substance, special waste, dangerous good, or reportable substance that is identified or described in or defined by any applicable statute, regulation, or law, including any substance whose discharge to a Watercourse would violate Federal or Provincial Acts or Regulations; and/or

- (iii) any sediment, rock, gravel, sand, clay, silt, earth, construction or excavation wastes, cement, concrete, exposed aggregate wash water, or other substance which, when introduced into a Watercourse, will at the point of deposition constitute an excessive suspended solids discharge, a temperature increase of 2 degrees Celsius or more, or cause the pH of receiving waters to be outside the range 3.0 above or below background levels.

**“Residential Development”** means Development for residential use in accordance with the Development Regulations.

**“Return Period”** means the average recurrence time interval that an extreme event will be equaled or exceeded.

**“Stormwater”** means runoff generated by rainwater, snowmelt, or any other form of precipitation.

**“Stormwater Detention”** means the temporary storage of Stormwater in above-ground or below-ground facilities with release of Stormwater through a control structure which limits post-Development flows to the pre-Development condition.

**“Stormwater Retention”** means the capture and infiltration of Stormwater flow into the ground through a Stormwater Retention facility.

**“Watercourse”** means a creek, pond, lake, river, stream, or brook, whether usually containing water or not, and any spring or Wetland that is integral to a Watercourse.

**“Watercourse Corridor”** means the area of land occupied by a creek, pond, lake, river, stream, or brook; its Floodplain; and Floodplain buffer during an extreme runoff event.

**“Wetland”** means land, with or without visible banks, which is inundated or saturated by surface or groundwater at a frequency and duration sufficient to support, and under normal conditions, a prevalence of vegetation typically adapted for life in saturated soil conditions, including swamps, marshes, bogs, fens, and similar areas.

### **3. Policy Requirements**

#### **3.1 General**

- a) All Stormwater infrastructure within the City shall be designed in accordance with the current version of the Development Design Manual. Developers shall make application to the City and receive approval for all Stormwater management infrastructure providing all required information in accordance with the Development Design Manual.
- b) Notwithstanding (a), the City may exempt Development that falls within certain areas from Stormwater Attenuation requirements as identified in the Development Design Manual.
- c) Developers shall endeavor to reduce flow velocities, promote natural storage, and provide infiltration and recharge areas.
- d) Developers shall be responsible for Stormwater management designs related to their Development and for preventing and/or mitigating impacts on any downstream Stormwater drainage facilities and Watercourses, as directed by the City.
- e) All Stormwater management systems shall be planned and designed in accordance with the Development Design Manual, including, but not limited to:
  - i. managing quality of Stormwater runoff during construction;
  - ii. controlling quantity and rate of Stormwater runoff; and
  - iii. encouraging natural groundwater recharge.
- f) When required by the City, a Stormwater management plan shall be submitted by a Developer to the City.
- g) Developers may be required to design and install Stormwater infrastructure that will become City Stormwater infrastructure at the request of the City.
- h) City Stormwater infrastructure built by Developers shall be located within existing or proposed City rights-of-way or City-owned land.
- i) Notwithstanding (h), locating City Stormwater infrastructure on or through private land shall be considered only if technically necessary, and at the sole discretion of the City.
- j) Developers shall be responsible for establishing appropriate easements for any City infrastructure that will be constructed through private lands as part of an approved Development.

- k) Developers shall comply with minimum and maximum design criteria for Stormwater management infrastructure to protect the environment and to minimize operational and maintenance procedures, in accordance with the Development Design Manual.
- l) Attenuation of Stormwater runoff using rooftop storage shall not satisfy any Attenuation requirements in the Development Design Manual.
- m) The City shall set the sizing requirements of the City Stormwater infrastructure that shall be constructed solely at the Developer's expense.
- n) Any person, corporation, or entity requiring a connection to the City storm sewer system shall, upon connection to the City's storm sewer system, maintain, in good working order, the private service lateral or storm sewer system on their property.
- o) Site redevelopments may require, at the sole discretion of the City, upgrades to Stormwater infrastructure to the current standards in the Development Design Manual.
- p) All required activities, including Development, contemplated in this Policy are subject to applicable federal, provincial, and/or municipal legislation.

### **3.2 Storm Sewer Systems**

- a) Storm sewer systems shall be designed as separate systems from the sanitary sewer system and shall have sufficient capacity, as determined by the City, to convey Stormwater runoff from the ultimate Development scenario for which the Catchment Area is zoned.
- b) Major Stormwater Systems and Minor Stormwater Systems shall convey Stormwater runoff from snowmelt and rainfall events in accordance with the Development Design Manual.
- c) The City shall direct the size, location, and extent of City storm sewer system extensions.
- d) For Residential Development or Non-residential Development, Storm sewer service laterals for new or redeveloped lots shall connect to the City storm sewer system; with such installation being at a time directed by the City.
- e) There shall be no cross-connections between sanitary sewer systems and storm sewer systems.
- f) Effluent from sanitary sewer systems shall not be discharged to storm sewer systems. Any drainage from Non-residential Development that

may be contaminated shall not be discharged to storm sewer systems without appropriate treatment.

- g) No person shall discharge anything into any City or private storm sewer system which may:
  - i. interfere with the operation of a storm sewer system;
  - ii. obstruct or impede the flow within a storm sewer system;
  - iii. cause damage to any City or private storm sewer system;
  - iv. be a hazard to persons, animals, property, or vegetation;
  - v. negatively impact the water quality in any body of water; or
  - vi. contravene legislation.
- h) Without limiting the foregoing, no person shall Foul any City or private storm sewer system.
- i) Downspouts conveying runoff from rooftops to the ground for Residential Development, except apartment buildings, shall not be connected to the storm sewer system.
- j) Property owners own their storm sewer laterals to the point of connection with the City storm sewer system main and shall be responsible for the operation and maintenance of the same.

### **3.3 Streets**

Where appropriate, in the sole opinion of the City, streets built as a result of new Development shall incorporate Green Street BMPs in accordance with the Development Design Manual.

### **3.4 Parking Lots**

- a) Parking lots shall be designed to capture all surface drainage and convey all Stormwater into a City storm sewer system or approved Watercourse. Infiltration of some or all Stormwater into the ground may, however, be acceptable where it can be demonstrated to the City's satisfaction through a geotechnical report that the ground can accommodate the surface drainage without any negative impacts.
- b) The City encourages parking lot design that promotes groundwater recharge and erosion reduction.
- c) As directed by the City, parking lot design shall incorporate methods for Stormwater management utilizing LID technology.

### **3.5 Stormwater Detention**

- a) Stormwater Detention facilities shall be designed to accommodate runoff from specific Return Periods and durations in the Development Design Manual.
- b) Where Stormwater Detention is required, release rates from a proposed Development shall not exceed pre-Development rates. Pre-Development rates shall be approved by the City and calculated in accordance with the methodology in the Development Design Manual.
- c) Stormwater Detention shall not adversely affect fish, fish habitat, or other natural resources.
- d) Where feasible, in the sole discretion of the City, Stormwater Detention facilities shall be designed as wet ponds or engineered Wetlands.
- e) Stormwater Detention facilities shall be privately built, owned, operated, and maintained, unless otherwise approved by Council. Any Stormwater Detention facilities conveyed to the City shall be in addition to any lands required by the Development Regulations to be dedicated for open space or public purposes.
- f) Notwithstanding (e), Stormwater Detention facilities designed as multi-use facilities that address recreational, environmental, and aesthetic elements, together with flow control, may be considered, at the sole discretion of the City, as fulfilling open space or public purpose requirements, or a portion thereof, of the Development Regulations.
- g) Where directed by the City, Developers of surface Stormwater Detention facilities shall be required to submit a dam safety analysis report in accordance with the Development Design Manual.
- h) Every owner and/or operator of a Stormwater Detention facility shall be required to monitor, inspect, and maintain the facility.

### **3.6 Stormwater Retention**

- a) Stormwater Retention facilities shall be designed to accommodate runoff from specific Return Periods and durations in the Development Design Manual.
- b) All Stormwater Retention facilities shall be privately built, owned, operated, and maintained.
- c) Every owner and/or operator of a Stormwater Retention facility shall be required to monitor, inspect, and maintain the facility.

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### **3.7 Watercourses**

- a) No person shall obstruct, impede, or Foul a Watercourse.
- b) Open Watercourses shall remain above ground unless otherwise approved by Council. The culverting of Watercourses, other than bridges and driveway culverts, shall be avoided. Watercourses that have been previously piped shall be opened, where possible.
- c) Crossings of open Watercourses shall accommodate fish passage.
- d) Prior to commencing Development, sediment and erosion control measures shall be in place and shall remain so until the City determines that they may be removed.
- e) No changes shall be made in or about a Watercourse without the appropriate legislative approvals.
- f) No filling or soil removal activities shall occur in proximity to Watercourses without appropriate legislative approvals.
- g) Developers may be required, as determined by the City, to ensure that there is an adequate baseflow in receiving rivers and streams for post-Development conditions and that fish habitat is protected.
- h) Watercourse Corridors may be on private property and the City may acquire an easement over a Watercourse Corridor.
- i) The remediation of the erosion of a Watercourse riverbank on private property shall be the responsibility of the property owner.

### **3.8 Floodplains**

- a) The City shall endeavor to protect its Watercourses and Floodplains.
- b) Where a Watercourse passes through or abuts a Development Area, the Developer shall delineate the Floodplain in accordance with the Development Design Manual.
- c) The City may require a Developer to assess the cumulative impact on downstream Floodplains and infrastructure resulting from Development, in accordance with the Development Design Manual, and where required in the sole opinion of the City, take remedial action inside and/or outside the Development Area.
- d) The City may approve public infrastructure along Watercourses and Floodplains.
- e) Existing Dwellings within a Floodplain may be replaced provided the new Dwelling is constructed within the existing footprint and the lowest

floor elevation is at least 0.3m above the 100-year high water elevation.

- f) All new Dwellings and structures that the City determines to be hydraulically impacted by a Floodplain shall have their lowest floor elevation at least 0.3m above the 100-year high water elevation.
- g) Floodplains shall be delineated in accordance with the Development Design Manual.

### **3.9 Wetlands**

- a) The City shall endeavor to protect its Wetlands.
- b) Wetlands shall be classified in accordance with the Development Design Manual.
- c) The functional assessment of Wetlands shall be done in accordance with the Development Design Manual.
- d) The City encourages the use of natural and engineered Wetlands in Stormwater management.
- e) The lowest floor elevation of all new Dwellings and Buildings that the City determines to be hydraulically impacted by a Wetland shall be at least 0.3m above the elevation of the Wetland, as determined by the City.

### **3.10 Stream Crossings**

- a) The City shall use its best efforts to ensure that all stream crossings do not negatively impact riparian zones and fish habitat.
- b) The City, in its sole discretion, may refuse to permit a stream crossing.
- c) Stream crossings shall be designed in accordance with the Development Design Manual.
- d) Stream crossing type, sizing, location, installation plans, and bridge and culvert locations shall be approved by the City.
- e) Bridges and culverts shall be bottomless (i.e., the natural river channel shall remain in place as part of the bridge or culvert installation).

### **3.11 Erosion and Sediment Control**

- a) All Developments shall implement erosion and sediment control measures, in accordance with the Development Design Manual.

- b) At the City's sole discretion, Developers may be required to protect and stabilize rivers and streams to control erosion and downstream sedimentation, in accordance with the Development Design Manual.

### **3.12 Watersheds**

- a) The City shall continue to protect its drinking water supply watersheds through Best Management Practices.
- b) The City shall follow its Salt Management Plan in the application of road salt within watersheds.

### **3.13 Climate Change**

- a) The City shall adapt its municipal Stormwater management to climate change and incorporate any changes in the Development Design Manual.
- b) The City shall encourage adoption of innovative Stormwater management practices that take into account climate change.

## **4. Application**

This policy applies to all Development activity in the City, with the exception of City operations and/or actions.

## **5. Responsibilities**

### **5.1 The Department of PERS is responsible for:**

- a) implementing this policy;
- b) communicating this policy to Developers; and
- c) taking appropriate action for any potential contravention.

### **5.2 The Department of Public Works (PW) is responsible for:**

- a) working with PERS with respect to implementing relevant sections of the policy.

### **5.3 The DCMs of PW and PERS are responsible for:**

- a) ensuring that this policy is communicated to all applicable individuals in their departments; and
- b) ensuring their departments comply with this policy.

## **6. References**

Development Design Manual  
Development Regulations  
[Water Pollution By-Law](#)

## **7. Approval**

- Policy Sponsor: DCM, PERS
- Policy Writer: Manager, Development Engineering / Policy Analyst
- Date of Approval from
  - Corporate Policy Committee: December 9, 2019
  - Senior Executive Committee:
  - Committee of the Whole:
- Date of Approval from Council:

## **8. Monitoring and Contravention**

The Planning and Development Division, PERS shall monitor the application of the policy.

Any contravention of the policy shall be reported to PERS and/or PW; and may be reported to the Office of the City Solicitor and/or the City Manager, for further investigation and appropriate action.

## **9. Review Date**

Every 5 years

# DECISION/DIRECTION NOTE

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**Title:** Text Amendment to Section 9 - Off-Street Parking Requirements for Buildings with five (5) or more occupancies

**Date Prepared:** June 30, 2020

**Report To:** Committee of the Whole

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

**Ward:** N/A

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**Decision/Direction Required:** To consider a text amendment to the St. John's Development Regulations, Section 9 - Off-Street Parking Requirements for Buildings with five (5) or more occupancies.

**Discussion – Background and Current Status:**

The City is proposing a text amendment to Section 9 - Off-Street Parking Requirements to better deal with development applications that involve existing Buildings with five (5) or more occupancies. Many of the City's commercial zones allow mixed-use Buildings with a variety of occupants. When these Buildings were originally given development approval and built, the parking requirements would have been reviewed and calculated in accordance with the St. John's Development Regulations in effect at that time and sufficient amounts of off-street parking provided. Over the years, many of these buildings have had different occupants who may have required internal layout changes due to their own needs for space and function.

Each time a Use changes in a mixed-use Building, City staff must calculate the revised parking requirements. Each Use in the Building needs to be accounted for. In buildings where there are a large number of tenants, the calculations can be time-consuming for City staff, property owners and applicants. In many cases, there are no records available from previous calculations or original approvals.

Even when records no longer exist, we know (or can assume) that the original parking numbers set during development approval were determined to be adequate for the type of building and for the overall occupancy the building can accommodate. So long as the building size is not increased or the site area reduced, parking calculations would not be required for each change in occupancy when there are five (5) or more occupancies in an existing Building.

**Key Considerations/Implications:**

1. Budget/Financial Implications: Not applicable.
2. Partners or Other Stakeholders: Property owners; nearby residents and property owners; applicants.



3. Alignment with Strategic Directions/Adopted Plans: A Sustainable City – Plan for land use and preserve and enhance the natural and built environment where we live.
4. Legal or Policy Implications: A text amendment to the St. John’s Development Regulations is required.
5. Privacy Implications: Not applicable.
6. Engagement and Communications Considerations: Public advertisement of the proposed text 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 the proposed text amendment to revise the parking requirement for existing Buildings with five (5) or more occupancies be considered under Section 9 Off-Street Parking Requirements.

Further, it is recommended that the application be advertised for public review and comment. The application would then be referred to a regular meeting of Council for consideration of adoption.

**Prepared by:** Lindsay Lyghtle Brushett, MCIP – Supervisor – Planning and Development

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

**Report Approval Details**

Document Title:	Text Amendment to Section 9 - Off-Street Parking Requirements for Buildings with five (5) or more occupancies .docx
Attachments:	- Amend 708, 2020 -Parking Requirements for Buildings with five (5) or more occupancies - TEXT- June 2020(IIb).pdf
Final Approval Date:	Jul 2, 2020

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

**Ken O'Brien - Jun 30, 2020 - 3:37 PM**

**Jason Sinyard - Jul 2, 2020 - 3:01 PM**

**RESOLUTION  
ST. JOHN'S DEVELOPMENT REGULATIONS  
AMENDMENT NUMBER 708, 2020**

**WHEREAS** the City of St. John's wishes to add the following parking requirements for Buildings with 5 or more occupancies.

**BE IT THEREFORE RESOLVED** that the City of St. John's hereby adopts the following text amendment to the St. John's Development Regulations in accordance with the provisions of the Urban and Rural Planning Act:

- 1) Amend Section 9 Off- Street Parking Requirements to add:

**"9.1.1 (A) Buildings with 5 of more occupancies**

**Notwithstanding 9.1.1, the parking requirement for Buildings having 5 or more occupancies shall be set at the time of original Development Approval. Parking requirements shall not be subject to review unless the building size or lot size changes".**

**BE IT FURTHER RESOLVED** that the City of St. John's requests the Minister of Municipal Affairs and Environment to register the proposed amendment in accordance with the requirements of the Urban and Rural Planning Act, 2000.

**IN WITNESS THEREOF** the Seal of the City of St. John's has been hereunto affixed and this Resolution has been signed by the Mayor and the City Clerk on behalf of Council this \_\_\_ day of \_\_\_\_\_, **2020**.

\_\_\_\_\_  
**Mayor**

\_\_\_\_\_  
**MCIP**

I hereby certify that this Amendment has been prepared in accordance with the Urban and Rural Planning Act, 2000.

\_\_\_\_\_  
**City Clerk**

\_\_\_\_\_  
**Council Adoption**

\_\_\_\_\_  
**Provincial Registration**



# DECISION/DIRECTION NOTE

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**Title:** Transportation Changes in Response to COVID-19

**Date Prepared:** April 29, 2020

**Report To:** Regular Meeting of Council

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

**Ward:** N/A

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**Decision/Direction Required:**

Direction is required on what type of transportation network changes to make, if any, and in what locations as part of the City's response to COVID-19.

**Discussion – Background and Current Status:**

Some municipalities are making changes to their street network to allow pedestrians to maintain increased physical distance during the COVID-19 response.

One major concern with these measures is that they will encourage people to exit the home and will increase social contact in a time when the prevailing public health advice is to stay at home as much as possible. There is a concern also that selective implementation might create areas that attract people who would have otherwise used their local amenities, concentrating those who do venture out.

That said, it has been recognised that walking and getting outside “is important to our health and mental health to get us through this.”<sup>1</sup>

As of April 29<sup>th</sup>, the Government of Canada recommends:<sup>2</sup>

*You can go for a walk if you:*

- *have not been diagnosed with COVID-19*
- *do not have symptoms of COVID-19*
- *have not travelled outside of Canada in the past 14 days*
- *are not in quarantine (self-isolating)*
- *are not isolating*

*If you go out for a walk, do not congregate and always practise physical (social) distancing by keeping at least 2 metres apart from others at all times.*

Staying isolated within your home can be disproportionately hard on those who share a home with roommates, have a small home, and/or have no garden or other outdoor space. These

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<sup>1</sup> <https://vancouver.sun.com/opinion/sandy-james-how-do-we-use-city-streets-in-the-time-of-physical-distancing/>

<sup>2</sup> <https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/prevention-risks.html>

characteristics are often typical for dense downtown areas and housing for people with a lower income.

Because of the factors above access to outdoor spaces is connected to issues of public health, mental health, social equity, and transportation. Some view it as inevitable that people will want to get outdoors and see a need to accommodate that, others consider any action to facilitate outdoor activity as inviting unnecessary physical contact.

On April 30<sup>th</sup>, the Province announced<sup>3</sup> a target of May 11<sup>th</sup> for a change to a “Level 4” response. This level includes allowance for “low-risk outdoor recreational activities”. On April 29<sup>th</sup> the Provincial Health Officer for British Columbia encouraged people to get outside stating “[the chance of catching COVID-19 from someone coughing as they walk past you in a park is] infinitesimally small”.<sup>4</sup> These developments are encouraging in that the risks of induced demand appear to be lower than previously assumed. However, at the same time the need for measures such as these is called into question.

Fundamentally, changing transportation networks in response to COVID-19 is more a question of these other priorities.

#### Implementation Factors

- a. Any time a general travel lane is modified to reallocate space the speed and capacity of that street may be reduced.
- b. In some cases, a left turn lane may be eliminated where there is insufficient space to provide both the auxiliary lane and the additional space for active users.
- c. If additional active space is provided on a street served by public transit, then a short discontinuity in the active space may be necessary to serve the transit stop.
- d. On street parking can be significantly affected by reallocation of parking lanes. This is particularly critical for those who rely on on-street parking at home. Even more so for those with limited mobility that rely on on-street parking close to an accessible door.
- e. In areas where one side of the street is reallocated and the other is not, it is possible that the roadway centerline will need to shift. In these cases, the normal repainting of centerline may need to be deferred for the duration of the temporary conditions.
- f. Persons with disabilities may not be able to take advantage of temporary conditions. It will be important for those who are able bodied to be courteous and give way where possible to those who are less able.
- g. Street sweeping will need to be completed ahead of implementation as access to the curb for maintenance activities will be eliminated in most options.
- h. Waste collection would be impacted, and a message would need to be developed about where is the proper location to place waste for collection on frontages affected by these changes.

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<sup>3</sup> <https://www.cbc.ca/news/canada/newfoundland-labrador/nl-covid-april-30-1.5550638>

<sup>4</sup> <https://www.cbc.ca/news/canada/british-columbia/please-go-outside-dr-bonnie-henry-says-covid-19-much-less-likely-to-spread-outdoors-1.5550191>

- i. Currently there is no formal method to evaluate the success of these projects or to make improvements where issues are identified. Ongoing decisions with respect to how any reallocations have been implemented will need to be made by staff to ensure a timely response.

#### Optional Implementation Details

- a. Warning tape could be used between delineators to reinforce the separation created. This would not be applicable in those location where property access conflicts. While an option for Council to consider it has not been included in any of the sample projects below.
- b. Traditional traffic calming measures, such as temporary speed cushions, could be added to streets to reduce speed and improve the environment for active modes. While an option for Council to consider it has not been included in any of the sample projects below.
- c. During consultation with the Inclusion Advisory Committee it was raised that if restrictions persist into next winter then sidewalk snow clearing will be an even greater issue. No allowance for this has been made in the sample projects below.
- d. Sample project extensions are mentioned in some cases but are for consideration only and are not included in the costs estimates provided.
- e. In some cases, the temporary traffic calming islands used as part of previous pilot projects may be substituted for Jersey Barriers. However, there is a limited supply of these, so they can not be relied on if a large set of projects is selected.

#### Sample Projects

- a. Portugal Cove Road - Empire Avenue to New Cove Road:  
Street space on the western side of the street reallocated to widen sidewalk. Shown as a yellow line in Figure 1. Also shown in this figure is Baird's Lane in green which permits a connection to Kenny's Pond via Tiffany Lane. This project connects neighbourhoods to the Elizabeth Avenue commercial area and recreational opportunities.
- b. Elizabeth Avenue - Portugal Cove Road to Torbay Road:  
The curb lane on both sides of the street is reallocated to active space. Shown as a purple line in Figure 1. This improves the connection from the previous project to the commercial area including the grocery store at Torbay Road and Elizabeth. An extension of this project further west along Elizabeth Avenue would further improve this connection but has increased impacts on vehicle travel.
- c. Lemarchant Road - Campbell Avenue / Pleasant Street to Cookstown Road:  
The parking lane on the south side of Lemarchant would be reallocated to active space. Shown as a yellow line on Figure 2. This parking lane is currently underused due to business closures. Two pharmacies are in close proximity of the western end of this sample project. It also allows connection into the downtown at several places and serves St. Clare Hospital. An extension of this project further east along Military Road would further improve this connection but has increased impacts on vehicle travel.
- d. Parade Street - Lemarchant Road to Merrymeeting Road:  
Street space on the eastern side of the street would be reallocated for active use.

Shown as a red line on Figure 2 this is a short connection between sample projects c and e.

- e. Newtown Road - Merrymeeting Road to Elizabeth Avenue:  
Street space on the eastern side of the street would be reallocated for active use. Shown as a purple line on Figure 2. The space allocated for this project would be narrower than others given the constraints imposed by existing infrastructure. However, this sample project provides a good connection to recreational opportunities and a grocery store for the surrounding community.
- f. Harbour Drive:  
The parking lane on the south side of Harbour Drive would be reallocated to active space. Shown as a yellow line on Figure 3. Demand for parking along Harbour Drive is currently very low. Connecting Harbour Drive through downtown to Lemarchant Road or Military Road is desirable but no individual route was identified that makes this connection with a good balance of benefit and impact.

### Sample Project Costs Estimates

Estimates have been prepared for each of the six sample projects listed above based on the following assumptions:

- Typical application would see the use of a concrete Jersey Barrier at the ends of a block and flexible delineators, “candlesticks”, along the linear area to be reserved
- Include a 20% contingency given the uncertainty involved in these projects
- Include the non-refundable portion of the HST
- Some existing stock of delineators is available but is limited so all projects are priced with new candlesticks purchased for ease of comparison.

These estimates are shown in the table below. Recognizing the high cost associated with Jersey Barriers an alternative approach is shown that replaces Jersey Barriers with additional candlesticks. The safety performance of this approach would be significantly lower than using Jersey Barriers.

	<b>Sample Project Budgets</b>	
	<b>with barriers</b>	<b>no barriers</b>
Portugal Cove Road - Empire Avenue to New Cove Road	\$ 56,400.00	\$ 18,900.00
Elizabeth Avenue - Portugal Cove Road to Torbay Road	\$ 21,000.00	\$ 7,400.00
Lemarchant Road - Campbell Avenue / Pleasant Street to Cookstown Road	\$ 33,100.00	\$ 11,300.00
Parade Street - Lemarchant Road to Merrymeeting Road	\$ 6,200.00	\$ 2,800.00
Newtown Road - Merrymeeting Road to Elizabeth Avenue	\$ 35,900.00	\$ 14,100.00
Harbour Drive	\$ 8,200.00	\$ 8,200.00
<i>Six Project Total</i>	<i>\$ 160,800.00</i>	<i>\$ 62,700.00</i>

Figure 1: Sample projects a and b



Figure 2: Sample projects c, d, and e

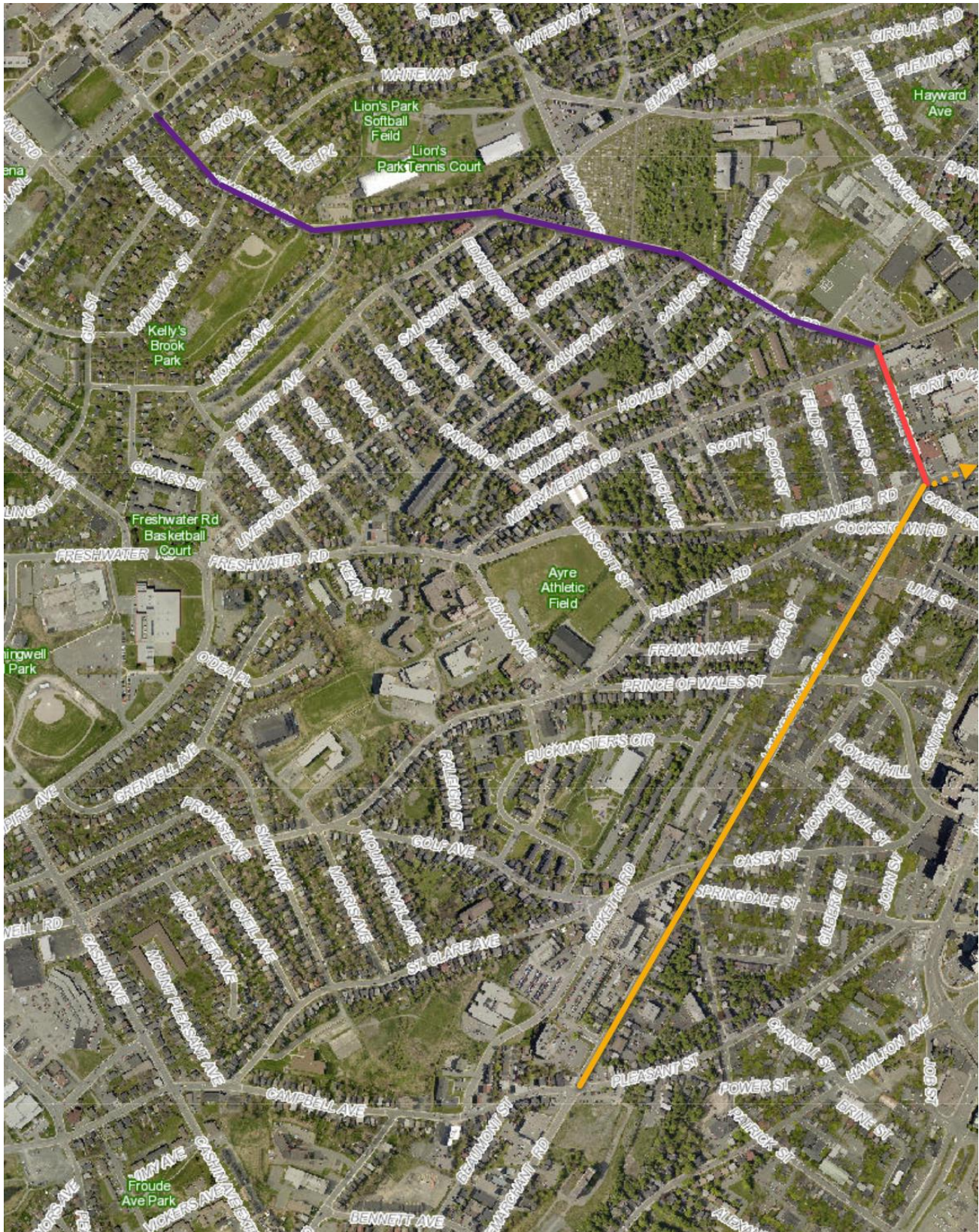


Figure 3: Sample project f



**Key Considerations/Implications:**

1. Budget/Financial Implications:

The budgets for these sample projects range from \$2,800 for a short segment using candlesticks only to \$56,400 for the longest segment using Jersey Barriers at block ends. The total budget for this initiative will be dependant on the segments selected by Council.

2. Partners or Other Stakeholders:

n/a

3. Alignment with Strategic Directions/Adopted Plans:  
n/a
4. Legal or Policy Implications:  
Enforcement of no parking in any areas designated will be required. Depending on how many areas are implemented the City may exhaust our supply of temporary no parking stanchions and need to construct more to ensure adequate coverage.
5. Privacy Implications:  
n/a
6. Engagement and Communications Considerations:  
Changes made to the transportation network will need to be communicated clearly and consistently to the public. This communication should cover where the projects are, what is expected from drivers and active users, and a reminder to be courteous to others who may not be as able when out using these facilities.  
The communication effort should also include a message that can be posted in areas that are affected that explains what is occurring and lets people know they can contact 311 if they have questions or comments.
7. Human Resource Implications:  
n/a
8. Procurement Implications:  
Flexible delineators and Jersey Barriers would need to be procured through proper channels.
9. Information Technology Implications:  
n/a
10. Other Implications:  
n/a

**Recommendation:**

That Council

1. Determine if the City will make changes to the transportation network in response to COVID-19.
2. If changes are to be made, provide direction on which network segments are to be included in this initiative by selecting from the sample projects above or identifying other streets.
3. Direct staff to implement the necessary changes on the street segments selected.

Prepared by: Garrett Donaher, Manager – Transportation Engineering



**Report Approval Details**

Document Title:	Transportation Changes in Response to COVID-19.docx
Attachments:	
Final Approval Date:	May 4, 2020

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

**Scott Winsor - May 4, 2020 - 9:48 AM**

**Jason Sinyard - May 4, 2020 - 1:10 PM**

## Transportation Changes in Response to COVID-19

Some municipalities are making changes to their street network to allow pedestrians to maintain increased physical distance during the COVID-19 response. Operational changes are also being made in some locations. The approaches being taken fall into two primary categories:

1. Street reconfiguration
2. Signal timing adjustments

One major concern with these measures is that they will encourage people to exit the home and will increase social contact in a time when the prevailing public health advice is to stay at home as much as possible. There is a concern also that selective implementation might create areas that attract people who would have otherwise used their local amenities, concentrating those who do venture out.

That said, it has been recognised that walking and getting outside “is important to our health and mental health to get us through this.”<sup>1</sup> In fact, the government in the United Kingdom, which is under a stricter lockdown than Canada, carved out a specific exemption allowing each person one daily period of outdoor exercise.<sup>2</sup>

As of April 6<sup>th</sup> 2020 the Government of Canada recommends:<sup>3</sup>

*You can go for a walk if you:*

- *have not been diagnosed with COVID-19*
- *do not have symptoms of COVID-19*
- *have not travelled outside of Canada in the past 14 days*

*If you go out for a walk, do not congregate and always practise physical (social) distancing by keeping at least 2 metres apart from others at all times.*

Staying isolated within your home can be disproportionately hard on those who share a home with roommates, have a small home, and/or have no garden or other outdoor space. These characteristics are often typical for dense downtown areas and housing for people with a lower income.

Because of the factors above access to outdoor spaces is connected to issues of public health, mental health, social equity, and transportation. Some view it as inevitable that people will want to get outdoors and see a need to accommodate that, others consider any action to facilitate outdoor activity as inviting

Fundamentally, changing transportation networks in response to COVID-19 is more a question of these other priorities. Implications to transportation are discussed below for several alternative approaches.

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<sup>1</sup> Dr. Bonnie Henry, Provincial Health Officer for British Columbia <https://vancouversun.com/opinion/sandy-james-how-do-we-use-city-streets-in-the-time-of-physical-distancing/>

<sup>2</sup> <https://www.theglobeandmail.com/canada/article-toronto-vancouver-look-into-closing-roads-to-traffic-to-create-space/>

<sup>3</sup> <https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/prevention-risks.html>

## Street reconfiguration

### Lane reassignments

This approach takes space between the curbs and assigns it for use by pedestrians and/or cyclists.

Delineators (pylons/barriers) are used to distinguish the affected areas.

Lane reassignments would use the curbside lane where implemented. The curb lane serves one of three functions depending on the street:

- a. Primary vehicle travel capacity, as is the case on two lane streets. Some of these streets would be wide enough to allow space to be dedicated at the curb edge without impacting vehicle travel. However, most of these streets would need localized closures to accommodate this change.
- b. Secondary vehicle travel capacity, as is the case on four lane streets. Given that vehicle travel volumes are down at this time, changes to these lanes would have the least overall impact on vehicle travel.
- c. On street parking, as is the case on the majority of streets in the downtown and in residential areas. The impact of removing parking varies by location. The winter parking ban this past winter had the same general effect on streets outside the downtown core.

These types of changes can be targeted to areas surrounding essential services. For example, streets near grocery stores or pharmacies.

The street network in St. John's does not often provide easy or parallel alternatives to facilities affected under a program such as this. As such, the feasibility of many streets is reduced relative to what may be the experience in other cities with more robust networks.

Because of the need for temporary delineation this type of initiative requires a significant effort to implement. Pylons or wooden barriers, which would be easiest to deploy, are also susceptible to wind and are not feasible for an extended period without constant monitoring and maintenance. Jersey barriers or similar are not currently in stock in sufficient supply to modify any significant length of street. Installation would also require a boom truck which would be expensive to employ.

Using coloured paint to delineate active transportation spaces could assist with linear facilities supplemented by vertical barriers at key points such as intersections. This would not be feasible until the weather improves. Further comment from Public Works is recommended before this alternative is explored.

### Street closures

Full street closures, taken on a block by block basis are easier to implement than lane reassignments. However, the impact to adjacent properties on the affected streets is far greater.

### Traffic calmed boulevards

A traffic calmed boulevard uses restrictions on vehicle traffic to make the space more inviting and safer for active users. The easiest restriction to implement on a temporary basis while providing the maximum benefit is to create streets with no through traffic. This is accomplished by blocking through movements of a street at each intersection with jersey barriers or similar. Gaps are left that are large enough to allow easy passage of cyclists.

Because no curb side lanes are affected this change has less impact on nearby properties. However, pedestrians realize fewer benefits relative to cyclists than the other strategies outlined.

### Signal timing adjustments

#### Pedestrian Recall

Placing a traffic signal on pedestrian recall causes the walk signal to activate on every cycle of the traffic signal. This results in less time available for vehicle traffic and more time allocated to pedestrian traffic regardless of whether a pedestrian is present or not. In the current circumstances it also precludes the need to press the button, which cuts down one potential source of SARS-CoV-2 transmission. This measure seems to be more common in larger municipalities where the population density means that the number of button activations per unit time is quite high. This transmission vector would also seem to be somewhat mitigated effectively by recommended hygiene practices such as hand washing when returning home.

Some municipalities have traffic signal controllers connected to a central management platform which allows easy implementation and roll back of this strategy. In St. John's our controllers require a physical visit to make changes to the signal timing plan.

We currently have 108 full traffic signals operating in the City and another 31 pedestrian signals (overhead flashers, RRFBs or pedestrian signal). The pedestrian recall approach would only work at full traffic signals. Existing pedestrian signals would need new equipment and substantial modifications to be placed on a timed cycle.

Additional implementation considerations are the need to post signs advising people that they should no longer use the pushbutton. In addition to the work required to adjust the signal timing, there would be work and expense involved in procuring and mounting these signs.

The inclusion advisory committee should be consulted with respect to a change such as this as the operation of accessible pedestrian signals would be impacted.

#### Shorter cycle lengths

With a shorter interval between successive greens, shorter cycle lengths decrease delays for both pedestrians and vehicles in low volume situations. The work involved to retime a signal with a shorter cycle is substantially greater than that to place a signal on pedestrian recall.

### Conclusion

The potential benefits of increased outdoor space seem clear to allow physical activity while maintaining physical distance. However, the effort to implement these strategies is not insignificant. It is also not clear the magnitude of the risk that could be introduced by inducing demand in concentrated areas.

Making the most use of our existing open areas and trails would seem to be a more effective method of allowing outdoor activity throughout the City. If one of the strategies above were to be implemented, the most feasible and least risk option would be a selective implementation of pedestrian recall at locations to be determined by Council. Regardless of approach, it would be prudent to keep these options in mind as the weather improves and the COVID-19 situation develops.