

**AGENDA
REGULAR MEETING**

**March 15, 2016
4:30 p.m.**

ST. JOHN'S

MEMORANDUM

March 11, 2016

In accordance with Section 42 of the City of St. John's Act, the Regular Meeting of the St. John's Municipal Council will be held on **Tuesday, March 15, 2016 at 4:30 p.m.**

This meeting will be preceded by a Special Meeting to be held on the same day in Conference Room A at **3:00 p.m.**

By Order



Elaine Henley
City Clerk

ST. JOHN'S

CITY MANAGER

AGENDA
REGULAR MEETING - CITY COUNCIL
March 15, 2016 – 4:30 p.m. – Council Chambers, 4th Floor, City Hall

1. CALL TO ORDER

2. APPROVAL OF THE AGENDA

3. ADOPTION OF THE MINUTES

4. DELEGATIONS

5. BUSINESS ARISING FROM THE MINUTES

Included in the Agenda:

- a. City Union and Management Employee Salaries

Other Matters

6. NOTICES PUBLISHED

- A Discretionary Use Application has been submitted by Element Coffee Bar and Lounge requesting approval for a Lounge (Lounge Liquor License) at **516 Topsail Road**.
- A Discretionary Use Application has been submitted requesting permission to occupy **402 Empire Avenue** as a Home Occupation for a Psychiatrist Office.
- A Discretionary Use Application has been submitted requesting permission to add a third unit to the existing dwelling at **263 Empire Avenue**, which will make it a "Multiple Dwelling".

7. COMMITTEE REPORTS

- a. Audit and Accountability Standing Committee Report of March 1, 2016
- b. Community Services & Housing Standing Committee Report of February 23, 2016

8. RESOLUTIONS

9. DEVELOPMENT PERMITS LIST

- March 3 - 9, 2016

10. BUILDING PERMITS LIST

- March 3 - 9, 2016

11. REQUISITIONS, PAYROLLS AND ACCOUNTS LIST

- Week Ending – March 9, 2016

12. TENDERS/RFPS

- a. Tender 2016015 Overhead Door Service
- b. Tender 2016018 Janitorial Services City Hall, City Hall Annex, and surrounding Buildings
- c. Council Approval for Tender 2016019 Janitorial Services Various Sites
- d. Council Approval for Tender 2016021 Janitorial Services Fire Stations and Non Profit Housing

13. NOTICES OF MOTION, WRITTEN QUESTIONS AND PETITIONS

14. OTHER BUSINESS

- a. Information Note re: Strategic Plan 2015-18
- b. Economic Update: March 2016
- c. Snow Clearing Report from Deputy City Manager of Financial Management

15. ADJOURNMENT

**MINUTES
REGULAR MEETING - CITY COUNCIL
March 7, 2016 - 4:30 p.m. - Council Chambers**

Present Mayor D. O'Keefe
Deputy Mayor R. Ellsworth
Councillor T. Hann
Councillor S. Hickman
Councillor D. Lane
Councillor A. Puddister
Councillor J. Galgay
Councillor B. Tilley
Councillor S. O'Leary
Councillor W. Collins

Regrets: Councillor D. Breen

Others Associate City Manager
Deputy City Manager of Community Services
Deputy City Manager of Planning, Development & Engineering
Deputy City Manager of Finance & Administration
Deputy City Manager of Public Works
City Solicitor
Chief Municipal Planner
City Clerk
Supervisor of Legislative Services

CALL TO ORDER/ADOPTION OF AGENDA

SJMC2016-03-07/93R

Moved – Councillor Collins; Seconded – Councillor Puddister

That the agenda be adopted as presented with the following additions:

- **Finance & Administration Standing Committee Report of March 3, 2016**
- **Finance Committee of the Whole Report – March 3, 2016**
- **Memo dated March 7, 2016 from the City Solicitor re: Easement – City Land adjacent to 271 Blackmarsh Road (Iris Christie Holdings Limited)**

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

SJMC2016-03-07/94R

Moved – Councillor Tilley; Seconded – Councillor Hann

That the minutes of February 29, 2016 be adopted as presented.

CARRIED UNANIMOUSLY

BUSINESS ARISING

Information Note re: Bike St. John's Task Force Position on Parking in Bicycle Lanes

Council considered the above noted. Councillor Lane referenced Councillor Puddister's intent to submit a Notice of Motion to extend beyond March 31, the removal of parking restrictions imposed on streets with bicycle lanes.

On a point of order Councillor Puddister clarified that he has not yet given such Notice of Motion though he intended to do so some time in the future.

SJMC2016-03-07/95R

Moved – Councillor Lane; Seconded – Councillor Collins

That Council accept the information note as presented, as well as the reinstatement of bike lanes and parking restrictions to accommodate such as of March 31, 2016. The underlying concerns expressed by Council will then be reviewed and addressed by the Bike St. John's Task Force through a series of recommendations that come forth for Council's eventual approval.

**CARRIED WITH COUNCILLORS
PUDDISTER AND TILLEY DISSENTING**

NOTICES PUBLISHED

A Discretionary Use Application has been submitted by Wonderbolt Circus requesting approval for a Lounge (Recreational Facility Liquor License) at 177-179 Water Street (The S.P.A.C.E), for the purpose of fundraisers and special events. The hours of operation for events will be Monday to Sunday 6 p.m. - 1 a.m.

SJMC2016-03-07/96R

Moved – Councillor Hickman; Seconded – Councillor Galgay

That the application be approved subject to all applicable City requirements.

CARRIED UNANIMOUSLY

PUBLIC MEETINGS

Decision Note dated March 3, 2016 re: Proposed Text Amendment for Personal Care Home in the Rural (R) Zone; St. John's Municipal Plan Amendment No. 137, 2016, and St. John's Development Regulations Amendment No. 628, 2016; 729 Fowler's Road (Ward 5); PDE File # MPA1500009; Applicant: Teen Challenge Canada

SJMC2016-03-07/97R

Moved – Councillor Puddister; Seconded – Councillor Hann

That Council adopt-in-principle the resolutions for St. John's Municipal Plan Amendment Number 137, 2016, and St. John's Development Regulations Amendment Number 628, 2016, to add personal care home as a discretionary use in the Rural (R) Zone. These would accommodate the group home proposed by Teen Challenge Canada for residential addictions rehabilitation and treatment for up to 25 women and up to eight (8) staff at 729 Fowler's Road. Furthermore, the cost of road upgrades is to be borne by the developer.

These amendments are now to be sent to the Department of Municipal Affairs with a request for provincial release. Once the release is received, the amendments will be referred back to a future regular meeting of Council for consideration of formal adoption and the appointment of a commissioner to conduct a public hearing, as required by the Urban and Rural Planning Act.

CARRIED UNANIMOUSLY

COMMITTEE REPORTS

Development Committee Report of March 1, 2016

SJMC2016-03-07/98R

Moved – Councillor Puddister; Seconded – Deputy Mayor Ellsworth

That the report be approved as presented.

CARRIED UNANIMOUSLY

Finance and Administration Standing Committee Report of March 3, 2016

Council considered the above noted report.

SJMC2016-03-07/99R

Moved – Councillor Galgay; Seconded – Councillor Tilley

That the report be approved as presented.

CARRIED UNANIMOUSLY

Finance Committee of the Whole Report of March 3, 2016

Council considered the above noted report. Mayor O’Keefe noted that this was chaired by him and not Councillor Galgay and that the report should reflect that.

SJMC2016-03-07/100R

Moved – Councillor Galgay; Seconded – Councillor Tilley

That the report be approved as presented.

CARRIED UNANIMOUSLY

Nomenclature Committee Report – March 1, 2016

Council considered the above noted report in relation to street renaming for Galway Development and the six proposed names from the property owner.

SJMC2016-03-07/101R

Moved – Councillor Tilley; Seconded – Councillor Hickman

That street numbers 1 – 5 in the report be approved as follows:

- Danny Drive
- Beaumont Hamel Way
- Terry Lane
- Claddagh Road
- Galway Boulevard

CARRIED UNANIMOUSLY

SJMC2016-03-07/102R

Moved – Councillor Tilley; Seconded – Councillor Puddister

That the proposal to name a street Abbi Road be deferred back to the property owner for reconsideration given the concerns of the St. John's Regional Fire Department with respect to the similarity of Abbi Road to Abbey Lane in Mount Pearl.

CARRIED UNANIMOUSLY

DEVELOPMENT PERMITS LIST

Council considered as information the above noted for the period February 25 – March 2, 2016.

BUILDING PERMITS LIST

[Link to List](#)

Council considered the Building Permits list for the period of February 25 – March 2, 2016.

SJMC2016-03-07/103R

Moved – Deputy Mayor Ellsworth; Seconded – Councillor Hann

That the building permits list for the period February 25 – March 2, 2016 be approved as presented.

CARRIED UNANIMOUSLY

REQUISITIONS, PAYROLLS AND ACCOUNTS

[Link to Memo](#)

Council considered the requisitions, payrolls and accounts for the week ending March 2, 2016.

SJMC2016-03-07/104R

**Moved – Deputy Mayor Ellsworth; Seconded by Councillor Hann
That the Payrolls and Accounts for the weeks ending March 2, 2016 be approved.**

CARRIED UNANIMOUSLY

TENDERS

Tender 2015155 Safety Supplies

SJMC2016-03-07/105R

Moved – Deputy Mayor Ellsworth; Seconded by Councillor Hann

That the Council approve the recommendation to award this tender to the lowest bidders meeting specifications for various safety supplies as per the Public Tendering Act. This contract is for a one year period with the option to extend for two additional one year periods.

Safety Supplies	
TENDER #2015155 – Nov 5, 2015 - 1:00 PM	
S & S Supply Ltd	\$49,212.71
BRENKIR INDUSTRIAL SUPPLY LTD.	\$9,184.36
STAPLES CANADA INC.	\$3,644.81
STELLAR INDUSTRIAL SALES LIMITED	\$2,488.79
LEVITT-SAFETY LIMITED	\$1994.85
SOURCE ATLANTIC LIMITED	\$1968.62
McLOUGHLAN SUPPLIES LIMITED	\$1727.80

CARRIED UNANIMOUSLY

NOTICES OF MOTION, WRITTEN QUESTIONS AND PETITIONS

Petition: Business Associations Call for Immediate Tax Relief

Councillor Lane tabled the above noted petition calling for immediate tax relief, elimination of the vacancy tax and to immediately curtail City spending.

OTHER BUSINESS

Memo dated March 7, 2016 from City Solicitor re: Easement – City Land adjacent to 271 Blackmarsh Road – Iris Christie Holdings Limited

SJMC2016-03-07/106R

Moved – Deputy Mayor Ellsworth; Seconded by Councillor Hann

That Council approve the proposed easement as shown in the diagram attached to the above cited memo.

CARRIED UNANIMOUSLY

Letter to Minister Eddie Joyce re: Mail-In Ballot Process for Municipal Election

Councillor O’Leary tabled for information a letter she wrote to the Minister of Municipal Affairs Mr. Eddie Joyce regarding the above noted.

Salaries of City Management Employees

Councillor Puddister requested that the salaries of City management employees be included in next week’s public agenda. These are presently posted on the City’s website for public viewing.

SJMC2016-03-07/107R

Moved – Councillor Puddister; Seconded by Deputy Mayor Ellsworth

That the salaries of City management employees be included in next week’s public agenda.

CARRIED UNANIMOUSLY

ADJOURNMENT

There being no further business, the meeting adjourned at 5:46 p.m.

MAYOR

CITY CLERK

CITY OF ST. JOHN'S
UNIONIZED AND NON-MANAGEMENT RATES

@ March 01, 2016

CUPE 569 - SCHEDULE A

(Hourly Rates)

POSITION	July 1/14 (5%)	July 1/15 (4%)	July 1/16 (4%)	July 1/17 (5%)
Animal Technician/Receptionist	23.45	24.51	25.36	26.12
Arborist I	24.15	25.24	26.12	26.90
Arborist II	23.16	24.20	25.05	25.80
Autobody Repairperson	24.88	26.00	26.91	27.72
Environmental Services Operator	24.15	25.24	26.12	26.90
First Class Operator	23.45	24.51	25.36	26.12
Hardware Technician	24.15	25.24	26.12	26.90
HVAC Service Technician	24.15	25.24	26.12	26.90
HVAC Senior Service Technician	27.18	28.40	29.40	30.28
Industrial Electrician	27.86	29.11	30.13	31.04
Instrumentation/SCADA Technologist	27.86	29.11	30.13	31.04
Labourer	20.99	21.94	22.71	23.39
Laboratory Technologist	26.70	27.90	28.88	29.74
Maintenance Repairperson I	24.15	25.24	26.12	26.90
Maintenance Repairperson II	22.05	23.04	23.85	24.56
Mason	23.16	24.20	25.05	25.80
Mechanic	26.23	27.41	28.37	29.22
Mechanic - Dual	27.18	28.40	29.40	30.28
Mechanical Systems Operator	27.18	28.40	29.40	30.28
Millright	25.47	26.61	27.54	28.37
Park Service Worker	22.05	23.04	23.85	24.56
Pavement Printer	23.16	24.20	25.05	25.80
Plantsperson	24.15	25.24	26.12	26.90
Second Class Operator	21.47	22.44	23.23	23.92
Second Class Operator - Refuse Collector	21.79	22.77	23.57	24.27
Second Class Operator - Fleet	21.47	22.44	23.23	23.92
Stockroom Clerk	23.16	24.20	25.05	25.80
Survey Assistant	23.81	24.88	25.75	26.52
Tire Repairperson	23.16	24.20	25.05	25.80
Turnkey (ESO)	24.15	25.24	26.12	26.90
Utility Crewperson	23.45	24.51	25.36	26.12
Waste Water Treatment Plant Operator I	26.39	27.57	28.54	29.39
Waste Water Treatment Plant Operator II	27.07	28.28	29.27	30.15
Waste Water Treatment Plant Operator III	27.72	28.97	29.99	30.88
Water Treatment Maintenance Operator	27.86	29.11	30.13	31.04
Welder	26.23	27.41	28.37	29.22

CITY OF ST. JOHN'S
UNIONIZED AND NON-MANAGEMENT RATES

@ March 01, 2016

CUPE 1289 - SCHEDULE A

(Hourly Rates)

POSITION	July 1/14 (5%)	July 1/15 (4%)	July 1/16 (4%)	July 1/17 (5%)
Accessible Transit Clerk	27.09	28.17	29.30	30.77
Accessible Transit Coordinator	37.34	38.83	40.38	42.40
Account Representative	30.14	31.35	32.60	34.23
Account Representative-Senior	33.54	34.88	36.28	38.09
Accounting Clerk/WP	31.82	33.09	34.41	36.13
Accounts Payable Clerk	30.14	31.35	32.60	34.23
Activity Assistant	19.22	19.99	20.79	21.83
Administrative Clerk	27.09	28.17	29.30	30.77
Affordable Housing Coordinator	37.34	38.83	40.38	42.40
Animal Patrolperson	22.63	23.54	24.48	25.70
Archives Technician	28.58	29.72	30.91	32.46
Archivist	35.40	36.82	38.29	40.20
Archivist - Lead	37.34	38.83	40.38	42.40
Arts & Cultural Dev Coord	35.40	36.82	38.29	40.20
Assessor Dev Trainee-Level I	27.09	28.17	29.30	30.77
Assessor Dev Trainee-Level II	28.58	29.72	30.91	32.46
Assessor Dev Trainee-Level III	30.14	31.35	32.60	34.23
Assessor Dev Trainee-Level IV	33.00	34.32	35.69	37.47
Assessor Dev Trainee-Level V	35.97	37.41	38.91	40.86
Assessor Dev Trainee-Level VI	38.94	40.50	42.12	44.23
Assessor - Senior	44.50	46.28	48.13	50.54
Assistant Development Officer	35.40	36.82	38.29	40.20
Bldg Inspector Trainee	27.09	28.17	29.30	30.77
Bldg Inspector I	30.06	31.26	32.51	34.14
Bldg Inspector II	33.00	34.32	35.69	37.47
Bldg Inspector III	35.97	37.41	38.91	40.86
Bldg Inspector IV	38.94	40.50	42.12	44.23
Bldg Inspector Senior	41.85	43.52	45.26	47.52
BPM Coordinator	33.54	34.88	36.28	38.09
Business & Research Officer	37.34	38.83	40.38	42.40
Business System Analyst	41.85	43.52	45.26	47.52
Business System Analyst (E-Bus)	41.85	43.52	45.26	47.52
Buyer	33.54	34.88	36.28	38.09
Buyer - Garage	35.40	36.82	38.29	40.20
Buyer - Senior	35.40	36.82	38.29	40.20
Capital Works Financial Clerk	28.58	29.72	30.91	32.46
Claims Officer - Senior	37.34	38.83	40.38	42.40

**CITY OF ST. JOHN'S
UNIONIZED AND NON-MANAGEMENT RATES**

@ March 01, 2016

CUPE 1289 - SCHEDULE A

(Hourly Rates)

POSITION	July 1/14 (5%)	July 1/15 (4%)	July 1/16 (4%)	July 1/17 (5%)
Clerk - Inventory Control	30.14	31.35	32.60	34.23
Clerk - Mail Room	25.52	26.54	27.60	28.98
Clerk - Parts	27.09	28.17	29.30	30.77
Clerk - Parts - Senior	31.82	33.09	34.41	36.13
Clerk - Snow Clearing	17.44	18.14	18.87	19.81
Clerk II - Finance	25.52	26.54	27.60	28.98
Community Service Coordinator	31.82	33.09	34.41	36.13
Construction Inspector I	25.58	29.72	30.91	32.46
Construction Inspector II	31.82	33.09	34.41	36.13
Construction Inspector III	35.40	36.82	38.29	40.20
Cross Connection Control Tech	35.40	36.82	38.29	40.20
CSR I	28.58	29.72	30.91	32.46
CSR II	31.82	33.09	34.41	36.13
DBase/Security Administrator	41.85	43.52	45.26	47.52
Development Officer	39.40	40.98	42.62	44.75
Drafting Technician	33.54	34.88	36.28	38.09
Dup Machine Op/Stationery Clrk	30.14	31.35	32.60	34.23
Electrical Inspector I	33.54	34.88	36.28	38.09
Electrical Inspector II	39.40	40.98	42.62	44.75
Electrical Inspector - Senior	44.50	46.28	48.13	50.54
Electrician - BOMI	35.40	36.82	38.29	40.20
Electrician - Journeyperson	31.82	33.09	34.41	36.13
Engagement Officer	35.40	36.82	38.29	40.20
Engineering Assistant	39.40	40.98	42.62	44.75
Engineering Technician	39.40	40.98	42.62	44.75
Environmental Landfill Tech	35.40	36.82	38.29	40.20
Events Catering Coordinator	25.52	26.54	27.60	28.98
Facility Service Worker	23.98	24.94	25.94	27.24
Field Assistant	22.63	23.54	24.48	25.70
Financial Accountant I	33.54	34.88	36.28	38.09
Financial Accountant II	39.40	40.98	42.62	44.75
Financial Accountant III	44.50	46.28	48.13	50.54
Fleet Support Specialist	31.82	33.09	34.41	36.13
General Administration Clerk	25.52	26.54	27.60	28.98
GIS Analyst	41.85	43.52	45.26	47.52
GIS Developer Desktop/Web	39.40	40.98	42.62	44.75
GIS Technologist	35.40	36.82	38.29	40.20

CITY OF ST. JOHN'S
UNIONIZED AND NON-MANAGEMENT RATES

@ March 01, 2016

CUPE 1289 - SCHEDULE A

(Hourly Rates)

POSITION	July 1/14 (5%)	July 1/15 (4%)	July 1/16 (4%)	July 1/17 (5%)
GPS Technician	28.58	29.72	30.91	32.46
Head Lifeguard (NEW)	19.85	20.64	21.47	22.54
Head Lifeguard	23.98	24.94	25.94	27.24
Help Desk Technician	28.58	29.72	30.91	32.46
Heritage Officer	41.85	43.52	45.26	47.52
Hydrological Technician Asst	27.09	28.17	29.30	30.77
Hydrological Technician	37.34	38.83	40.38	42.40
IT Desktop Support Technician	33.54	34.88	36.28	38.09
Janitor	23.98	24.94	25.94	27.24
Licensing/By-Law Enforcement Officer	28.58	29.72	30.91	32.46
Lifeguard/Instructor (NEW)	14.56	15.14	15.75	16.54
Lifeguard/Instructor	17.44	18.14	18.87	19.81
Marketing Associate	35.40	36.82	38.29	40.20
Municipal Arborist	33.54	34.88	36.28	38.09
Network Analyst	41.85	43.52	45.26	47.52
Parking Enforcement Officer Senior	33.54	34.88	36.28	38.09
Parking Meter Technician	27.09	28.17	29.30	30.77
Payroll Administrator	31.82	33.09	34.41	36.13
Payroll Administrator - Senior	35.40	36.82	38.29	40.20
PDE Coordinator	33.54	34.88	36.28	38.09
PEO/Patrolperson	25.52	26.54	27.60	28.98
Planner II	39.40	40.98	42.62	44.75
Planner III	44.49	46.27	48.13	50.54
Planner III-Urban Design & Heritage	44.49	46.27	48.13	50.54
Planning Technician	39.40	40.98	42.62	44.75
Plans Examiner/Sr Bldg Inspec	41.85	43.52	45.26	47.52
Plumber - Journeyman	31.82	33.09	34.41	36.13
Plumbing Inspector	35.40	36.82	38.29	40.20
Plumbing Inspector Senior	39.40	40.98	42.62	44.75
Program & Operations Coord	31.82	33.09	34.41	36.13
Program Coord-Children's Pgms	33.54	34.88	36.28	38.09
Program Coord-Fitness & A L/S	31.82	33.09	34.41	36.13
Program Coord-Inclusive Servs	35.40	36.82	38.29	40.20
Program Coord-Outdoor & Youth	31.82	33.09	34.41	36.13
Program Coord-Sports & Events	31.82	33.09	34.41	36.13
Project Assistant	27.09	28.17	29.30	30.77
Purchasing Administration Clerk	28.58	29.72	30.91	32.46

**CITY OF ST. JOHN'S
UNIONIZED AND NON-MANAGEMENT RATES**

@ March 01, 2016

CUPE 1289 - SCHEDULE A

(Hourly Rates)

POSITION	July 1/14 (5%)	July 1/15 (4%)	July 1/16 (4%)	July 1/17 (5%)
Quality Management Coord	31.82	33.09	34.41	36.13
Records Analyst	30.14	31.35	32.60	34.23
Records Management Clerk	25.52	26.54	27.60	28.98
Recreation Account Rep	33.54	34.88	36.28	38.09
Recreation I.S. Administrator	33.54	34.88	36.28	38.09
Research Assistant	33.54	34.88	36.28	38.09
Revenue Account Billing Clerk	28.58	29.72	30.91	32.46
Revenue Accounting Analyst	30.14	31.35	32.60	34.23
Road Safety Initiative Analyst	37.34	38.83	40.38	42.40
Special Projects Coordinator	35.40	36.82	38.29	40.20
SQL/Report Developer	39.40	40.98	42.62	44.75
Strategic & Economic Dev Officer	39.40	40.98	42.62	44.75
Streets Inspector II	33.54	34.88	36.28	38.09
Streets Inspector III	37.34	38.83	40.38	42.40
Surveyor II	33.54	34.88	36.28	38.09
Surveyor III	41.85	43.53	45.26	47.52
Tax Certificate Specialist	30.14	31.35	32.60	34.23
Tourism Development Coordinator	37.34	38.83	40.38	42.40
Tourism Industry Coordinator	35.40	36.82	38.29	40.20
Tourism Information Counsellor	23.98	24.94	25.94	27.24
Tourism Info Counsellor-LHand	27.09	28.17	29.30	30.77
Traffic Analyst - Junior	28.58	29.72	30.91	32.46
Traffic Analyst	39.40	40.98	42.62	44.75
Waste Diversion Comm Asst	28.58	29.72	30.91	32.46
Web Application Developer	39.40	40.98	42.62	44.75
Word Processor I	25.51	26.54	27.60	28.98
Word Processor III	27.09	28.17	29.30	30.77

**CITY OF ST. JOHN'S
UNIONIZED AND NON-MANAGEMENT RATES**

@ March 01, 2016

NAPE 7808 - SCHEDULE A

(Hourly Rates)

POSITION	July 1/14 (5%)	July 1/15 (4%)	July 1/16 (4%)	July 1/17 (5%)
Building Maintenance Person	23.98	24.94	25.94	27.24
Word Processor I	25.52	26.54	27.60	28.98
Industrial Electrician	33.23	34.56	35.94	37.74
Instrumentation Technologist / Industrial Electrician	33.23	34.56	35.94	37.74
Laboratory Technologist	31.24	32.49	33.79	35.48
Maintenance Person	31.86	33.13	34.46	36.18
Treatment Plant Maintenance Operator	31.95	33.23	34.56	36.29
Treatment Plant Operator	31.95	33.23	34.56	36.29

IAFF 1075 - SCHEDULE A

(Annual Rates)

POSITION	Ratio to FF 37+ mos	July 1/11 (3.5%)	July 1/12 (3.5%)	July 1/13 (4.5%)	July 1/14 (4.25%)
Temporary Firefighter Level I (0-6 mos)	55%	41,141.36	42,581.31	44,497.47	46,388.61
Temporary Firefighter Level II (7-12 mos)	65%	48,621.84	50,323.60	52,588.16	54,823.16
Firefighter Level I (13-24 mos)	75%	56,102.32	58,065.90	60,678.87	63,257.72
Firefighter Level II (25-36 mos)	90%	67,321.77	69,678.03	72,813.54	75,908.12
Firefighter Level III (37+ mos)	100%	74,802.24	77,420.32	80,904.23	84,342.66
Communications Supervisor	100%	74,802.24	77,420.32	80,904.23	84,342.66
Fire Lieutenant	111%	83,032.05	85,938.17	89,805.39	93,622.12
Fire Captain	121%	90,512.52	93,680.46	97,896.08	102,056.66
Fire Inspector	100%	74,802.24	77,420.32	80,904.23	84,342.66
Senior Fire Inspector	111%	83,032.05	85,938.17	89,805.39	93,622.12
Fire Prevention Officer	121%	90,512.52	93,680.46	97,896.08	102,056.66
Assistant Training Officer	111%	83,032.05	85,938.17	89,805.39	93,622.12
Training Officer	121%	90,512.52	93,680.46	97,896.08	102,056.66
Assistant Fire Equipment Tech	75%	56,102.32	58,065.90	60,678.87	63,257.72
Fire Equipment Technician	100%	74,802.24	77,420.32	80,904.23	84,342.66
Dispatcher Level I (0-12 mos)	60%	44,881.62	46,452.48	48,542.84	50,605.91
Dispatcher Level II (13-24 mos)	70%	52,362.08	54,194.75	56,633.51	59,040.43
Dispatcher Level III (25+ mos)	75%	56,102.32	58,065.90	60,678.87	63,257.72

**CITY OF ST. JOHN'S
UNIONIZED AND NON-MANAGEMENT RATES**

@ March 01, 2016

RECREATION NON-UNION

(Hourly Rates)

POSITION	July 1/14 (5%)	July 1/15 (4%)	July 1/16 (4%)	July 1/17 (5%)
Field Worker I	22.61	23.51	24.45	25.67
Field Worker II	27.09	28.17	29.30	30.77
Field Worker III	28.58	29.72	30.91	32.46
Early Childhood Educator	17.16	17.84	18.56	19.48

CASUAL STAFF

(Hourly Rates)

POSITION	Oct 1/15
Birthday Party Host	12.59
Fitness Instructor I	18.36
Fitness Instructor II	20.08
Fitness Instructor III	21.95
Head Counsellor - Sport	16.13
Head Lifeguard - Outdoor	17.65
Inclusion Counsellor	13.96
Lifeguard/Counsellor	13.96
Lifeguard/Instructor-Outdoor	14.67
Lifeguard/Outdoor	13.96
Litter Collection Coordinator	14.00
Litter Collection Crew Leader	12.00
Litter Collector	11.00
Municipal Elections Clerk	17.00
Outdoor Recreation Instructor	14.67
Program Assistant	16.87
Program Assistant - Aquatics	18.47
Recreation Assistant	14.67
Recreation Counsellor	13.96
Recreation Counsellor - Sport	13.96
Recreation Counsellor Assistnt	10.50
Rental Attendant	12.59
Senior Counsellor	15.42
Senior Counsellor - Sport	15.42
Swimming Pool Attendant - Outdoor	12.59
Tourism Information Officer	13.96
Tourism Information Officer	14.67
YMCA Exchange	10.50

**CITY OF ST. JOHN'S
UNIONIZED AND NON-MANAGEMENT RATES**

@ March 01, 2016

CO-OP PLACEMENT RATES

(Hourly Rates)

POSITION	July 1/12	July 1/13	Nov 23/14	Oct 01/15
Co-Operative Student - Work Term 1	14.25	14.68	14.93	15.18
Co-Operative Student - Work Term 2	16.26	16.75	17.00	17.25
Co-Operative Student - Work Term 3	17.74	18.27	18.52	18.77
Co-Operative Student - Work Term 4	18.28	18.83	19.08	19.33
Co-Operative Student - Work Term 5	19.54	20.13	20.38	20.63
Co-Operative Student - Work Term 6	21.74	22.39	22.64	22.89

CROSSING GUARDS

(Hourly Rates)

POSITION	July 1/12	July 1/13	Nov 23/14	Oct 01/15
Crossing Guard - Year 1	\$11.74	\$12.09	\$12.34	\$12.59
Crossing Guard - Year 2	\$12.42	\$12.79	\$13.04	\$13.29
Crossing Guard - 3+ Years	\$13.07	\$13.46	\$13.71	\$13.96

**CITY OF ST. JOHN'S
MAYOR/COUNCIL & MANAGEMENT SALARIES
@ March 01, 2016**

POSITION TITLE	DEPARTMENT	Annual Salary @ March 01, 2016
Mayor*	OFFICE OF THE MAYOR	\$118,766.12
Deputy Mayor*	OFFICE OF THE MAYOR	\$52,836.03
Councillor*	OFFICE OF THE MAYOR	\$42,600.87
Councillor*	OFFICE OF THE MAYOR	\$42,600.87
Councillor*	OFFICE OF THE MAYOR	\$44,303.22
Councillor*	OFFICE OF THE MAYOR	\$42,600.87
Councillor*	OFFICE OF THE MAYOR	\$42,600.87
Councillor*	OFFICE OF THE MAYOR	\$44,303.22
Councillor*	OFFICE OF THE MAYOR	\$40,916.07
Councillor*	OFFICE OF THE MAYOR	\$40,916.07
* Salary is 1/3 tax-free		
Admin Assistant-HR Advisory Services	CORPORATE SERVICES	\$67,585.05
Administrative Officer	OFFICE OF STRATEGY & ENGAGEMENT	\$69,322.50
Assessment Review Clerk	OFFICE OF THE CITY CLERK	\$49,982.40
Associate City Manager	OFFICE OF THE CITY MANAGER	\$194,682.15
Chief Municipal Planner	PLANNING, DEVELOPMENT & ENGINEERING	\$115,022.70
City Clerk	OFFICE OF THE CITY CLERK	\$111,547.80
City Internal Auditor	FINANCIAL MANAGEMENT	\$125,482.50
City Manager	OFFICE OF THE CITY MANAGER	\$223,253.55
City Solicitor	OFFICE OF THE CITY SOLICITOR	\$158,862.60
Communications & PR Officer	OFFICE OF STRATEGY & ENGAGEMENT	\$80,221.05
Communications & PR Officer	OFFICE OF STRATEGY & ENGAGEMENT	\$73,341.45
Community Advisor	COMMUNITY SERVICES	\$89,733.15
Confidential Secretary (SJRFD)	ST. JOHN'S REGIONAL FIRE DEPARTMENT	\$66,093.30
Construction Engineer	PLANNING, DEVELOPMENT & ENGINEERING	\$124,271.55

**CITY OF ST. JOHN'S
MAYOR/COUNCIL & MANAGEMENT SALARIES
@ March 01, 2016**

POSITION TITLE	DEPARTMENT	Annual Salary @ March 01, 2016
Corporate Security Mgr-SAA	CORPORATE SERVICES	\$34,070.40
Deputy Chief-Operations	ST. JOHN'S REGIONAL FIRE DEPARTMENT	\$135,942.30
Deputy City Manager - Community Services	COMMUNITY SERVICES	\$159,968.25
Deputy City Manager - Financial Mgmt	FINANCIAL MANAGEMENT	\$159,968.25
Deputy City Manager - Planning/Development & Engineering	PLANNING, DEVELOPMENT & ENGINEERING	\$176,465.25
Deputy City Manager - Public Works	PUBLIC WORKS	\$165,268.35
Development Engineer	PLANNING, DEVELOPMENT & ENGINEERING	\$112,162.05
Development Engineer	PLANNING, DEVELOPMENT & ENGINEERING	\$100,017.45
Development Engineer	PLANNING, DEVELOPMENT & ENGINEERING	\$96,998.85
Development Engineer-Hydrology	PLANNING, DEVELOPMENT & ENGINEERING	\$96,998.85
Development Engineer-Traffic	PLANNING, DEVELOPMENT & ENGINEERING	\$112,162.05
Development Supervisor	PLANNING, DEVELOPMENT & ENGINEERING	\$86,977.80
Director - Corp Info Services	CORPORATE SERVICES	\$138,048.30
Director - Engineering	PLANNING, DEVELOPMENT & ENGINEERING	\$167,321.70
Director - Regional Fire Services/Fire Chief	ST. JOHN'S REGIONAL FIRE DEPARTMENT	\$154,755.90
Director - Strat & Engagement	OFFICE OF STRATEGY & ENGAGEMENT	\$150,579.00
Elections Coordinator	OFFICE OF THE CITY CLERK	\$60,056.10
Employee Development Coordinator	CORPORATE SERVICES	\$73,341.45
Employee Wellness Educator	CORPORATE SERVICES	\$91,686.40
Env Technical Programs Manager	PUBLIC WORKS	\$96,990.40
Equipment Training Coordinator	PUBLIC WORKS	\$87,089.60
Executive Asst Mayor/City Manager	OFFICE OF THE CITY MANAGER	\$81,712.80
Foreperson - Fleet	PUBLIC WORKS	\$97,510.40
Foreperson - Fleet	PUBLIC WORKS	\$97,510.40
Foreperson - Fleet	PUBLIC WORKS	\$97,510.40
Foreperson - Fleet	PUBLIC WORKS	\$97,510.40
Foreperson - Roads/Traffic	PUBLIC WORKS	\$98,550.40

**CITY OF ST. JOHN'S
MAYOR/COUNCIL & MANAGEMENT SALARIES
@ March 01, 2016**

POSITION TITLE	DEPARTMENT	Annual Salary @ March 01, 2016
Foreperson - Roads/Traffic	PUBLIC WORKS	\$91,686.40
Foreperson - Roads/Traffic	PUBLIC WORKS	\$93,974.40
Foreperson - Roads/Traffic	PUBLIC WORKS	\$71,052.80
Foreperson - Roads/Traffic	PUBLIC WORKS	\$71,052.80
Foreperson - Roads/Traffic	PUBLIC WORKS	\$91,686.40
Foreperson - Roads/Traffic	PUBLIC WORKS	\$87,089.60
Foreperson - Roads/Traffic	PUBLIC WORKS	\$91,686.40
Foreperson - Roads/Traffic	PUBLIC WORKS	\$71,052.80
Foreperson - Roads/Traffic	PUBLIC WORKS	\$77,916.80
Foreperson - Roads/Traffic	PUBLIC WORKS	\$71,052.80
Foreperson - Roads/Traffic	PUBLIC WORKS	\$80,204.80
Foreperson - Roads/Traffic	PUBLIC WORKS	\$71,052.80
Foreperson - Roads/Traffic	PUBLIC WORKS	\$71,052.80
Foreperson - Roads/Traffic	PUBLIC WORKS	\$94,868.80
Foreperson - Utility	PUBLIC WORKS	\$89,377.60
Foreperson - Utility	PUBLIC WORKS	\$96,262.40
Foreperson - Utility	PUBLIC WORKS	\$73,340.80
Foreperson - Waste/Recycling	PUBLIC WORKS	\$98,550.40
Foreperson - Waste/Recycling	PUBLIC WORKS	\$93,974.40
Foreperson - Waste/Recycling	PUBLIC WORKS	\$93,974.40
Foreperson - Waste/Recycling	PUBLIC WORKS	\$98,550.40
Foreperson - Water/Wastewater	PUBLIC WORKS	\$94,868.80
Foreperson - Water/Wastewater	PUBLIC WORKS	\$100,152.00
Foreperson - Water/Wastewater	PUBLIC WORKS	\$97,510.40
Foreperson - Water/Wastewater	PUBLIC WORKS	\$86,985.60
Foreperson - Water/Wastewater	PUBLIC WORKS	\$92,268.80
Foreperson - Water/Wastewater	PUBLIC WORKS	\$84,344.00

**CITY OF ST. JOHN'S
MAYOR/COUNCIL & MANAGEMENT SALARIES
@ March 01, 2016**

POSITION TITLE	DEPARTMENT	Annual Salary @ March 01, 2016
Foreperson - Water/Wastewater	PUBLIC WORKS	\$81,702.40
Head Foreperson Traffic	PUBLIC WORKS	\$108,076.80
HR Advisor	CORPORATE SERVICES	\$96,998.85
HR Advisor	CORPORATE SERVICES	\$96,998.85
HR Advisor - Policy & Program Development	CORPORATE SERVICES	\$89,610.30
HR Advisor - Public Works	CORPORATE SERVICES	\$121,252.95
HR Service Center Coordinator	CORPORATE SERVICES	\$63,776.70
HRIS Coordinator	CORPORATE SERVICES	\$75,728.25
HRIS Coordinator	CORPORATE SERVICES	\$71,744.40
Human Resources Officer	CORPORATE SERVICES	\$73,341.45
Lawyer/Solicitor	OFFICE OF THE CITY SOLICITOR	\$96,998.85
Lawyer/Solicitor	OFFICE OF THE CITY SOLICITOR	\$96,998.85
Lead Foreperson	PUBLIC WORKS	\$102,793.60
Lead Foreperson	PUBLIC WORKS	\$102,793.60
Lead Foreperson	PUBLIC WORKS	\$97,510.40
Lead Foreperson	PUBLIC WORKS	\$102,793.60
Legal Counsel Senior	OFFICE OF THE CITY SOLICITOR	\$149,877.00
Legislative Assistant	OFFICE OF THE CITY CLERK	\$65,847.60
Legislative Assistant	OFFICE OF THE CITY CLERK	\$57,177.90
Legislative Assistant	OFFICE OF THE CITY CLERK	\$55,458.00
Manager - Admin Services	PLANNING, DEVELOPMENT & ENGINEERING	\$89,382.15
Manager - Admin Services (FIRE)	ST. JOHN'S REGIONAL FIRE DEPARTMENT	\$103,053.60
Manager - Admin Services (PW)	PUBLIC WORKS	\$82,513.60
Manager - Assessments	FINANCIAL MANAGEMENT	\$111,530.25
Manager - Capital Works, Buildings	PLANNING, DEVELOPMENT & ENGINEERING	\$142,916.80
Manager - Citizen Services	COMMUNITY SERVICES	\$132,454.40
Manager - City Buildings	PUBLIC WORKS	\$122,012.80

**CITY OF ST. JOHN'S
MAYOR/COUNCIL & MANAGEMENT SALARIES
@ March 01, 2016**

POSITION TITLE	DEPARTMENT	Annual Salary @ March 01, 2016
Manager - Communications & Pgm Dev	ST. JOHN'S REGIONAL FIRE DEPARTMENT	\$109,125.90
Manager - Community Development	COMMUNITY SERVICES	\$108,055.35
Manager - Construction Engineering	PLANNING, DEVELOPMENT & ENGINEERING	\$139,434.75
Manager - Corporate Risk & Recovery	CORPORATE SERVICES	\$103,053.60
Manager - Development Engineering	PLANNING, DEVELOPMENT & ENGINEERING	\$139,434.75
Manager - Emergency Preparedness/Business Continuity	ST. JOHN'S REGIONAL FIRE DEPARTMENT	\$96,998.85
Manager - Events and Services	COMMUNITY SERVICES	\$94,892.85
Manager - Facilities Division	COMMUNITY SERVICES	\$121,990.05
Manager - Family & Leisure Services	COMMUNITY SERVICES	\$125,482.50
Manager - Financial Services	FINANCIAL MANAGEMENT	\$139,434.75
Manager - Fleet Services	PUBLIC WORKS	\$122,012.80
Manager - Housing	COMMUNITY SERVICES	\$96,998.85
Manager - HR Advisory Services	CORPORATE SERVICES	\$128,974.95
Manager - HR Operations	CORPORATE SERVICES	\$111,547.80
Manager - Humane Services	COMMUNITY SERVICES	\$109,116.80
Manager - Inf Services Planning & Project Mgmt	CORPORATE SERVICES	\$127,307.70
Manager - Laboratory Services	PUBLIC WORKS	\$111,529.60
Manager - LIS	CORPORATE SERVICES	\$112,162.05
Manager - Marketing & Communications	OFFICE OF STRATEGY & ENGAGEMENT	\$100,017.45
Manager - Materials	CORPORATE SERVICES	\$106,080.00
Manager - Mechanical Services	ST. JOHN'S REGIONAL FIRE DEPARTMENT	\$96,990.40
Manager - Parks & Open Spaces	PUBLIC WORKS	\$125,486.40
Manager - Revenue Accounting	FINANCIAL MANAGEMENT	\$111,530.25
Manager - Roads	PUBLIC WORKS	\$142,916.80
Manager - Strategic Development	OFFICE OF STRATEGY & ENGAGEMENT	\$103,053.60
Manager - Surveying	PLANNING, DEVELOPMENT & ENGINEERING	\$118,216.80
Manager - Technical Services	PLANNING, DEVELOPMENT & ENGINEERING	\$121,990.05

**CITY OF ST. JOHN'S
MAYOR/COUNCIL & MANAGEMENT SALARIES
@ March 01, 2016**

POSITION TITLE	DEPARTMENT	Annual Salary @ March 01, 2016
Manager - Tourism & Culture	COMMUNITY SERVICES	\$96,998.85
Manager - Traffic	PUBLIC WORKS	\$108,056.00
Manager - Waste & Recycling	PUBLIC WORKS	\$142,916.80
Manager - Water & Wastewater	PUBLIC WORKS	\$125,486.40
Manager - Water Treatment Plants	PUBLIC WORKS	\$115,044.80
Occupational Health Nurse	CORPORATE SERVICES	\$97,525.35
Occupational Health Nurse	ST. JOHN'S REGIONAL FIRE DEPARTMENT	\$97,525.35
Office Serv Supervisor (Parking)	COMMUNITY SERVICES	\$94,892.85
Office Services Supv - (Information Services)	CORPORATE SERVICES	\$63,776.70
Office Services Supv (Assessment)	FINANCIAL MANAGEMENT	\$73,341.45
Office Services Supv (Legal)	OFFICE OF THE CITY SOLICITOR	\$77,728.95
Operations & Systems Engineer	PUBLIC WORKS	\$118,227.20
Operations Asst - Fleet Services	PUBLIC WORKS	\$103,064.00
Operations Supervisor	PUBLIC WORKS	\$100,027.20
Operations Supervisor	PUBLIC WORKS	\$112,132.80
Operations Supervisor	PUBLIC WORKS	\$112,132.80
Paralegal I	OFFICE OF THE CITY SOLICITOR	\$57,177.90
Paralegal II	OFFICE OF THE CITY SOLICITOR	\$77,728.95
Pension & Benefit Coordinator	CORPORATE SERVICES	\$80,221.05
Platoon Chief	ST. JOHN'S REGIONAL FIRE DEPARTMENT	\$109,112.64
Platoon Chief	ST. JOHN'S REGIONAL FIRE DEPARTMENT	\$109,112.64
Platoon Chief	ST. JOHN'S REGIONAL FIRE DEPARTMENT	\$109,112.64
Platoon Chief	ST. JOHN'S REGIONAL FIRE DEPARTMENT	\$121,233.84
Program Manager - Employee Wellness	CORPORATE SERVICES	\$112,162.05
Program Manager - HRIS	CORPORATE SERVICES	\$100,017.45
Program Manager -Organizational Development	CORPORATE SERVICES	\$106,072.20
Program Manager -Pensions & Benefit	CORPORATE SERVICES	\$102,790.35

**CITY OF ST. JOHN'S
MAYOR/COUNCIL & MANAGEMENT SALARIES
@ March 01, 2016**

POSITION TITLE	DEPARTMENT	Annual Salary @ March 01, 2016
Project Engineer	PLANNING, DEVELOPMENT & ENGINEERING	\$103,053.60
Project Engineer	PLANNING, DEVELOPMENT & ENGINEERING	\$103,053.60
Project Engineer	PLANNING, DEVELOPMENT & ENGINEERING	\$100,017.45
Project Engineer	PLANNING, DEVELOPMENT & ENGINEERING	\$100,017.45
Project Engineer	PUBLIC WORKS	\$118,227.20
Project Manager	CORPORATE SERVICES	\$89,610.30
Quality Control Coordinator	PUBLIC WORKS	\$84,344.00
Regional Foreperson	PUBLIC WORKS	\$80,204.80
Safety Advisor	CORPORATE SERVICES	\$89,610.30
Safety Advisor	CORPORATE SERVICES	\$89,610.30
Safety Coordinator	PUBLIC WORKS	\$84,801.60
Senior Internal Auditor	FINANCIAL MANAGEMENT	\$89,610.30
Shelter Veterinarian	COMMUNITY SERVICES	\$109,116.80
Supervisor - Admin Services (PW)	PUBLIC WORKS	\$61,776.00
Supervisor - Application Management	CORPORATE SERVICES	\$97,525.35
Supervisor - Budget & Treasury	FINANCIAL MANAGEMENT	\$86,977.80
Supervisor - Capital Works	PLANNING, DEVELOPMENT & ENGINEERING	\$110,705.40
Supervisor - Capital Works	PLANNING, DEVELOPMENT & ENGINEERING	\$100,152.00
Supervisor - Citizen Service Center	COMMUNITY SERVICES	\$81,702.40
Supervisor - Electrical Systems	PUBLIC WORKS	\$97,510.40
Supervisor - Facilities	COMMUNITY SERVICES	\$81,712.80
Supervisor - Facilities	COMMUNITY SERVICES	\$92,242.80
Supervisor - Facilities Maintenance	PUBLIC WORKS	\$100,152.00
Supervisor - Family & Leisure Services	COMMUNITY SERVICES	\$84,345.30
Supervisor - Financial Services	FINANCIAL MANAGEMENT	\$86,977.80
Supervisor - Housing	COMMUNITY SERVICES	\$77,922.00
Supervisor - Infrastructure	CORPORATE SERVICES	\$89,610.30

**CITY OF ST. JOHN'S
MAYOR/COUNCIL & MANAGEMENT SALARIES
@ March 01, 2016**

POSITION TITLE	DEPARTMENT	Annual Salary @ March 01, 2016
Supervisor - Inspection Services	PLANNING, DEVELOPMENT & ENGINEERING	\$105,422.85
Supervisor - Legislative Services	OFFICE OF THE CITY CLERK	\$75,728.25
Supervisor - Mechanical Systems	PUBLIC WORKS	\$110,697.60
Supervisor - Parking Services	COMMUNITY SERVICES	\$97,510.40
Supervisor - Payroll	FINANCIAL MANAGEMENT	\$105,422.85
Supervisor - Regional Water	PUBLIC WORKS	\$96,990.40
Supervisor - Residential Buildings	PUBLIC WORKS	\$97,510.40
Supervisor - Revenue Accounting	FINANCIAL MANAGEMENT	\$86,977.80
Supervisor - RHead Wwater Treat Fac	PUBLIC WORKS	\$100,027.20
Supervisor - Sport Field Maintenance	PUBLIC WORKS	\$71,052.80
Supervisor - Stores	CORPORATE SERVICES	\$86,985.60
Supervisor - Traffic & Parking	PUBLIC WORKS	\$92,268.80
Supervisor - Waste Diversion	PUBLIC WORKS	\$94,868.80
System Engineer	PUBLIC WORKS	\$93,974.40
Tenant Relations Officer	COMMUNITY SERVICES	\$77,922.00
Transportation Engineer	PLANNING, DEVELOPMENT & ENGINEERING	\$103,053.60
Waste Management Engineer	PUBLIC WORKS	\$103,064.00

NOTICES PUBLISHED

Applications which have been advertised in accordance with the requirements of Section 5.5 of the St. John's Development Regulations and which are to be considered for approval by Council at the **Regular Meeting of Council on March 15, 2016**

Ref #	Property Location/ Zone Designation	Ward	Application Details	Floor Area (square metres)	# of Employees (includes the applicant)	# of On-Site Parking Spaces	Written Representations Received	Planning and Development Division Notes
1	516 Topsail Road Commercial General (CG) Zone	3	A Discretionary Use Application has been submitted by Element Coffee Bar and Lounge requesting approval for a Lounge (Lounge Liquor License) at 516 Topsail Road . The business will employ four (4) employees and will operate Monday to Sunday 12 p.m. – 12 a.m., with on-site parking available.		4		Three submissions received (attached)	The Planning and Development Division recommends approval of the application subject to all applicable City requirements.
2	402 Empire Avenue Residential Medium Density (R2) Zone	4	A Discretionary Use Application has been submitted requesting permission to occupy 402 Empire Avenue as a Home Occupation for a Psychiatrist Office. The office will occupy a floor area of approximately 32m ² and will operate Monday to Friday 9:30 a.m. – 4:30 p.m. The business will operate by appointment only, with 45 minutes between each appointment and a maximum of 3 clients per day. Each session will be 45 minutes in duration, with one client per session. The applicant is the sole employee and on-site parking is available.	32m ²	1		One submission received (attached)	The Planning and Development Division recommends approval of the application subject to all applicable City requirements.
3	263 Empire Avenue Residential Low Density (R1) Zone	4	A Discretionary Use Application has been submitted requesting permission to add a third unit to the existing dwelling at 263 Empire Avenue , which will make it a "Multiple Dwelling". The new unit will contain one (1) bedroom, the second existing unit contains two (2) bedrooms, and the third existing unit contains four (4) bedrooms. Off-street parking will be provided for up to six (6) vehicles (4 conforming, 2 stacking).			4 (+2)	No submissions received	The Planning and Development Division recommends approval of the application subject to all applicable City requirements.

The Office of the City Clerk and the Department of Planning, Development & Engineering, in joint effort, have sent written notification of the applications to property owners and occupants of buildings located within a minimum 150-metre radius of the application sites. Applications have also been advertised in The Telegram newspaper on at least one occasion and applications are also posted on the City's website. Where written representations on an application have been received by the City Clerk's Department, these representations have been included in the agenda for the Regular Meeting of Council.



Re: Coffee Bar and lounge at 516 Topsail road 📎

City Clerk and Council to: [REDACTED]

2016/02/24 03:25 PM

Sent by: **Elaine Henley**

Cc: Jason Sinyard, Ken O'Brien, Lindsay Lyghtle Brushett, Mark Hefferton, Dave Wadden, Gerard Doran, Andrea Roberts, Melissa Bragg, Karen Chafe, Planning, Kathy Driscoll, Ashley

Good Afternoon [REDACTED]:

We acknowledge receipt of your email and advise that your concerns have been forwarded to the City's Department of Planning, Development and Engineering for consideration.

We thank you for your feedback.

Elaine Henley
City Clerk

[REDACTED] Living within 100 meters of this building I strongl... 2016/02/23 08:39:56 PM

From: [REDACTED]
To: "cityclerk@stjohns.ca" <cityclerk@stjohns.ca>
Date: 2016/02/23 08:39 PM
Subject: Coffee Bar and lounge at 516 Topsail road

Living within 100 meters of this building I strongly object to this sort of business operating so close. Having lived here for the past 47 years its been a very quiet place to live however over the years we have had to complain several times about noise from the quiet knights of columbus. We have seniors living directly across Cowan Avenue from the building and four residential properties backing right unto the parking lot. I will endeavour to take up a petition against this in the next couple of days.

[REDACTED]



Re: Liquor licence 516 Topsail Rd. 📎

City Clerk and Council to: [REDACTED]

2016/02/24 03:17 PM

Sent by: **Elaine Henley**

Cc: Jason Sinyard, Ken O'Brien, Lindsay Lyghtle Brushett, Mark Hefferton, Dave Wadden, Gerard Doran, Andrea Roberts, Melissa Bragg, Karen Chafe, Planning, Kathy Driscoll, Ashley

Good Afternoon [REDACTED]:

We acknowledge your email and advise that your concerns have been forwarded to the City's Department of Planning, Development and Engineering for consideration.

We thank you for your feedback.

Elaine Henley
City Clerk

[REDACTED] | I am a resident of Cowan Avenue and protest a li... 2016/02/23 01:46:11 PM

From: [REDACTED]
To: cityclerk@stjohns.ca
Date: 2016/02/23 01:46 PM
Subject: Liquor licence 516 Topsail Rd.

I am a resident of Cowan Avenue and protest a liquor licence at 516Topsail Rd. for the following reasons:

- 1) It is directly across the street from a seniors apartment building (A2 in the diagram) and about 100 feet from the residential property at 66 Cowan Ave. I am assuming it's the corner space formerly occupied by Boxfit nearest to the east entrance to the parking lot. There will undoubtedly be a noise problem due to smokers outside under the influence.
- 2) The Rack and Roll just closed on Hamyln Rd. as lease was not extended due , I understand, to fighting, drug use and the rough crowd that went there. This bar will likely attract the same neighborhood crowd who are looking for a place to go. If there are pool tables it will be worse.
- 3) Already on Cowan Ave we have to pick up garbage daily from McDonald's and Burger King due to kids from the elementary schools throwing refuse on the street and lawns. Recently the city allowed the strip mall to move their garbage containers right behind this particular space. So we already have an eye sore there. Should patrons throw cigarette butts into the garbage containers then we also have a potential fire hazard to all homes in the area.
- 4) People in the neighborhood don't need to have to pass people smoking outside on the way to Williams Convenience store or the other business premises. This is especially so for seniors in the apartment building and the many children going to the food outlets during lunch hour.

[REDACTED]

RECEIVED FEB 23 2015

APPLICATION
TO BE REFERRED TO COUNCIL
TUESDAY, MARCH 15, 2016

A Discretionary Use Application has been submitted by Element Coffee Bar and Lounge requesting approval for a Lounge (Lounge Liquor License) at **516 Topsail Road**. The business will employ four (4) employees and will operate Monday to Sunday 12 p.m. – 12 a.m., with on-site parking available. **Please see location map on the back of this notice.**

This application may be viewed at the Department of Planning, Development and Engineering, third floor, St. John's City Hall. For further information or to view this application, please phone 709-576-8220, or email planning@stjohns.ca. This application may also be viewed on the City's website (www.stjohns.ca) under "Public Notices".

Any person wishing to make a submission on this application must provide a signed written statement to the Office of the City Clerk by noon, **Tuesday, March 1, 2016**, either by mail: P.O. Box 908, St. John's, NL, A1C 5M2; fax: 709-576-8474 or email: cityclerk@stjohns.ca. Written submissions received will become a matter of public record and will be included in the agenda for the regular meeting of Council on **Tuesday, March 15, 2016**, at which time Council is scheduled to make a decision on this application.

In accordance with the City's policy on public notification, properties within a radius of 150 metres of the application site are notified in writing by the City of this application. Notices are sent to property owners and not tenants. If you own but do not live at the property identified to receive this notice, we ask that you forward this notice to any tenants which you may have. Property ownership information is based on the City's assessment roll.

Feb 23/16

Regency Mgt
No Dawson Realty
Re: 38 Pasadena Cres.

We support this application

Thanks



ST. JOHN'S

Cell: [REDACTED]

Home: [REDACTED]

Regards,

[REDACTED]

REPORT/RECOMMENDATIONS

AUDIT & ACCOUNTABILITY COMMITTEE MEETING

March 1, 2016 – 12:00 p.m. – Conference Room A, 4th Floor, City Hall

Present: Councillor B. Tilley, Chairperson
Councillor A. Puddister
Councillor D. Breen
Neil Martin, City Manager
Kevin Breen, Associate City Manager
Derek Coffey, Deputy City Manager - Financial Services
Tanya Haywood, Deputy City Manager, Community Services
Jason Sinyard, Deputy City Manager, Planning, Development & Engineering
Lynnann Winsor, Deputy City Manager - Public Works
David Royle, Senior Internal Auditor
Sean Janes, City Internal Auditor
Boyd Chislett, Citizen Representative
Kathy Driscoll, Legislative Assistant

REPORT

1. Windsor Lake Review

The Committee considered the above noted report. The main areas of concern for the Windsor Lake review related to:

- Management monitoring and review and Watershed and Plant security;
- Equipment and inventory management

Recommendation

The Committee recommends acceptance of the Internal Audit Report for “Windsor Lake Review” with an agreement that the recommendations contained therein be implemented.

CARRIED UNANIMOUSLY

2. Follow-up Summary Report dated October 6, 2015 – Maintenance of Roads and Sidewalks

The Committee spoke to the above noted. The Committee agreed to remove from the Audit plan.

Recommendation

The Committee agreed that due to the fact that the recommendation made in the original report are now over 6 years old, coupled with the turnover of operational and Internal Audit management and the limited resources of the Internal Audit Division, that this item be removed from Internal Audit's follow-up list. Maintenance of Roads and Sidewalks should now be considered as a candidate for a new audit along with all other potential auditable areas of the City.

CARRIED UNANIMOUSLY

3. Follow-up Summary Report dated October 6, 2015 – Construction and Capital Projects

The Committee considered the above-noted report which summarizes the pending issues from the review of construction and capital projects.

Recommendation

The Committee agreed that due to the fact that the recommendations made in the original report are now over 6 years old, coupled with the turnover of operational and Internal Audit management and the limited resources of the Internal Audit Division, that this item be removed from Internal Audit's follow-up list. Maintenance of Roads and Sidewalks should now be considered as a candidate for a new audit along with all other potential auditable areas of the City.

CARRIED UNANIMOUSLY

4. Commercial Property Tax Allowance Claims Review

The Committee discussed the above noted noting areas of concern were:

- By-law review to ensure the by-law protects the City's best interests
- Revenue completeness – controls in place that claims are paid consistently and completely
- Best Practice research – comparing the City's tax allowance program to other municipalities

This review identified internal control deficiencies in the current program, offered a comparison of the City's program to the programs of a limited number of other Canadian municipalities, and highlighted a number of policy issues that may have negative consequence for the City. Management can use this information when discussing commercial property tax allowances with the commercial business community.

Recommendation

The Committee recommends acceptance of the Internal Audit Report for “Commercial Property Tax Allowance Claims Review” with an agreement that Management will provide a response after the conclusion of the current Council mandated engagement process.

CARRIED UNANIMOUSLY

5. Mayor’s Office Marriage Tribunal

The Committee discussed the above noted and requested that the Office of the City Internal Auditor look into best practices in other jurisdictions.

Recommendation

The Committee requested that City Internal Auditors conduct an audit of the Mayor’s Office Marriage Tribunal.

CARRIED UNANIMOUSLY

Councillor Bruce Tilley
Chairperson

INTERNAL AUDIT REPORT

Department of Public Works

Program Review: Windsor Lake Water Treatment Facility

Assignment # 15-1

DRAFT

INTERNAL AUDIT REPORT

Department of Public Works

Program Review: Windsor Lake Water Treatment Facility

Assignment # 15-1

David Royle, CPA,
CMA, CFP
Senior Internal Auditor
Date: March 13, 2015

Sean P. Janes, CPA,
CMA, CIA CFE
City Internal Auditor
Date: March 13, 2015

ST. JOHN'S

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To: Chair & Council Members, Audit Committee

Area Responsible: Paul Mackey, Deputy City Manager Public Works

Copy to: Kevin Breen, Acting City Manager

INTRODUCTION

OBJECTIVES

In accordance with the City's approved audit plan, the objectives of this review are to assess whether:

1. the service is being managed with due regard to risks and due diligence (risk management),
2. processes and structures are implemented to inform, direct, manage and monitor activities that are intended to move the City toward the achievement of our strategic plan (governance processes), and
3. the process is being managed with due regard to control processes - i.e. policies, procedures, regulations and council directives (control processes).

It is the overall areas of risk management, governance processes and control processes which structured the work carried out during the review.

METHODOLOGY & SCOPE

This review of the Windsor Lake Water Treatment Facility has been undertaken in accordance with the approved three year audit plan. To meet the review objectives, Internal Audit conducted a detailed review based on the terms and conditions outlined in the Permit to Operate, which is a permit issued by the Department of Environment and Conservation of the Government of Newfoundland and Labrador (see Appendix A) allowing the City of St. John's to operate a water treatment plant at Windsor Lake. Internal Audit also reviewed the Drinking Water System Inspection performed by the Department of Environment and Conservation conducted January-February, 2013. In

addition, audit procedures included interviews with divisional staff and detailed testing of various supporting documentation such as water testing procedures, logs, inventory records, etc.

The scope of the audit was limited to a review of the Windsor Lake Water Treatment Facility. The Bay Bulls/Big Pond Water Treatment Facility and the Water Distribution System was not part of the review. The period of review was mainly 2014; however, as issues were discovered, testing was extended prior to and subsequent to 2014.

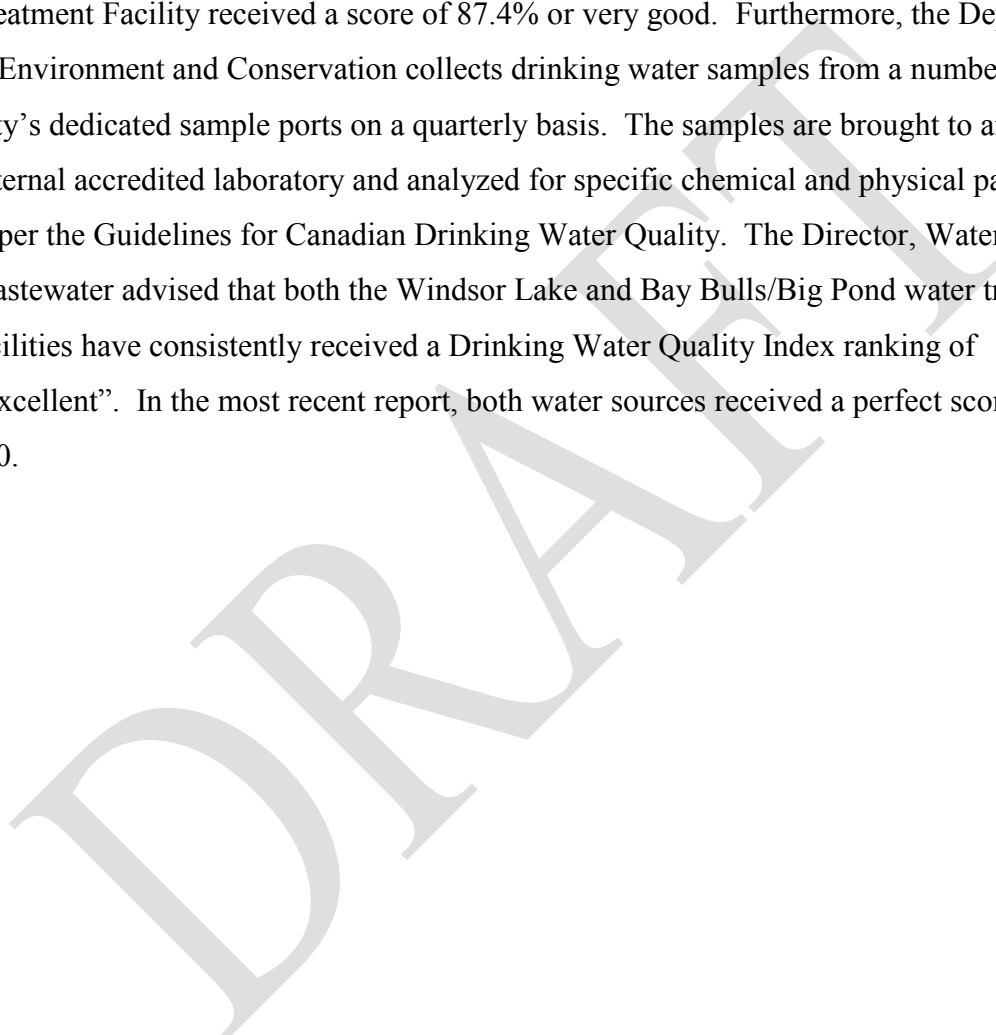
BACKGROUND

Section 102, Water Supply, of the City of St. John's Act notes "It shall be the duty of the council to convey a sufficient supply of wholesome water to the city from Windsor Lake and other lakes that may be necessary and to distribute the water through the streets of the city..." The Windsor Lake Reservoir was brought on stream in 1862 while the Windsor Lake Water Treatment Facility was placed into operation on February 22, 2007. On March 3, 2015, the Facility recorded 2000 days worked without a lost time accident.

Water is supplied to the City of St. John's by the Windsor Lake and Bay Bulls/Big Pond Water Treatment Facilities. While the Windsor Lake Water Treatment Facility supplies water solely to the City of St. John's, the Bay Bulls/Big Pond Water Treatment Facility also supplies water to the City of Mount Pearl, and the towns of Paradise, Conception Bay South and Portugal Cove St. Philips. The Windsor Lake Facility treats approximately 53 million litres of water per day and supplies 60% of the water to the City of St. John's. Each Facility is required to obtain a Permit to Operate from the Government of Newfoundland and Labrador, Department of Environment and Conservation. The Permit for Windsor Lake notes that the City "shall operate the water treatment plant in such a manner, and with such facilities that water supplied to the distribution system satisfies the latest version of the 'Guidelines for Canadian Drinking Water Quality', the 'Newfoundland and Labrador Standards for Microbiological Safety of Drinking Water' and the 'Standards for Chemical and Physical Monitoring of Drinking

Water' and as may be further directed by the Department of Environment and Conservation. In all there are 35 clauses in the Permit to Operate.

On January 29, 2013, the Department of Environment and Conservation conducted detailed inspections of the City's drinking water system with respect to the requirements of the Permit to Operate. The resulting report noted that the Windsor Lake Water Treatment Facility received a score of 87.4% or very good. Furthermore, the Department of Environment and Conservation collects drinking water samples from a number of the City's dedicated sample ports on a quarterly basis. The samples are brought to an external accredited laboratory and analyzed for specific chemical and physical parameters as per the Guidelines for Canadian Drinking Water Quality. The Director, Water and Wastewater advised that both the Windsor Lake and Bay Bulls/Big Pond water treatment facilities have consistently received a Drinking Water Quality Index ranking of "Excellent". In the most recent report, both water sources received a perfect score of 100.



EXECUTIVE SUMMARY

Internal Audit's review of the Windsor Lake Water Treatment Facility has been undertaken in accordance with the approved three year audit plan. The Facility is a part of the Water and Wastewater Division, of the City's Department of Public Works. The review centered on the Facility's adherence to the terms and conditions outlined in the Permit to Operate, which is basically a list of terms and conditions that the Facility must comply with as outlined in Section 38 of the Water Resources Act.

During our review, a number of positive outcomes were identified such as:

- on January 29, 2013, the Department of Environment and Conservation conducted detailed inspections of the City's drinking water system with respect to the requirements of the Permit to Operate. The resulting report noted that the Windsor Lake Water Treatment Facility received a score of 87.4% or very good.
- the Department of Environment and Conservation collects drinking water samples from a number of the City's dedicated sample ports on a quarterly basis. The samples are brought to an external accredited laboratory and analyzed for specific chemical and physical parameters as per the Guidelines for Canadian Drinking Water Quality. The Director, Water and Wastewater advised that both the Windsor Lake and Bay Bulls/Big Pond water treatment facilities have consistently received a Drinking Water Quality Index ranking of "Excellent". In the most recent report, both water sources received a perfect score of 100.

However, the review also identified areas for improvement. Some of the more significant items are:

- the Permit to Operate had expired September 16, 2013 and although management had been in contact with the Provincial Government a new permit had not been issued at the time of the audit. Subsequent to the audit, on April 23, 2015, a new permit was issued to the Facility.
- the Information Services Division may be able to provide additional services to the water treatment facility that can further reduce risks and expenses at the facility.

Management of the two divisions have recently begun talks in this area and are encouraged to continue these discussions.

- there is no consolidated schedule indicating which pieces of equipment require preventative maintenance and the intervals of when the maintenance should be performed
- an inventory listing of spare parts, including critical components, is not maintained

Additional recommendations of a less significant nature can be found in the body of the report. It should be noted that management is in agreement with all recommendations.

DRAFT

DETAILED ANALYSIS

Issue 1 – Management Monitoring & Review

Issue 1.1 – Expiry of Permit to Operate

Permits to Operate for Water Distribution Systems, Water Treatment Plants, Sewage Collection Systems and Sewage Treatment Plants are required under Section 38 of the Water Resources Act, Department of Environment and Conservation. The Permit to Operate is basically a list of terms and conditions that the water treatment plant must comply with. As stated on the Permit to Operate:

“Failure to comply with the terms and conditions will render this permit null and void, place the owner and their agent(s) in violation of the Water Resources Act, SNL 2002 cW-4.01 and make the owner responsible for taking any remedial measures as may be prescribed by this Department.”

At the beginning of the review, management provided Internal Audit with a copy of the Permit to Operate for the Windsor Lake Water Treatment Facility; however, it was valid for the period September 16, 2008 to September 16, 2013. A current, valid permit was not on hand.

Recommendation 1.1

To ensure that the Windsor Lake Water Treatment Facility is in compliance with Section 38 of the Water Resources Act, SNL 2002 cW-4.01, management should obtain a new Permit to Operate from the Department of Environment and Conservation, Water Resources Management Division.

Management Response and Intended Course of Action 1.1

Request to update the Permit To Operate had been made in 2014 prior to the audit commencing. We received an updated Permit on March 3, 2015 to which we responded with comments. A finalized Permit To Operate was received on April 23, 2015 and is valid until April 23, 2020.

Conclusion 1.1

Management indicated that the recommendation has been implemented.

Action By: Manager, Windsor Lake

Action Date: Apr 2015

Information Only: DCM, Public Works
Director, Water & Wastewater

Issue 1.2 – Information Services

The Windsor Lake Water Treatment Facility uses a SCADA (Supervisory Control And Data Acquisition) system, which is a type of industrial control system, to monitor and control the water production and distribution activities at the plant. The SCADA system was designed and implemented by consultants/contractors for the City. Although City staff can perform some maintenance and updates/upgrades of the SCADA system, consultants/contractors are sometimes required.

While there is nothing inherently wrong with outsourcing these activities there are a number of potential issues to look out for such as:

- costs – the consultant/contractor is driven to make a profit from the services provided and these costs tend to increase over time
- time factor – you are subject to the time schedule of the consultant/contractor to respond to any issues or requests
- compliance with City policies and procedures – the consultant/contractor may not follow City policies and procedures or best practices followed by the City

Discussions with management of the Water and Wastewater Division and the Information Services (IS) Division revealed that the two divisions have recently begun talks to determine if the IS Division can and/or should provide additional services to the Water

and Wastewater Division. This is a positive step that can help alleviate some of the risks involved when an organization contracts out a service.

Recommendation 1.2

Management of both divisions should continue with their discussions regarding additional services that can be provided by the Information Services Division and ensure that they look at, at least, the following items:

- i) cost/benefit analysis of having the IS Division perform some of the duties now being performed by consultants/contractors
- ii) security concerns around the SCADA system and other systems and computer equipment in the facility
- iii) ensuring the facility is in compliance with IS Division policies and procedures and best practices where practical (reasons for non-compliance should be documented and approved by senior management)

Management Response and Intended Course of Action 1.2

Director, Water & Wastewater

- i) This is being reviewed, the IS Division may be able to assist with virus updates, firewalls and licensing. Action date: Fall 2015
- ii) The Water and Wastewater division will have an audit performed of the SCADA system. Action Date: Fall 2015
- iii) Agreed

Director, Corporate Information Services

- i) Information Services will work with Water and Wastewater to perform a review of the current provisioning of IT services to see where there may be opportunities to having Information Services deliver some of these services. The target date to start this review would be October, 2015.
- ii) Information Services will undertake a review of the IT security concerns. This would be included within the scope of the cost/benefit analysis work that would be started in October, 2015.

- iii) We will work with Water and Wastewater to review their current IT policies and procedures and where practical work together to ensure that policies and procedures are being followed. This would be included within the scope of the IT services review.

Conclusion 1.2

The recommendations will be implemented.

Action By: Director, Water & Wastewater
Director, Corporate Information Services

Action Date: Nov 2015

Information Only: DCM, Public Works
DCM, Corporate Services

Issue 1.3 – SCADA System Alarm Reports

Clause 2 of the General section of the Permit to Operate states:

“The City of St. John’s shall ensure that, at all times, the water treatment plant and related equipment and appurtenances which are installed or used to achieve compliance with this permit are properly operated and maintained.”

In addition, Clause 23 of the Operational Monitoring section of the Permit to Operate states:

“The water treatment plant staff shall control the treatment process and monitor treatment efficiency by measuring and recording as applicable:

- flow rates
- operating parameters
- determine cause and effect relationships, thereby aiding in the identification of appropriate process control for varying water quality

The Windsor Lake Water Treatment Facility uses a SCADA system to monitor and control processes and equipment in the plant as well as for measuring and recording information as required. The SCADA system will generate an alarm or alert when a process or control point exceeds a certain pre-programmed parameter, such as, when the water level in a certain area is too high or too low or when chlorine levels are outside of the set parameters.

A list of alarms/alerts generated by the SCADA System is printed each day by the Operator. Although the more serious alarms/alerts are discussed with management during the day and/or the weekly Wednesday morning meetings between management and the Operator, a report of all alarms/alerts are not reviewed, dated and signed by management. A review of such a report may aid management in identifying repeated problems which may assist in preventive maintenance and other control issues.

Recommendation 1.3

In order to assist in determining trends in problems associated with plant equipment and other processes and controls, management should periodically review the alarms/alerts reports from the SCADA system and sign and date them. The signed reports should be maintained on-site for a period of time to be determined by management with a suggested period of at least the current year plus the previous two years.

Management Response and Intended Course of Action 1.3

Daily Alarm Reports are now reviewed and commented upon by the Control Room Operator and submitted to Management for review and signature.

Conclusion 1.3

Management indicated that the recommendation has been implemented.

Action By: Manager, Windsor Lake

Action Date: Apr 2015

Information Only: DCM, Public Works
Director, Water & Wastewater

Issue 1.4 – Signatures/Initials on Logbooks and other Documentation

Numerous clauses in the Permit to Operate require the treatment plant staff to monitor equipment, controls, processes, etc. and to ensure that equipment is maintained in good working order. One way in which management ensures these requirements are complied with is by the use of logbooks and other documentation.

Internal Audit's review of the many logbooks in use at the plant as well as other documents disclosed the following:

- i) the Windsor Lake Water Treatment Plant uses logbooks at various locations for employees to record their initials/names, date, time, equipment checked, comments, etc. Although management advised that they review the logbooks, they do not sign/initial and date the logbooks to indicate the review.
- ii) the Plant has 12 pieces of equipment which need to be certified for turbidity. Although the inspector (external service provider) signs a sticker that is placed on each piece of equipment, he does not sign the Certificates of Instrument Performance nor the Field Service Report (summary of the work done for the Certificate). In addition, management does not sign the Field Service Report.
- iii) the Plant has 21 flow analyzers which need to be certified. Although the Service Summary Report was signed by the customer (Manager Windsor Lake) and the company's Technician, some of the Certificates were not dated and signed by the Operator and the Inspector as noted on the form.
- iv) Weekly Site Security Inspections Reports were not signed and dated by management.
- v) the City is required to ensure that all self-contained breathing apparatus are maintained as per section 10.5.3.2 of the CSA Standard Z94.4-93 Selection, Use and Care of Respirators. Although the Inspection After Each Use log is completed by staff, it is not signed/initialed and dated by a supervisor/manger.
- vi) the City is required to ensure that all eye wash stations are maintained. Although the Laboratory Services Eye Wash Station Flushing Log was completed by staff, it is not signed/initialed and dated by management.

vii) to ensure that backflow prevention devices in use in the plant are maintained, the City outsources the inspection services to a plumbing contractor. The contractor prepares, signs and dates the Testing and Inspection Report and the Premises Isolation Testing and Inspection Report. However, the reports are not signed by an employee of the City to certify the work was performed.

Without logbooks/documents being initialed/signed and dated, it is difficult to assign accountability for the work performed.

Recommendation 1.4

To help ensure accountability of the work performed and to provide an adequate audit trail, management should:

- i) initial/sign and date the logbooks and documents to indicate their review and accountability.
- ii) request external service providers to sign and date documents.
- iii) ensure that all work (inspection and replacement of the backflow prevention devices) performed by the external contractor is checked by a City employee. The Reports should be signed by the City employee and/or management.

Management Response and Intended Course of Action 1.4

All logbooks and/or inspection reports are now signed by management upon review.

Conclusion 1.4

Management indicated that the recommendations have been implemented.

Action By: Manager, Windsor Lake

Action Date: Apr 2015

Information Only: DCM, Public Works
Director, Water & Wastewater

Issue 1.5 – Safety Aspects

Clause 17 of the Operations section of the Permit to Operate states:

“The City of St. John’s shall ensure that all safety aspects of the plant such as handrails, guards, walkways, gas detectors, alarms, first aid equipment, emergency lighting, etc. are maintained in peak operational conditions as may be suggested by the manufacturer.”

In an effort to ensure compliance with this section management has instituted a number of controls, such as, regular maintenance and a weekly site inspection process. However, our review identified the following two issues:

- i) the Certificate of Inspection for the fire alarm for the main building (CAN/ULC S801: Standard on Electric Utility Workplace Electrical Safety for Generation, Transmission and Distribution), was dated November 28, 2012 to November 28, 2013. There was an inspection noted on October 3, 2014 but there was no certificate issued as there was a problem identified. Management indicated they contacted the Company that performed the inspection and the certificate was not issued due to a problem with a ground fault with one of the wires between buildings at the facility.
- ii) for gas detectors, the Certificate of Analysis was not signed/initialed and dated by a supervisor or manager.

Recommendation 1.5

To further improve the safety aspects of the facility management should ensure that:

- i) the Certificate of Inspection for the fire alarm is current at all times.
- ii) the Certificate of Analysis is signed/initialed and dated by a supervisor or manager.

Management Response and Intended Course of Action 1.5

Management did follow up with the fire system Inspectors who performed the 2013 inspection a number of times and was promised a new certificate repeatedly and was given indication all was OK. However, the signing authority at the inspection agency would not sign off on the system and this was not relayed to the Management of Windsor

Lake. A new certificate was received on February 25, 2015 and back dated to the original inspection without any further work required.

All gas detector certifications are now being signed by management upon review.

Conclusion 1.5

Management indicated that the recommendations have been implemented.

Action By: Manager, Windsor Lake

Action Date: Apr 2015

Information Only: DCM, Public Works
Director, Water & Wastewater

Issue 1.6 – Daily Maximum Flow Rate

Clause 8 of the Operations section of the Permit to Operate states:

“The City of St. John’s shall operate the water treatment plant to treat water at a rate not exceeding the maximum daily flow rate of 70,000 m³.”

Since the receipt of the Permit, the City expanded the filtering capacity of the facility to 87,000 m³/day. Although it appears that the facility only exceeded the 70,000 m³ maximum flow rate in one instance, during a major water main break, there were numerous instances where the flow rate approached the maximum. With the current expansion of the City’s population and commercial base, it is likely that the flow rate will continue to climb creating an increased risk of exceeding the maximum rate allowed under the Permit, especially during water main breaks.

Recommendation 1.6

In order to ensure compliance with the permit, management should contact the Department of Environment and Conservation advising that the daily flow rate has been

increased to 87,000 m³ and request a revised permit. Furthermore, in the future, any planned increases in the daily rate above the amount recorded in the permit should be reported to the Department of Environment in case a revised permit is required.

Management Response and Intended Course of Action 1.6

The revised Permit To Operate has a maximum rate allowed of 100,000 m³/day.

Conclusion 1.6

Management indicated that the recommendation has been implemented.

Action By: Manager, Windsor Lake

Action Date: Apr 2015

Information Only: DCM, Public Works
Director, Water & Wastewater

Issue 2 – Equipment & Inventory

Issue 2.1 – Preventative Maintenance Schedule & Log

Clause 2 of the General section of the Permit to Operate states:

“The City of St. John’s shall ensure that, at all times, the water treatment plant and related equipment and appurtenances which are installed or used to achieve compliance with this permit are properly operated and maintained. Proper operation and maintenance includes proactive initiatives and industry best practices to achieve continuous, dependable and optimum performance,…”

One of the main ways to achieve reliable and dependable equipment is through preventative maintenance. The Windsor Lake Water Treatment Facility has its own Standard Operating Procedures Manual for Operators as well as Manufacturers’ Operation and Maintenance Manuals, textbooks and journals in its library. Although management indicated that the maintenance is being performed on the equipment, preventive maintenance documents are included in the manuals, and a work order system is being developed, there is no consolidated schedule indicating which pieces of equipment require preventative maintenance and the intervals of when the maintenance should be performed. In addition, there is no log to record when the last maintenance was performed on the equipment, and who performed the maintenance work. Without a consolidated maintenance schedule and log it is difficult to ensure that all preventative maintenance was performed and in a timely manner.

Recommendation 2.1

In order to ensure that all required preventative maintenance is performed in line with the manufacturer’s guidelines and that management is in compliance with Clause 2 of the General section of the Permit to Operate management should:

- i) prepare a consolidated preventive maintenance schedule for, at least, all critical equipment at the facility that requires preventative maintenance.

- ii) develop a log to track all maintenance activities performed, including who performed the maintenance, what work was performed, and the date it was completed.
- iii) review the log on a regular basis to ensure that the scheduled maintenance per the consolidated schedule is being completed on a timely basis and sign and date the log to provide evidence that the review was performed.

Management Response and Intended Course of Action 2.1

Windsor Lake has temporarily dedicated a person to automating work orders for the preventative maintenance program at Windsor Lake. Once initiated, this program will cover all of the recommendations above.

Conclusion 2.1

The recommendations will be implemented.

Action By: Manager, Windsor Lake

Action Date: Dec 2015

Information Only: DCM, Public Works
Director, Water & Wastewater

Issue 2.2 – List of Inventory and Critical Components

Clause 13 of the Operations section of the Permit to Operate states:

“The City of St. John’s shall maintain a sufficient inventory of spare parts for the most critical components of the equipment in order to keep down time and disruptions to the treatment process to a minimum.”

Although management advised there is sufficient inventory of spare parts on hand, an inventory listing of spare parts, including critical components, is not maintained. An up-to-date inventory listing would make it easier for management to determine if there is an

adequate supply of spare parts inventory on hand, thereby, reducing the risk of down time and disruptions to the treatment process.

Recommendation 2.2

Management should prepare an inventory listing of spare parts, including critical components, and ensure that it is properly maintained.

Management Response and Intended Course of Action 2.2

Management is developing a system to maintain an accurate and up-to-date listing of spare parts and equipment. We are also pursuing options with some suppliers of critical equipment.

Conclusion 2.2

The recommendation will be implemented.

Action By: Manager, Windsor Lake

Action Date: Dec 2015

Information Only: DCM, Public Works
Director, Water & Wastewater

Issue 2.3 – Reserve for Critical Equipment

The City does not maintain a reserve for the replacement of critical/major equipment at the Windsor Lake Water Treatment Facility. In addition, a listing of critical/major equipment at the facility and associated pumping stations does not exist. Although management has indicated that there have been no issues with obtaining the necessary funds to replace equipment when necessary, some of this equipment is very costly and can cause stress on the City's budget if replacement is not appropriately planned.

Recommendation 2.3

In an effort to reduce unexpected and unplanned outlays of cash for the replacement of critical/major equipment at the Windsor Lake Water Treatment Facility management should:

- i) develop a listing of critical/major equipment (defined as equipment with a replacement cost of, at least, \$25,000) at the facility and associated pumping stations. The listing should include the estimated replacement cost, the current years in service, and the estimated life expectancy for each piece of equipment.
- ii) request that the City's Department of Financial Management set up an equipment reserve based on the information in the listing.
- iii) update the listing on a yearly basis.

Management Response and Intended Course of Action 2.3

Management is developing the reserve request for the 2016 budget process.

Conclusion 2.3

The recommendation will be implemented.

Action By: Manager, Windsor Lake

Action Date: Aug 2015

Information Only: DCM, Public Works
Director, Water & Wastewater

Issue 3 – Laboratory

Issue 3.1 – Laboratory Services

Clause 2 of the General section of the Permit to Operate states:

“The City of St. John’s shall ensure that, at all times, the water treatment plant and related equipment and appurtenances which are installed or used to achieve compliance with this permit are properly operated and maintained. Proper operation and maintenance includes... adequate laboratory and process controls...”

In addition, Clause 27 of the Record Keeping & Reporting section of the Permit to Operate states:

“... Testing and monitoring programs must meet the approval of the Department and shall include but not be limited to: raw and finished water quality parameters and pertinent in house testing such as chlorine residual, temperature, pH, turbidity and colour.”

During our review of the Laboratory, the following items were noted:

- i) The *Guidelines for Canadian Drinking Water Quality* set forth by Health Canada, outline the water sampling guidelines for a water treatment facility based on the population that it serves. In 2012 and 2013 the Windsor Lake and Bay Bulls water treatment facilities performed water sampling that was in excess of 150% of the Guidelines. Performing sampling in excess of the guidelines decreases the risk of providing contaminated and/or low quality water to the citizens of St. John’s; however, it likely leads to increased cost that may or may not be necessary.
- ii) the data recorded on the Laboratory Services Bench Data Sheets and in the Water Trax System are entered by one Laboratory Technologist and verified by another Technologist. The entries are not reviewed by management to ensure accuracy.
- iii) the Water Trax System generates alerts regarding water quality outside of acceptable levels. These alerts identify the date, facility, sampling point or advisory type, measurement name or advisory action, reading type and status (open or closed). The alerts are forwarded to the appropriate managers and staff

- for review and action. The Manager, Laboratory Services advised that although all alerts are acted upon, explanations of how the alerts were resolved are not always recorded and maintained.
- iv) although the Manager, Laboratory Services and staff have some written office procedures, they are not complete.

Recommendation 3.1

In order to improve procedures and controls in the Lab and help ensure compliance with the Permit to Operate, management should:

- i) determine the appropriate level of water sampling to perform that will, at a minimum, meet the *Guidelines for Canadian Drinking Water Quality*, while also providing quality drinking water at the lowest cost.
- ii) ensure the entries on the Laboratory Services Bench Data Sheets and in the Water Trax System are accurate by having a management employee or designate review the entries.
- iii) ensure explanations of how the alerts are resolved are recorded and maintained. Alerts should be closed at the management level to ensure they are aware and have approved the resolution of all alerts.
- iv) continue with the development of the written procedures for the Lab and, when completed, submit them to the appropriate governance committee of Council for their review and approval.

Management Response and Intended Course of Action 3.1

- i) The number of samples taken provides important information on the distribution system as well as meeting the minimum requirement for the Guidelines for Canadian Drinking Water. To better serve all residents with the highest quality drinking water possible this number of samples ensure the City is providing due diligence. There is also minimum cost.
- ii) The Laboratory management will review the data of approximately 10% of the samples received, this number may be adjusted based on findings.
- iii) Training, for managers, on the data control system Water Trax will take place October 7, 2015 this will ensure all managers are aware of the proper procedure

of closing out alerts and the method for doing so. This will ensure consistency in all City owned plants.

- iv) Management is proceeding to have the City Laboratories become “accredited”. Laboratory accreditation is a means of determining the technical competence of laboratories to perform specific types of testing, measurement and calibration. It is a requirement of accreditation that all procedures have to be documented and approved. This is a lengthy process and the earliest completion date is 2020.

Conclusion 3.1

- i) Management indicated that the recommendation has been implemented. Management points out that the current number of samples taken are appropriate, even though they exceed the *Guidelines for Canadian Drinking Water Quality*, because it provides due diligence in terms of ensuring quality drinking water and has a minimal cost. It should be noted that Internal Audit did not review the costs associated with water sampling during the audit due to scope constraints but will review management’s rationale during the follow-up process.
- ii) The recommendation will be implemented. Management indicated that they will review a sample of 10% of the water sample entries and adjust this number based on the results. This should suffice in ensuring the accuracy of the entries.
- iii) The recommendation will be implemented.
- iv) The recommendation will be implemented.

Action By: iii) Director, Water & Wastewater
i), ii), iv) Manager, Laboratory Services

Action Date: i) Aug 2015
ii) Nov 2015
iii) Nov 2015
iv) Dec 2020

Information Only: DCM, Public Works

Issue 4 – Security

Issue 4.1 – Protection of Watershed and Plant Assets

Clause 4 of the General section of the Permit to Operate states:

“The City of St. John’s shall practice a multi barrier approach to protect the water quality from source to the end of the water system within the City’s jurisdiction.”

In addition, Clause 5 of the General section states:

“The City of St. John’s shall endeavor to take all necessary steps to ensure protection of the water supply source from contamination.”

The review revealed that management spends considerable effort in ensuring the protection of the water quality from source to end of the water system as required by the Permit to Operate and should be commended for their vigilance. However, a tour of the facility and the watershed area revealed the following areas for improvement:

- i) there are two areas next to Windsor Lake off of Portugal Cove Road where vehicles can pull over and/or park. One area is close to Airport Heights Drive, next to the entrance to the facility, and the other area is just before the intersection of Portugal Cove Road and Windsor Heights. While minor in comparison to other pollution risks around the watershed, these areas nonetheless increase the risk of pollution to the lake.
- ii) there are numerous signs around the watershed advising that certain activities (i.e., polluting, fishing, hunting, swimming, boating, etc.) are punishable offences if conducted in the watershed; however these are small signs that are difficult to see and read from the roadway. In addition, observations during the audit and conversations with management revealed that snowmobiling is a common occurrence in the watershed, which increases the risk of pollution. However, snowmobiling is not specifically listed as a punishable offence on the signs.
- iii) the Lower Lift Pump Station, which contains expensive pumps and other equipment, is also used to store a boat, ATV (Quad), spare equipment and other

items. Having these items in the pump station creates clutter that increases the risk of injury to employees and also increases the risk of causing damage to the pumps and equipment. In addition, a snowmobile, oil skimmers, and other spare equipment are being stored in an old trailer from a transport truck next to the pump station. The narrow design of the trailer would make it a challenge to safely access this equipment in a timely fashion if it was required for an emergency.

Recommendation 4.1

In order to improve the above issues, management should:

- i) determine if it is practical to place a fence, guard rail, or some other natural barrier in the locations noted above to prevent cars from stopping.
- ii) contact the Office of the City Solicitor to determine if snowmobiling is a punishable offence in the watershed and, if so, add it to the signs.
- iii) consider replacing the signs with larger signs that are easier to read from a distance.
- iv) find a more appropriate location to store the items currently situated in the Lower Lift Pump Station and trailer to decrease the risks of injury to employees and damage to equipment, while also ensuring the items are easily accessible, if needed, to respond to an emergency.

Management Response and Intended Course of Action 4.1

- i) Management will place a barrier at the location along Portugal Cove Road. The other location does have a gate so it is not as easy to block off. Will possibly look at other avenues to deter parking at this location.
- ii) Snowmobiling is a punishable offense in the watershed. Signs will be modified to include motorized vehicles
- iii) Signs will also be modified to a larger format.
- iv) Capital request has been submitted to construct a parts/equipment storage facility at Windsor Lake. This is the only way to solve the storage issue at Windsor Lake.

Conclusion 4.1

The recommendations will be implemented.

Action By: Manager, Windsor Lake

Action Date: Jun 2016

Information Only: DCM, Public Works
Director, Water & Wastewater

Issue 4.2 – Weekly Site Security Inspections Report

Clause 11 of the Operations section of the Permit to Operate states:

“The City of St. John’s shall ensure that the plant is secure from all unauthorized intrusions and shall maintain adequate security defenses such as plant surveillance, adequate fencing and gates and other measures as may be deemed necessary to prevent unauthorized entry.”

To comply with this clause, management has installed fencing, gates and a security system at the water treatment facility. Management has also had gates installed at the entrance points to the pump houses. In addition, management has developed a weekly site security inspections process whereby a plant employee will perform a security inspection at the main facility, as well as, the lift stations, pump houses, reservoirs, etc., to ensure everything is in order.

During the audit, Internal Audit reviewed the Weekly Site Security Inspections Reports. The review disclosed the following issues:

- i) not all reports were on file for examination. For example, in 2014, January had no reports on file, February had only one report, March had 3 reports, April had 2 reports, etc.
- ii) although the reports on file had comments/concerns recorded such as “Sept 21, 2014 Check Low Lift Pumping Station – CO2 sensor needs calibration”; Sept 13, 2014, Fire and activity around intake. Eve falling off old building, muffler bent”;

- “Main door still not fixed and can be opened without key at times. E-mailed Gary T.”, “Nov 24, 2014, Unable to aim alarm”, etc., there were no records on file to indicate how and when the concerns were resolved and who was responsible.
- iii) the section “Building Security System Test” was not always completed.

Recommendation 4.2

In order to improve the weekly site security inspection process management should:

- i) ensure that all Weekly Site Security Inspection Reports are retained in a file.
- ii) develop a mechanism to ensure that all concerns raised have been acted upon and an audit trail exists for the concern identified and its resolution.
- iii) ensure that the “Building Security System Test” is completed.

Management Response and Intended Course of Action 4.2

Meeting to review the importance of the Security Inspection Reports and to have the document fully completed has been completed in August 2015. Management will comment upon any comments recorded in such inspection reports (eg. “Work Order Created”, or “No further action required”, etc.) and initial and date.

Conclusion 4.2

Management indicated that the recommendation has been implemented.

Action By: Manager, Windsor Lake

Action Date: Aug 2015

Information Only: DCM, Public Works
Director, Water & Wastewater

Issue 4.3 – Security Cameras

As previously stated, clause 11 of the Operations section of the Permit to Operate requires the City to ensure the facility is secure from all unauthorized intrusions and to maintain adequate security defenses. As detailed in Issue 4.2 it appears that management has implemented sufficient security measures to satisfy this requirement; however, supplementing these measures with security cameras at the main facility, lift stations, pump houses, reservoirs, etc., if economically feasible, would be a great addition to overall security.

Recommendation 4.3

Management should consider installing security cameras at the main facility, lift stations, pump houses, reservoirs, etc., so that they can better monitor activities around these areas.

Management Response and Intended Course of Action 4.3

Management is preparing a tender for installation of CCTV cameras at the Windsor Lake Facilities.

Conclusion 4.3

The recommendation will be implemented.

Action By: Manager, Windsor Lake

Action Date: Jun 2016

Information Only: DCM, Public Works
Director, Water & Wastewater
Manager, Emergency Preparedness/Business Continuity

Issue 5 – Training & Emergency Preparedness

Issue 5.1 – Training

Clause 33 of the Operator Training & Continuing Education section of the Permit to Operate states:

“It is recognized that well trained water treatment plant staff are absolutely essential for an efficiently operated and well maintained water treatment facility... In this regard, water treatment plant staff must receive a minimum of 24 hours of related training per year.”

During the audit, management was able to produce a list of training sessions, by date, for each facility employee; however, the training was not broken down into the number of hours. Without this information it is difficult to ensure that the facility is complying with clause 33 of the Permit.

Recommendation 5.1

Management should track employee training by hour and ensure that each employee receives the minimum of 24 hours of training each year required under the Permit.

Management Response and Intended Course of Action 5.1

Records have been modified to include total hours of training.

Conclusion 5.1

Management indicated that the recommendation has been implemented.

Action By: Manager, Windsor Lake

Action Date: Apr 2015

Information Only: DCM, Public Works
Director, Water & Wastewater

Issue 5.2 – Emergency Plan

Clause 31 of the Emergency Situations section of the Permit to Operate states:

“Contingency and emergency response plans must be established for all foreseeable “what if” scenarios such as extensive fire demand, main line breaks, and contamination problems. ..”

In addition, clause 32 of the Emergency Situations section of the Permit to Operate states:

“The City of St. John’s shall ensure that contingency plans and procedures are established and adequate equipment and material are available for dealing with emergencies, upset conditions and equipment breakdowns in the water treatment plant.”

Facility management, in consultation with the Manager, Emergency Preparedness/Business Continuity, has prepared emergency response plans covering various scenarios including, spill response, water contamination, chlorine release, plant bypass, fire, etc. These plans should be adequate to satisfy the requirements of the Permit.

Although not specifically required by the Permit to Operate, best practices for emergency response plans include testing of the plans to ensure they work as planned. Management advised that although various aspects of the emergency plan(s) have been tested, chlorine and oil spill testing has not yet occurred.

Recommendation 5.2

Facility management should meet with the Manager, Emergency Preparedness/Business Continuity to discuss if and when a test of the chlorine and oil spills plan can be conducted.

Management Response and Intended Course of Action 5.2

Management will contact the Manager, Emergency Preparedness to discuss possible practice scenarios or training opportunities.

Conclusion 5.2

The recommendation will be implemented.

Action By: Manager, Windsor Lake

Action Date: Aug 2015

Information Only: DCM, Public Works
Director, Water & Wastewater
Manager, Emergency Preparedness / Business Continuity

End of Report

APPENDIX A

Permit to Operate



File Reference #
844.097.16-OPWT

September 16, 2008

Permit to Operate
Permit No. OP-WT-08-0015

Pursuant to *Section 38* of the *Water Resources Act*, SNL 2002 cW-4.01, this **Permit to Operate** is hereby issued to:

City of St. John's

for the operation of a:

Class IV Water Treatment Plant, Windsor Lake

Name of Owner:

City of St. John's

Address of Owner:

**PO Box 908
St. John's NL A1C 5M2
(709) 745-3841 (Tel.)
(709) 745-0935 (Fax.)**

Attention:

Ms. Lynnaann Stapleton, Manager of Water Resources

Conditions of Permit:

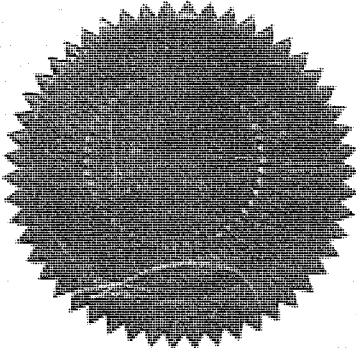
As per Appendix "A"

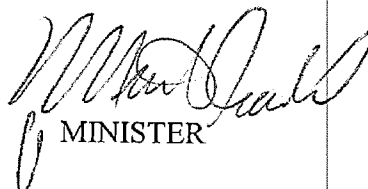
Valid From:

September 16, 2008

This permit is subject to the terms and conditions indicated in Appendix A (attached). This permit is valid until September 16, 2013 or until there is a change in the classification of the water treatment plant or as may be determined by this Department.

Failure to comply with the terms and conditions will render this permit null and void, place the owner and their agent(s) in violation of the *Water Resources Act*, SNL 2002 cW-4.01 and make the owner responsible for taking any remedial measures as may be prescribed by this Department.




MINISTER

GENERAL

1. The City of St. John's shall operate the water treatment plant in such a manner, and with such facilities that water supplied to the distribution system satisfies the latest version of the *"Guidelines for Canadian Drinking Water Quality"*, the *"Newfoundland and Labrador Standards for Microbiological Safety of Drinking Water"* and the *"Standards for Chemical and Physical Monitoring of Drinking Water"* and as may be further directed by the Department of Environment and Conservation.
2. The City of St. John's shall ensure that, at all times, the water treatment plant and related equipment and appurtenances which are installed or used to achieve compliance with this Permit are properly operated and maintained. Proper operation and maintenance includes proactive initiatives and industry best practices to achieve continuous, dependable and optimum performance, provision of adequate fiscal resources, adequate operator staffing and training, adequate laboratory and process controls, and the use of process chemicals and other substances that come in contact with water being treated, that are suitable for the process, compatible with each other and appropriate for drinking water.
3. The City of St. John's shall ensure that all chemicals used in the treatment process and all materials contacting the water are of "Food Grade" quality and meet both the AWWA (American Water Works Association) quality criteria as set out in AWWA standards and the ANSI (American National Standards Institute) safety criteria as set out in ANSI standard NSF/60 or NSF/61. In addition, the City of St. John's shall have, for water treatment chemicals and for water contacting materials, either evidence of current product registration by a testing institution accredited by the ANSI or documents showing the Department is satisfied that information provided by the product manufacturer indicates the product will meet both the AWWA and ANSI standards criteria.
4. The City of St. John's shall practice a multi barrier approach to protect the water quality from source to the end of the water system within the city's jurisdiction.
5. The City of St. John's shall endeavour to take all necessary steps to ensure protection of the water supply source from contamination.
6. The City of St. John's shall notify the Department of Environment and Conservation prior to implementing significant changes to any process that may adversely affect the quality and/or quantity of the finished water.

OPERATIONS

7. The City of St. John's shall operate and maintain a water treatment plant which shall include all of the following:
 - a. a surface water supply from Windsor Lake;
 - b. a 1,440 mm raw water screened intake and travelling screen;
 - c. an underground raw water storage reservoir with a volume of 1,820 m³; and
 - d. treatment capabilities for:
 - i. pre-treatment pH adjustment (carbon dioxide)
 - ii. pre-treatment pH adjustment (lime)
 - iii. pre-chlorination (chlorine gas)
 - iv. six primary and four secondary microfiltration membrane units
 - v. a UV disinfection system (three units)
 - vi. a sodium hypochlorite, a citric acid, a sodium hydroxide and sodium bisulphite cleaning systems
 - vii. flow meters and turbidimeters
 - viii. post chlorination disinfection (chlorine gas)
 - ix. SCADA system
 - e. a treated water reservoir with a volume of 20,000 m³;
 - f. a filter backwash wetland treatment system;
8. The City of St. John's shall operate the water treatment plant to treat water at a rate not exceeding the maximum daily flow rate of 70,000 m³.
9. The water treatment plant staff must have a thorough understanding of all aspects of the water treatment plant. This is essential for the staff to perform their duties and to operate the plant effectively and efficiently. Pertinent information includes variation in water quality, flow regimes, treatment process, and other specific facility components.
10. The effluent discharge from the wetland treatment system to Windsor Lake must be in compliance with the "*The Environmental Control Water and Sewage Regulations, 2003*" and the "*Canadian Environmental Quality Guidelines*" for the protection of fresh water aquatic inhabitants.
11. The City of St. John's shall ensure that the plant is secure from all unauthorized intrusions and shall maintain adequate security defenses such as plant surveillance, adequate fencing and gates and other measures as may be deemed necessary to prevent unauthorized entry.
12. The City of St. John's shall ensure the use of proper housekeeping techniques to keep the water treatment plant clean. All functioning components and housing structures shall be kept in good repair and well maintained.
13. The City of St. John's shall maintain a sufficient inventory of spare parts for the most critical components of the equipment in order to keep down time and disruptions to the treatment process to a minimum.

14. The City of St. John's shall ensure that all backflow prevention devices that are in use in the plant to prevent the backflow of contaminants into the potable water system are maintained and tested on a regular basis.
15. The City of St. John's shall ensure that all self-contained breathing apparatus is maintained as per Section 10.5.3.2 of the CSA Standard Z94.4-93 "Selection, Use and Care of Respirators". This Section states "those air cylinders which have not been used in any three month period should be slowly depressurized and recharged with clean, dry, respirable air". The water treatment plant staff must be trained in the use of the breathing apparatus.
16. The City of St. John's shall ensure that all eye wash stations are maintained. Portable stations shall be checked regularly and the solutions replaced as required. Permanent stations should be flushed regularly to ensure an adequate and clean supply of potable water.
17. The City of St. John's shall ensure that all safety aspects of the plant such as handrails, guards, walkways, gas detectors, alarms, first aid equipment, emergency lighting etc. are maintained in peak operational conditions as may be suggested by the manufacturer.
18. The City of St. John's shall ensure that water treatment plant staff are provided with all the safety clothing and equipment required to protect them from contact with sewage, dangerous chemicals and physical hazards such as confined space entry, etc.
19. The City of St. John's shall provide the water treatment plant staff with access to suitable facilities for hand washing, cleaning, and laundering, and shall provide disinfecting soap and cleaning products as may be necessary.
20. The City of St. John's shall ensure that monitoring equipment is maintained and calibrated in accordance with manufacturer's recommendations.
21. The City of St. John's shall ensure that all used oil products and other related hazardous wastes generated by the machinery used in the operation of the water treatment plant are collected and disposed of in an approved manner. The regional office of the Department of Government Services shall be contacted in this regard.
22. Emergency warning devices must be checked and exercised on a weekly basis to ensure that all system are operating and functioning properly. This activity must be logged and signed off by the water treatment plant staff.

OPERATIONAL MONITORING

23. The water treatment plant staff shall control the treatment process and monitor treatment efficiency by measuring and recording as applicable:
 - flow rates (e.g. filter rate, backwash rate, chemical feed rate, air flow rate, etc.), and;
 - operating parameters (e.g. elapsed time, turbidity, pH, temperature, conductivity, chlorine residual, etc.);
 - determine cause and effect relationships, thereby aiding in the identification of appropriate process control for varying water quality.

24. Fully trained water treatment plant staff shall be assigned to ensure efficient operation and maintenance of the water transmission system. The owner shall initiate a regular schedule for cleaning and maintenance of the system. In this regard, the system should be flushed on an annual basis, at minimum, and more frequently as conditions warrant.

RECORD KEEPING & REPORTING

25. The City of St. John's shall immediately report by telephone any major problems or malfunctions to the Regional Design Approval Specialist at (709) 729-2558, and shall submit a written report within seven days to the Department of Environment and Conservation.
26. The City of St. John's shall develop a public relations program to maintain good communications with the service population. In this regard, the consumers serviced by this treatment plant must be notified of any process control problem or regular maintenance that will result in water quality deterioration. The nature of the circumstance and anticipated duration of the event must be communicated to concerned Departments including the Department of Environment and Conservation, Government Services, and Health and Community Services as well as the general population being served.
27. An operator's daily log of maintenance checks, testing, flow recorder data, recorded problems, chemical consumption, etc., must be kept and made available to the Department of Environment and Conservation upon request. Testing and monitoring programs must meet the approval of the Department and shall include but not limited to: raw and finished water quality parameters and pertinent in house testing such as chlorine residual, temperature, pH, turbidity and colour.
28. An owners manual must be compiled and made available for viewing by the Department of Environment and Conservation and must include manufacturer's information on all components of the system. The specific information should include supplier, contact information, specification information including shop drawings, model and serial numbers, model, type, size, date installed or date put into service, length of service, parts inventory. Information shall be inclusive of all operational and maintenance schedule items including inspection log, repair log, replacement log, complaints log, WHMIS, weather reports, system performance reports, water quality data, problems, and other miscellaneous items as may be requested by the Department of Environment and Conservation.
29. All aspects related to the operation of the water treatment plant must be documented and made available to the Department of Environment and Conservation upon request.
30. The City of St. John's shall retain all records relevant to the operation and maintenance of this plant for a minimum of 5 years from the date of their creation.

EMERGENCY SITUATIONS

31. Contingency and emergency response plans must be established for all foreseeable "what if" scenarios such as extensive fire demand, main line breaks, and contamination problems. Plans must include notification of all water system users.

32. The City of St. John's shall ensure that contingency plans and procedures are established and adequate equipment and material are available for dealing with emergencies, upset conditions and equipment breakdowns in the water treatment plant.

OPERATOR TRAINING & CONTINUING EDUCATION

33. It is recognized that well trained water treatment plant staff are absolutely essential for an efficiently operated and well maintained water treatment facility. It is therefore required that all water treatment plant staff achieve a minimum of Level III Operator Certification status and any staff members in direct responsible charge achieve a Level IV Operator Certification status. Training of water treatment plant staff is an ongoing responsibility of the owner. In this regard, water treatment plant staff must receive a minimum of 24 hours of related training per year.

34. Ongoing and continuing education is highly recommended for all water treatment plant staff of water treatment systems. The City of St. John's shall ensure that water treatment plant staff participate in these training opportunities as they arise.

PLANNING

35. The City of St. John's shall establish long and short term plans for system operation, improvement, expansion, and replacement and shall incorporate sound fiscal planning for all operational aspects of the system including general maintenance and operation, emergencies, water treatment plant staff training and continuing education, and capital fiscal planning for upgrading, expansion, and replacement.

To: Chair & Council Members, Audit & Accountability Committee

Date: October 6, 2015

Areas Responsible: Paul Mackey, P. Eng., Deputy City Manager - Public Works
 Don Brennan, P. Eng., M.A. Sc., Director - Roads & Traffic

The table below summarizes the pending issues from the Review of Maintenance of Roads and Sidewalks, Assignment #09-04.

Recommendation	Status Update	Date
<p>1.1. The Maintenance of Roads & Sidewalks division should take measures to try to track all potholes (and other activities performed by the division) using the CRM technology to help ensure all issues are addressed in an effective and timely manner and to better track and report divisional performance. One option, as identified by management, is to consider the use of handheld PDA's. Management should therefore conduct an analysis of this option, which would include an examination of the feasibility of such a project. This could then be presented as a part of future budget processes for consideration by Council.</p>	<p>This objective is obtainable, but likely needs to be pushed out on an extended schedule, perhaps post Dec 2016 or so. We presently have an RFP closing the end of June 2015 for a new AVL service provider. If approved and funded by Council, this could be the starting platform to launch this maintenance program. At the present time we have yet to review maintenance software options: however, we have preliminary agreement from Engineering to co-investigate such software that may be available We will be starting the search process for software this month from which we can supply additional information regarding costs. Once an initial evaluation of software options nears completion we will be in a better position to discuss with IT the implementation and integration aspects and from there proceed to determine if a pilot project is feasible for the year following.</p> <p><u>Previous Implementation Date:</u> TBD - An estimated one-year period to research and develop an IT solution that can be piloted over the subsequent year.</p>	<p>Dec 2016</p>

Recommendation	Status Update	Date
<p>1.3. All issues recorded in the CRM software requiring placement on a longer term listing (i.e. where longer term due dates or resolution goals are necessary after dealing with the initial safety hazard) should result in the initial issue being closed upon its resolution (i.e. the temporary repair is made and/or markings are made to warn the public of a potential safety hazard). A new issue would then be opened containing the appropriate resolution goal along with details from the initial issue, including the initial but temporary resolution.</p>	<p>See comment to Issue 1.1.</p>	<p>Dec 2016</p>
<p>2.1 (i). Management should at least annually conduct analysis and reporting of the time taken to address an issue in relation to the goals set out for those resolution times.</p> <p>2.1 (ii). The resulting information should then be used to regularly review and amend goals if necessary to ensure they are both ambitious but realistic given resources available.</p>	<p>Needs discussion and confirmation with the DCM, Public Works to determine if this process will be standardized within all divisions of the Department of Public Works. Also need to determine who will be responsible for performing the analysis and how often it will be performed.</p>	<p>Dec 2015</p>
<p>3.1 (i). A formal process for tracking problem areas should be developed.</p>	<p>See comment to Issue 1.1 The sidewalk inventory referral request was made to Engineering by email on 2014-09-29, Director Roads and Traffic to Director of Engineering.</p>	<p>Dec 2016</p>

Recommendation	Status Update	Date
<p>3.1 (ii). The information should then be tracked using a standardized form and maintained on a centralized database (possibly using the CRM system which may be feasible should the division employ the use of handheld terminals in the future).</p>	<p>See comment to Issue 1.1</p>	<p>Dec 2016</p>
<p>3.1 (iii). Inspections of these areas would be conducted on a regular basis using a standardized checklist. It should be noted that it is not economically feasible to inspect all roads within the City during the short season where problems usually arise. This recommendation instead focuses on identified problem areas only for regular inspection.</p>	<p>See comment to Issue 1.1</p>	<p>Dec 2016</p>
<p>5.1 (i). The division should look at ways to track repairs by location and communicate this information to the Department of Engineering so that it can combine this information to that obtained by inspections that it does on roads and/or sidewalks to better prioritize re-construction and rehabilitation work. This tracking could be made easier through the use of technology, such as portable handheld devices which would allow all repairs to be tracked using the City's CRM software as mentioned previously.</p>	<p>See comment to Issue 1.1</p>	<p>Dec 2016</p>

Recommendation	Status Update	Date
<p>6.1. The division should consider tracking factors other than volume of workflows to better show whether services are being provided in an efficient and effective manner. This can include information on the provision of particular types of services on a per unit basis (for example, cost of street maintenance per kilometer) and information on the time taken to deliver services relative to goals for such delivery (i.e. a certain percentage of all potholes are repaired within a certain period of time). It should be noted that it may be difficult and/or time consuming to implement this recommendation without exploring options to better capture and report this information (see recommendation 1.1).</p>	<p>See comment to Issue 1.1</p>	<p>Dec 2016</p>

The following table summarizes the current status of all issues identified in the Review of Maintenance of Roads and Sidewalks, Assignment #09-04.

Total Recommendations	Closed	Pending
12	3 (25%)	9 (75%)

Recommendation:

Due to the fact that the recommendations made in the original report are now over 6 years old, coupled with the turnover of operational and Internal Audit management and the limited resources of the Internal Audit Division, it is recommended that this item be removed from Internal Audit’s follow-up list. Maintenance of Roads and Sidewalks should now be considered as a candidate for a new audit along with all other potential auditable areas of the City.

The Table below summarizes the closed issues from the Review of Maintenance of Roads and Sidewalks, Assignment #09-04.

Recommendation	Status Update	Date
<p>1.2 (i). Management should consider developing a comprehensive listing of acceptable reasons for exceeding due dates.</p>	<p>Resolved - continued coaching and direction will be given to staff to complete cases by the assigned time or to properly substantiate the need to delay.</p>	<p>Not Implemented Closed</p>
<p>1.2 (ii). In addition due dates should not be changed after an issue has been opened to ensure the controls built into the CRM system are allowed to function as designed. This will allow management to truly review all situations where goals are exceeded and will improve reports available within the CRM system. It should be noted that despite these recommendations, not all issues will be expected to be resolved within prescribed timeframes.</p>	<p>Management does not agree. There are valid (and greatly varied) reasons for extending due dates but this should not happen without acceptable reason. Continued coaching and direction will be given to staff to complete cases by the assigned time or to properly substantiate the need to delay.</p>	<p>Partially Implemented Closed (This may help but it will still be difficult to measure performance)</p>
<p>4.1. The City should further strengthen its control over quality of materials by ensuring all testing reports are signed off by a qualified City representative indicating whether the testing results meet specification with an explanation of the course of action taken if they do not.</p>	<p>Completed - all tests are now reviewed and signed off on by either the Roads Inspector or the Head Foreperson.</p>	<p>Implemented Closed</p>

To: Chair & Committee Members, Audit Committee

Date: October 6, 2015

Areas Responsible: Dave Blackmore, R.P.A., DCM – Planning, Development & Engineering
Brendan O’Connell, P. Eng., Director - Engineering

The table below summarizes the pending issues from the Review of Construction and Capital Projects, Assignment #09-03.

Recommendation	Status Update	Date
<p>1.1(i). The City should examine its methods of tracking assets (e.g. streets, sidewalks, bridges, etc) and identifying and prioritizing the need for repair, maintenance or replacement in an attempt to standardize the process as much as reasonably possible. Consideration could be given to development of standardized checklists for any areas where they do not presently exist.</p>	<p>Engineering has attended a demo of the mobile device. This device has been adopted by the Buildings inspectors. The device has potential uses for inspection type reporting. Engineering has decided to further evaluate in the winter of 2015 - 2016, when we will be updating division SOPs.</p> <p><u>Previous Implementation Date:</u> December 2014.</p>	<p>Jun 2016</p>
<p>1.1(ii). Efforts should be continued to update all inventory of City assets to properly and completely identify and prioritize all infrastructure needs for budget deliberation purposes. The ERP implementation process is a good opportunity to do a comprehensive review of current practices.</p>	<p>Engineering has met with LIS and LIS is currently in the process of evaluating software from an Autocad supplier. That software is likely to be adopted in stages and not be all divisions at once, and may therefore not achieve this goal. Given that Engineering is only one of the divisions that need to conform to an SOP that automatically populates the GIS, I suggest it would be more productive if LIS were to lead this initiative.</p> <p><u>Previous Implementation Date:</u> December 2014.</p>	<p>Not Provided</p>

The following table summarizes the current status of all issues identified in the Review of Construction and Capital Projects, Assignment #09-03.

Total Recommendations	Closed	Pending
9	7 (78%)	2 (22%)

Recommendation:

Due to the fact that the recommendations made in the original report are now over 6 years old, coupled with the turnover of operational and Internal Audit management and the limited resources of the Internal Audit Division, it is recommended that this item be removed from Internal Audit’s follow-up list. Construction and Capital Projects should now be considered as a candidate for a new audit along with all other potential auditable areas of the City.

The Table below summarizes the closed issues from the Review of Construction and Capital Projects, Assignment #09-03.

Recommendation	Status Update	Date
<p>2.1. The City should strive to further improve cost estimates by implementing a regular review program to monitor performance of the estimation process. This could be done by compiling information on project cost accuracy at various phases of the project (e.g. strategic, concept, preliminary design/pre-tender, and construction). Compiling and analyzing this type of information can help show whether variance from cost estimation are within industry standards and help the division make improvements to its estimation process.</p>	<p>A spreadsheet has been developed for this purpose and Engineering is currently populating it.</p>	<p>Implemented Closed</p>
<p>2.2. While processes and procedures are in place to effectively monitor and manage costs, the City can further enhance the process by implementing a formalized reporting process. This process could involve a clear, concise overview on project financial performance, breaking down costs between contract costs and change orders, with information provided on the reasons for significant change orders. In effect, this would be similar to the reporting already given on certain projects but would be standardized and provided for all projects.</p>	<p>This information is part of the spreadsheet referred to in item 2.1. Engineering provides a status report for all Capital Works projects to Finance prior to the start of the budget preparation process.</p>	<p>Implemented Closed</p>

Recommendation	Status Update	Date
<p>3.1. Regular reporting should also include a summary indicating whether the project adhered to the initial design or whether changes were necessary. This could allow users to evaluate whether costs were related to design changes or other factors.</p>	<p>This information is part of the spreadsheet referred to in item 2.1.</p>	<p>Implemented Closed</p>
<p>4.1. The division should consider analyzing information on adherence to schedules on an overall basis by stating time taken to complete a project as a percentage of time estimated to complete at various stages of completion of the project. In addition, standardized reporting should include a high level overview of whether timelines are being met, along with brief explanations for significant variances.</p>	<p>This information is part of the spreadsheet referred to in item 2.1.</p>	<p>Implemented Closed</p>
<p>5.1. The City should consider holding project close-out meetings for each project with all applicable parties to ensure the project is in fact complete and all standards are met. The meeting would also focus on lessons learned from the process and would be documented so that other project managers can use the experience gained on that particular project. This would also address any concerns of lost expertise due to possible future turnover of staff. The documentation from these meetings could then be used as the framework for standardized project reporting.</p>	<p>A close out meeting will be conducted for multi-disciplinary project where it is meaningful. The West Fire Hall will be the first of these types of meetings.</p>	<p>Partially Implemented Closed</p>

Recommendation	Status Update	Date
<p>5.2. Goals should be set for construction and capital works projects to help focus project management on problem areas where and if they exist. Analysis of certain key performance indicators should be conducted to measure the attainment of goals both on a project by project basis and on an overall aggregate basis.</p>	<p>Performance reporting is a two edge sword, where the disadvantages can easily outweigh the advantages. If managers focus on meeting goals then the project will most likely suffer. As a municipality and owner of the asset being constructed, it is best to get the project constructed properly as this will provide the lowest life cycle cost and maximum benefit to the City. Goal setting is not recommended. However, the division will monitor the accuracy of cost estimates on an aggregate basis in an effort to improve the accuracy of estimates.</p>	<p>Not Implemented Closed</p>
<p>6.1. Consideration should be given to implementing a standardized file indexing system for all project management files which will document whether certain pieces of information are kept within each file and will immediately direct the user to the location of the information in the files. The ERP system implementation would be a good opportunity to review filing practices and to potentially use electronic filing wherever possible to make accessibility simpler and quicker.</p>	<p>Engineering has restructured the paper filing system, effective for projects initiated in 2014 onwards, so that filing is by project. Engineering has also initiated a project based paperless filing system, which is capturing all new projects for deposits of material.</p> <p>Engineering has attempted to capture emails by project based "drag and drop" filing. This has been found to be impossible with Notes software. This is possible with Outlook, and we have become aware that private companies use Outlook. There is a real risk that vital emails will not be properly known about without the ability to "drag and drop" an email into an electronic project file. This problem affects all City departments. I recommend that the City look into this matter, possibly switching to Outlook or other software that can do this e-filing.</p>	<p>Implemented Closed</p>

INTERNAL AUDIT REPORT

Department of Financial Management

Program Review: Commercial Property Tax Allowance

Assignment # 15-2

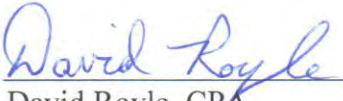
ST. JOHN'S

INTERNAL AUDIT REPORT

Department of Financial Management

Program Review: Commercial Property Tax Allowance

Assignment # 15-2



David Royle, CPA,
CMA, CFP
Senior Internal Auditor
Date: January 12, 2016



Sean P. Janes, CPA,
CMA, CIA CFE
City Internal Auditor
Date: January 12, 2016

ST. JOHN'S

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To: Chairman & Council Members, Audit Committee

Area Responsible: Derek Coffey, Deputy City Manager, Financial Management

Copy to: Neil Martin, City Manager

INTRODUCTION

OBJECTIVES

In accordance with the City's approved audit plan, the objectives of this review are to assess whether:

1. the service is being managed with due regard to risks and due diligence (risk management),
2. processes and structures are implemented to inform, direct, manage and monitor activities that are intended to move the City toward the achievement of our strategic plan (governance processes), and
3. the process is being managed with due regard to control processes - i.e. policies, procedures, regulations and council directives (control processes).

It is the overall areas of risk management, governance processes and control processes which structured the work carried out during the review.

METHODOLOGY & SCOPE

This review of the Commercial Property Tax Allowance Claim process has been undertaken in accordance with the approved three year audit plan. To meet the review objectives, research was conducted on best practices for the processing of claims and confirming the vacancies of properties. In addition, audit procedures included interviews with divisional staff and detailed testing of various supporting documentation such as the claim forms and records in the Altus and Govern computer systems. During the review, Internal Audit did not conduct onsite visits of vacant properties. The period of review was January 1 – December 31, 2014.

BACKGROUND

Section 4, of the Act Respecting Municipal Taxation in the City of St. John's states:

“(1) The rate of real property tax shall be fixed annually by resolution of the council ...

(5) The council may, by by-law, establish vacancy relief for a commercial property, or a portion of a commercial property that is vacant or considered vacant.”

The St. John's Commercial Property Tax By-Law (By-Law No. 1562) (see Appendix A) is the By-Law created by Council to establish vacancy relief for commercial property and includes instructions on how the application for vacancy relief must be made. Further rules and guidance on the vacancy relief program can be found in City publications, forms and departmental procedures.

To claim vacancy relief, a Commercial landlord must prepare and submit a Commercial Property Tax Allowance Claim form (see Appendix B) to the City within 30 days of the last day of each quarter of the taxation year. Each claim must be for a minimum of 30 consecutive days. The Revenue Accounting Division of the Department of Financial Management is responsible for processing the Commercial Property Tax Allowance Claims, adjusting the tax accounts and informing the applicants of the amount of their credits.

Revenue Accounting officials provided Internal Audit with a listing of the tax credits (vacancy allowances) granted to Commercial Property owners by the City for the 2014 year. The total value of the credits was \$2,462,427. There were 1,970 applications comprised of the following:

- i. Unoccupied Space - No Tenant (must be actively seeking tenant) – 1,293 (66%)
- ii. Exemption - Day Care, City of St. John's Tenant, Provincial Government Tenant, Charitable Org – 617 (31%)
- iii. Seasonal - Annual Closing of a Seasonal Business (max 6 months) – 28 (1%)

- iv. Free rent - Free Months Beginning of Lease/Free Months Every Year of Lease (max 6 months in a lease period and a copy of the lease is required) – 19 (1%)
- v. Delinquency – Tenant Bankruptcy (must submit copy of bankruptcy claim), Tenant Not Paying any Rent – 13 (1%)

DRAFT

DETAILED ANALYSIS

Section 1 – By-Law, Policy and Procedures

By-Laws, policies and procedures are principles, rules and guidelines adopted by an organization to help it reach its goals. They are designed to influence and direct the actions and activities of the organization and its employees to ensure they are carried out consistently, accurately and completely. Therefore, they are a very important component of internal control to help ensure the success of an organization.

Issue 1.1 – Review of the Commercial Property Tax By-Law

As a part of the audit procedures a review of the Commercial Property Tax By-Law (see Appendix A) was performed. The review included discussions with management of the Revenue Accounting Division and the Office of the City Solicitor. Through these discussions it was determined that a number of clauses in the By-Law are not clear and could result in the City's interpretation of these clauses being successfully challenged in court (e.g. clause 3.(b) regarding vacant portion of building being clearly delineated, clause 3.(b)(ii) dealing with capable of being leased, etc.).

In addition, although the City provides commercial landlords with a vacancy allowance for leasing space to Day Cares the By-Law does not specifically provide the City with the right or obligation to do so.

Recommendation 1.1

Management should:

- i. perform a complete review of the Commercial Property Tax By-Law and ensure that it is clear and protects the City's interests.
- ii. also determine if they want to continue to offer commercial landlords a vacancy allowance for leasing space to Day Cares and, if so, ensure that it is addressed in the By-Law.

Management Response and Intended Course of Action 1.1

Management acknowledges the issues contained in the report. As the City Internal Auditor is aware Budget 2016-2018 proposes to eliminate the vacancy allowance claims effective January 1, 2018. Since the release of the budget Council has directed staff to engage those in the community impacted by eliminating vacancy allowance claims.

In January 2016 City staff commenced this process. As this process is still in the early stages, providing a specific response to address the issues contained in the audit report may result in the engagement process being seen to have a predetermined outcome.

Management recommends continuing with the engagement process. After the process is concluded and Council has given clear direction management will respond to the recommendations contained in the audit report.

Conclusion 1.1

Management indicated that they acknowledge the issue and will provide a response after the conclusion of the current Council mandated engagement process.

Action By: DCM, Financial Management

Action Date: N/A

Information Only: City Solicitor

Issue 1.2 – Policy, Procedures Manual

Although the Revenue Accounting Division has a detailed set of procedures (e.g., review of applications, check Tax Assessment Maintenance Screen, access Altus database, etc.) for the Senior Account Representative to follow when processing the Commercial Property Tax Allowance Claims, they are not complete. For example, they do not include procedures for the review of the vacancy allowance calculations, how to handle differences between Total Leasable Area recorded in Govern and documented on the claim form, and generation and review of periodic reports by management. Also, the procedures have not been approved by divisional and departmental management and

forwarded to the Finance Committee for informational purposes. In addition, although there is a Commercial Property Tax By-Law that addresses the vacancy allowance process there is no formal City Policy.

Recommendation 1.2

To help ensure that all allowance claims are processed completely and accurately management should:

- i. prepare a policy for the Commercial Property Tax Allowance and forward it to the Corporate Policy Committee for consideration.
- ii. revise the procedures to ensure they are complete and have them appropriately approved.

Management Response and Intended Course of Action 1.2

Management acknowledges the issues contained in the report. As the City Internal Auditor is aware Budget 2016-2018 proposes to eliminate the vacancy allowance claims effective January 1, 2018. Since the release of the budget Council has directed staff to engage those in the community impacted by eliminating vacancy allowance claims.

In January 2016 City staff commenced this process. As this process is still in the early stages, providing a specific response to address the issues contained in the audit report may result in the engagement process being seen to have a predetermined outcome.

Management recommends continuing with the engagement process. After the process is concluded and Council has given clear direction management will respond to the recommendations contained in the audit report.

Conclusion 1.2

Management indicated that they acknowledge the issue and will provide a response after the conclusion of the current Council mandated engagement process.

Action By: Manager. Revenue Accounting

Action Date: N/A

Information Only: DCM, Financial Management

Issue 1.3 – Commercial Property Tax Allowance Claim Form

The Commercial Property Tax Allowance Claim form (see Appendix B) is the document used by commercial landlords to apply for a vacancy allowance. It is designed to capture the information necessary for the City to be able to determine if the applicant meets the requirements to qualify for the vacancy allowance.

Our review of the claim form revealed that, in Section 3, where the applicant chooses which allowance type they are applying for, the options provided under the “Free Rent” allowance type do not agree with section 2.(1)(b)(iv) of the Commercial Property Tax By-Law. The claim form provides an option for a lease that offers “Free Months Every Year of Lease” whereas the By-Law indicates that it only applies once during the full term of the lease. This means that if the City were to follow the guidance on the claim form it could be providing a vacancy allowance to claimants who do not meet the requirements under the By-Law. It should be noted that our testing did not find any instances where this occurred.

Also, the claim form indicates that each claim must be for a minimum of 30 days in a quarter and that if the 30 days is spread over two quarters, the claim must be made at the end of the next quarter; however, it does not specify the dates of the quarters. This can create confusion for claimants and lead to inefficiencies if claims are made for incorrect time periods and must be resubmitted.

In addition, the claim form provides check boxes to indicate if the “Total Leasable Area” provided is in square feet or square meters when the Altus computer system is a metric system and only accepts square meters.

Recommendation 1.3

In an effort to improve the Commercial Property Tax Allowance Claim form management should:

- i. revise Section 3 so that the wording in the “Free Rent” allowance type section agrees with the wording in the Commercial Property Tax By-Law

- ii. add a check box type response for the claim period with one check box for each quarter. The specific dates for each quarter should be listed.
- iii. remove the check box for square feet and request the Total Leasable Area section be completed in square meters

Management Response and Intended Course of Action 1.3

Management acknowledges the issues contained in the report. As the City Internal Auditor is aware Budget 2016-2018 proposes to eliminate the vacancy allowance claims effective January 1, 2018. Since the release of the budget Council has directed staff to engage those in the community impacted by eliminating vacancy allowance claims.

In January 2016 City staff commenced this process. As this process is still in the early stages, providing a specific response to address the issues contained in the audit report may result in the engagement process being seen to have a predetermined outcome.

Management recommends continuing with the engagement process. After the process is concluded and Council has given clear direction management will respond to the recommendations contained in the audit report.

Conclusion 1.3

Management indicated that they acknowledge the issue and will provide a response after the conclusion of the current Council mandated engagement process.

Action By: Manager, Revenue Accounting

Action Date: N/A

Information Only: DCM, Financial Management

Issue 1.4 – Ensuring Consistent Terminology

During the research and testing phases of the audit various pieces of legislation, by-laws, forms and brochures were reviewed. This review identified numerous instances where it appears different terminology was used to describe the same terms (e.g. “the real property tax”, “Commercial Property Tax By-Law”, “Real property tax on commercial property”, etc.). Having different terms to describe the property tax and the reduction in tax may lead to some confusion for commercial landlords.

Recommendation 1.4

Management should, at a minimum, review the legislation, Commercial Property Tax By-Law, Tax Blending brochure(s) and the Commercial Property Tax Allowance Claim form and ensure that consistent terminology is used to describe like terms.

Management Response and Intended Course of Action 1.4

Management acknowledges the issues contained in the report. As the City Internal Auditor is aware Budget 2016-2018 proposes to eliminate the vacancy allowance claims effective January 1, 2018. Since the release of the budget Council has directed staff to engage those in the community impacted by eliminating vacancy allowance claims.

In January 2016 City staff commenced this process. As this process is still in the early stages, providing a specific response to address the issues contained in the audit report may result in the engagement process being seen to have a predetermined outcome.

Management recommends continuing with the engagement process. After the process is concluded and Council has given clear direction management will respond to the recommendations contained in the audit report.

Conclusion 1.4

Management indicated that they acknowledge the issue and will provide a response after the conclusion of the current Council mandated engagement process.

Action By: Manager, Revenue Accounting

Action Date: N/A

Information Only: DCM, Financial Management
City Solicitor

DRAFT

Section 2 – Ensuring Revenue Completeness

In order for a commercial landlord to receive a Commercial Property Tax Allowance from the City of St. John's they are required to complete and sign a Commercial Property Tax Allowance Claim form giving the details of the claim. According to the Commercial Property Tax By-Law claimants must submit this form to the Revenue Accounting Division within 30 days of the last day of each quarter of the taxation year in order to receive a credit to their property tax account. This creates a situation whereby the City receives a claim for an event that has already occurred and may no longer exist once the City is made aware of it. For example, assume a commercial landlord's property is vacant in January and February and occupied in March. The landlord has until April 30 to file a claim for the vacancy in January and February. Once the claim is received by the City on April 30 the property is occupied making it difficult for the city to verify the property was vacant in January and February.

The inherent weakness of this system of having commercial landlords' self-report details of allowance claims after the fact greatly increases the risk of revenue leakage to the City, either mistakenly or fraudulently, and therefore requires numerous compensating controls if management is to be vigilant in ensuring the completeness of revenue.

Issue 2.1 – Documentation to Verify Vacancy

There are five allowance types that a commercial landlord can use to make a vacancy claim. These five types are further broken down into 10 sub-types. These types and sub-types are listed on the Commercial Property Tax Allowance Claim form (see Appendix B) along with the required conditions and/or supporting documentation required to receive the allowance.

When completing the claim form landlords must indicate which allowance type and sub-type they are applying for and submit the required documents; however, not all allowance types and sub-types require supporting documentation. Without supporting

documentation the City cannot verify the accuracy of the claims made for vacancy allowances and may inadvertently approve erroneous or fraudulent claims.

Recommendation 2.1

In order to reduce the risk of revenue leakage from approving erroneous or fraudulent claims, management should require supporting documentation for all allowance types and sub-types. Supporting documentation, depending on the type of allowance claimed, could include:

- i. evidence that the property was advertised for rent/lease such as a dated copy of a real estate agent's listing agreement.
- ii. a copy of the fully executed lease indicating the tenant, the amount of space rented/leased and including any sections that show rent free use.
- iii. confirmation letters from the property owner's external auditors indicating the periods of any vacancy.
- iv. statements of account from Newfoundland Power for the property showing the period(s) from the previous year when the space was rented and the current quarter when the space was not rented for comparison purposes.
- v. an affidavit from the applicant attesting to the vacancy.

Management Response and Intended Course of Action 2.1

Management acknowledges the issues contained in the report. As the City Internal Auditor is aware Budget 2016-2018 proposes to eliminate the vacancy allowance claims effective January 1, 2018. Since the release of the budget Council has directed staff to engage those in the community impacted by eliminating vacancy allowance claims.

In January 2016 City staff commenced this process. As this process is still in the early stages, providing a specific response to address the issues contained in the audit report may result in the engagement process being seen to have a predetermined outcome.

Management recommends continuing with the engagement process. After the process is concluded and Council has given clear direction management will respond to the recommendations contained in the audit report.

Conclusion 2.1

Management indicated that they acknowledge the issue and will provide a response after the conclusion of the current Council mandated engagement process.

Action By: Manager, Revenue Accounting

Action Date: N/A

Information Only: DCM, Financial Management
City Solicitor

Issue 2.2 – Inspections of Vacant Commercial Property

In 2014, there were 1,970 claims processed with \$2.462 million credited to commercial landlords for vacant properties. The categories and associated number of the vacancy claims were as follows:

i. Unoccupied Space (No tenant)	1,293
ii. Exemption (Day Care, City of St. John’s Tenant, Provincial Government Tenant, Charitable Organization)	617
iii. Seasonal (Annual Closing Seasonal Business)	28
iv. Free Rent (Free Months Beginning/Every Year of Lease)	19
v. Delinquency (Bankruptcy/Tenant Not Paying)	13

Management advised that due to a lack of resources, over the past year, they were only able to visit five commercial rental properties that claimed vacancy allowances for verification purposes. Considering that the vacancy allowances are self-reported by the applicants and that supporting documentation is not always required (see Issue 2.1), visiting a sample number of properties to verify vacancies, where possible, is a very important compensating control to lower the risk of revenue leakage by way of fraudulent claims.

Recommendation 2.2

In order to lower the risk of revenue leakage to an acceptable level management should perform additional inspections of properties to verify claimed vacancies. The number of additional inspections required will depend on the types and quality of additional supporting documentation received with the Commercial Property Tax Allowance Claim forms as recommended in Issue 2.1.

In addition, a formal, written procedure should be developed to document the vacancy verification process.

Management Response and Intended Course of Action 2.2

Management acknowledges the issues contained in the report. As the City Internal Auditor is aware Budget 2016-2018 proposes to eliminate the vacancy allowance claims effective January 1, 2018. Since the release of the budget Council has directed staff to engage those in the community impacted by eliminating vacancy allowance claims.

In January 2016 City staff commenced this process. As this process is still in the early stages, providing a specific response to address the issues contained in the audit report may result in the engagement process being seen to have a predetermined outcome.

Management recommends continuing with the engagement process. After the process is concluded and Council has given clear direction management will respond to the recommendations contained in the audit report.

Conclusion 2.2

Management indicated that they acknowledge the issue and will provide a response after the conclusion of the current Council mandated engagement process.

Action By: Manager, Revenue Accounting

Action Date: N/A

Information Only: DCM, Financial Management

Issue 2.3 – Segregation of Duties

During the review it was noted that the Senior Account Representative performs the following incompatible duties:

- i. accepts applications and checks them to the Revenue Accounting – Tax Assessment Maintenance screen;
- ii. able to make changes to the Total Leasable Area in the Altus system without a supervisor/manager approving the change;
- iii. keys the claim information in the Altus system and Govern system without a supervisor/manager reviewing and verifying the keying of the entries;
- iv. prepares and sends summary and detailed vacancy allowance calculations, statement of accounts and letters advising landlords of the amount approved for their Commercial Property Tax Allowance each quarter; and
- v. receives phone calls from landlords and resolves issues.

Separation of incompatible duties is a key control intended to prevent fraud and error.

Recommendation 2.3

In order to improve controls over the receipt and processing of vacancy allowance claims, management should:

- i. ensure that all changes to the Total Leasable Area in the Altus system are approved by management;
- ii. ensure a supervisor/manager reviews and verifies the keying of the entries in the Altus and Govern systems;
- iii. ensure a supervisor/manager reviews and verifies the summary and detailed vacancy allowance calculations, statement of account and letters approving the amount of the allowance and signs the letter prior to forwarding the documentation to the applicant;
- iv. ensure that a supervisor/manager is aware of all issues/telephone calls from landlords, approves all adjustments and ensures the adjustments are keyed to the Altus and Govern Systems.

Management Response and Intended Course of Action 2.3

Management acknowledges the issues contained in the report. As the City Internal Auditor is aware Budget 2016-2018 proposes to eliminate the vacancy allowance claims effective January 1, 2018. Since the release of the budget Council has directed staff to engage those in the community impacted by eliminating vacancy allowance claims.

In January 2016 City staff commenced this process. As this process is still in the early stages, providing a specific response to address the issues contained in the audit report may result in the engagement process being seen to have a predetermined outcome.

Management recommends continuing with the engagement process. After the process is concluded and Council has given clear direction management will respond to the recommendations contained in the audit report.

Conclusion 2.3

Management indicated that they acknowledge the issue and will provide a response after the conclusion of the current Council mandated engagement process.

Action By: Manager, Revenue Accounting

Action Date: N/A

Information Only: DCM, Financial Management

Issue 2.4 – Processing of the Commercial Property Tax Allowance Claim Form

Observations of the processing of the Commercial Property Tax Allowance Claim forms revealed the following control weaknesses:

- i. the claim forms are not always date stamped when received. Audit tests disclosed that eighteen were not date stamped while fifteen were. Therefore, it is difficult to determine how long it took to process a claim.

- ii. the claim forms are not numbered when received. Without a numerical sequence on forms, it is difficult to determine if all forms submitted were processed.
- iii. audit trails are not maintained for corrections made to errors noted on the claim form. During testing two instances were noted where staff entered the correct information into the Altus computer system even though the information provided on the claim form was incorrect. There was no documentation added to the claim form to indicate why the change was made or who made it. This information would be useful for review and/or investigative purposes.
- iv. the claim forms were not signed and dated by Revenue Accounting staff to indicate they were entered in the Altus system. This makes it difficult for management to easily determine if the claim was processed.

Recommendation 2.4

In an effort to address these control deficiencies management should:

- i. ensure all forms are date stamped when received.
- ii. ensure all forms are numbered when received.
- iii. direct staff to document, directly on the claim form, any changes made to the information submitted on the claim form along with an explanation for the change. The representative should also initial and date the changes.
- iv. ensure staff sign and date the forms after they are keyed into the Altus system.

Management Response and Intended Course of Action 2.4

Management acknowledges the issues contained in the report. As the City Internal Auditor is aware Budget 2016-2018 proposes to eliminate the vacancy allowance claims effective January 1, 2018. Since the release of the budget Council has directed staff to engage those in the community impacted by eliminating vacancy allowance claims.

In January 2016 City staff commenced this process. As this process is still in the early stages, providing a specific response to address the issues contained in the audit report may result in the engagement process being seen to have a predetermined outcome.

Management recommends continuing with the engagement process. After the process is concluded and Council has given clear direction management will respond to the recommendations contained in the audit report.

Conclusion 2.4

Management indicated that they acknowledge the issue and will provide a response after the conclusion of the current Council mandated engagement process.

Action By: Manager, Revenue Accounting

Action Date: N/A

Information Only: DCM, Financial Management

Issue 2.5 – Management Report Generation and Review

At the time of the review Internal Audit was advised that there are no regular reports generated by divisional management to perform trend analysis or to determine the reasonableness of vacancy allowance claims. Without these reports it would be difficult for management to ensure that information processed by the Senior Account Representative is complete and accurate or for management to identify potential problems in a timely manner.

Recommendation 2.5

Management should:

- i. generate regular reports showing all vacancy allowances provided each quarter. Any significant variances from previous quarter reports should be investigated.
- ii. generate other types of reports for trend analysis purposes, such as reports of repeat claimants, claimants with high allowance amounts, etc.

Any irregularities found in these reports should be investigated. All reports should be signed and dated by management to indicate that they have been reviewed.

Management Response and Intended Course of Action 2.5

Management acknowledges the issues contained in the report. As the City Internal Auditor is aware Budget 2016-2018 proposes to eliminate the vacancy allowance claims effective January 1, 2018. Since the release of the budget Council has directed staff to engage those in the community impacted by eliminating vacancy allowance claims.

In January 2016 City staff commenced this process. As this process is still in the early stages, providing a specific response to address the issues contained in the audit report may result in the engagement process being seen to have a predetermined outcome.

Management recommends continuing with the engagement process. After the process is concluded and Council has given clear direction management will respond to the recommendations contained in the audit report.

Conclusion 2.5

Management indicated that they acknowledge the issue and will provide a response after the conclusion of the current Council mandated engagement process.

Action By: Manager, Revenue Accounting

Action Date: N/A

Information Only: DCM, Financial Management

Issue 2.6 – Altus Computer System Calculation Errors

As a part of the audit procedures, five submissions totaling 33 vacancy allowance claims were selected for testing from vacancy allowance claims in 2014. In 18 of the 33 claims the summary calculations for determining the amount of the vacancy allowance did not agree with the detailed calculations. Both of these calculations are performed in the Altus computer system. It should be noted that in each submission tested the final vacancy allowance amount calculated was correct.

In addition, the reports showing the summary calculations and detailed calculations do not have titles which make it difficult to quickly determine the purpose of the report.

Recommendation 2.6

In order to address these issues management should:

- i. consult with Information Services to determine the problem with the calculations and take corrective action to ensure that the detailed calculations agree with the summary.
- ii. add titles to the summary calculations report and the detailed calculations report.

Management Response and Intended Course of Action 2.6

Management acknowledges the issues contained in the report. As the City Internal Auditor is aware Budget 2016-2018 proposes to eliminate the vacancy allowance claims effective January 1, 2018. Since the release of the budget Council has directed staff to engage those in the community impacted by eliminating vacancy allowance claims.

In January 2016 City staff commenced this process. As this process is still in the early stages, providing a specific response to address the issues contained in the audit report may result in the engagement process being seen to have a predetermined outcome.

Management recommends continuing with the engagement process. After the process is concluded and Council has given clear direction management will respond to the recommendations contained in the audit report.

Conclusion 2.6

Management indicated that they acknowledge the issue and will provide a response after the conclusion of the current Council mandated engagement process.

Action By: Manager, Revenue Accounting

Action Date: N/A

Information Only: DCM, Financial Management
Director, Corporate Information Services

Issue 2.7 – System Integration

Vacancy allowance claim information keyed into the Altus computer system database has to be re-entered in the Govern GP computer system as the systems are not integrated.

This is inefficient and increases the risk of errors.

Recommendation 2.7

Management should consult with the Information Services Division to determine if it would be cost effective to integrate the two systems.

Management Response and Intended Course of Action 2.7

Management acknowledges the issues contained in the report. As the City Internal Auditor is aware Budget 2016-2018 proposes to eliminate the vacancy allowance claims effective January 1, 2018. Since the release of the budget Council has directed staff to engage those in the community impacted by eliminating vacancy allowance claims.

In January 2016 City staff commenced this process. As this process is still in the early stages, providing a specific response to address the issues contained in the audit report may result in the engagement process being seen to have a predetermined outcome.

Management recommends continuing with the engagement process. After the process is concluded and Council has given clear direction management will respond to the recommendations contained in the audit report.

Conclusion 2.7

Management indicated that they acknowledge the issue and will provide a response after the conclusion of the current Council mandated engagement process.

Action By: Manager, Revenue Accounting

Action Date: N/A

Information Only: DCM, Financial Management
Director, Corporate Information Services

Section 3 – Best Practice Research

Issue 3.1 – Research, Survey Results and Observations

As a part of the audit a number of municipal and provincial websites were reviewed and a survey was forwarded to a number of municipalities across Canada in an attempt to discover best practices regarding providing tax relief to commercial landlords for property vacancies. This review could best be described as preliminary research as it was outside of the main scope of the audit and a thorough review of best practices would require substantially more resources than were allotted for this audit. Also, the differences encountered between municipalities (e.g. vacancy allowances in some jurisdictions are provincially regulated, differences in calculating assessments, etc.) and the fact that the survey return rate was poor resulted in a limited amount of information. Nevertheless, the following observations were noted:

- While the City of St. John's requires a vacancy to be a minimum of 30 days to qualify for the allowance, municipalities in the Province of Ontario require a minimum of 90 days.
- The amount of the allowance in the City of St. John's is 50% of the Commercial Realty Tax applicable to the vacant space for the period of the vacancy (certain limits apply); however for municipalities in Ontario the allowance rate is 30% (35% for industrial properties).
- The City of St. John's offers a vacancy allowance for vacancies related to a seasonal business (up to a maximum of 6 months per year), whereas municipalities in Ontario do not offer an allowance to businesses that operate on a seasonal basis.
- The City of Halifax, Nova Scotia indicated that they do not offer a program for commercial vacancy allowances.
- The City of Saskatoon, Saskatchewan responded that their current income models (used for commercial property assessments) allow a NOI (Net Operating Income) adjustment for vacancy based on reported data and industry standards on a mass appraisal basis. An individual's property performance is used in the development

of the overall income model but no additional allowance is made on a property specific basis.

- The City of Calgary indicated that they are in the process of reviewing their tax structure with the aim of having “a single tax environment with one overall non-residential property tax rate” by 2019. “City of Calgary Administration recommended that The City not pursue a vacancy allowance program as we believed the program would: (1) be difficult to administer; (2) be the equivalent of running a business tax in reverse; (3) distort the market by offering an effective subsidy to property owners that hold vacant land; and (4) not be supported by property owners that are able to lease out their buildings.

Although, as previously stated, this research was based on a limited data set it is apparent that the vacancy allowance program offered by the City of St. John’s is generous when compared to the above noted municipalities.

In addition to the above research and survey results a number of observations were made during the audit that may have negative consequences for the City. Some of the more significant observations include:

- It appears that the Provincial Limitations Act provides commercial landlords the ability to make a claim for a vacancy tax allowance up to six years after the date on which the right to do so arose. In these instances, the City would have to completely rely on supporting documentation provided by the applicant as it would be very difficult for the City to independently verify a vacancy that occurred up to 6 years prior to the claim.
- Preliminary discussions with the Manager, Assessments revealed that commercial property vacancies are considered in the assessment process when using the income approach. This means that a building may be assessed at a lower value due to past vacancies. If a commercial landlord already received tax relief by way of a vacancy allowance then it does not seem appropriate that these vacancies should also be included as a factor in the assessment process. It should be noted that the assessment process for commercial buildings is complex and considers

many factors. A review of this process was outside of the scope of this audit and, as a result, additional work would be required in this area to reach any conclusions.

- The Commercial Property Tax By-Law contains clauses that provide a vacancy allowance to commercial landlords who have tenants who have filed or are subject to bankruptcy proceedings or are otherwise not paying rent. This transfers part of the business risk of leasing property from the commercial landlord to the City and its taxpayers and may be viewed negatively by the majority of City taxpayers.
- The Commercial Property Tax By-Law allows a commercial landlord to receive tax relief by structuring their leases in such a way as to provide rent free periods of up to six months during the term of the lease. It is assumed that this was included in the By-Law to help commercial landlords attract tenants during difficult periods; however, it is open to abuse (e.g. a landlord can structure the lease in such a way as to receive tax relief during periods when inducements are not required, having one year lease terms could result in the City providing tax relief for six months out of every year, etc.).
- Under the Commercial Property Tax By-Law vacancy includes leasable area that is occupied by a charitable organization or other such entity which has been exempted from municipal taxation. It is a reasonable assumption that the spirit of the By-Law was for the vacancy allowance credit to be passed on to these organizations in the form of lower rents and not to accrue to the benefit of the landlord. However, the City has no legal ability to require or ensure these savings are passed on.

The results of our research combined with the above mentioned observations highlight a number of issues that may not have been considered or anticipated during the development and implementation of the vacancy allowance program. As a result, the program may not fulfill its original objectives.

Recommendation 3.1

Due to the issues and observations raised throughout this report management should consider one of the following options for the vacancy allowance program.

- i. If the program is considered to be meeting its original objectives and the inherent risks identified fall within the City's risk appetite then management should consider maintaining the program as is, with the exception of strengthening the control weaknesses identified in this report.
- ii. If the program is considered to be only partially meeting its original objectives and there is a level of uncertainty regarding the acceptability of the inherent risks then management should consider conducting a more comprehensive review of best practices in Canadian Municipalities and adjust the program accordingly.
- iii. If the program is considered to not be meeting its original objectives and the inherent risks identified are greater than the City's risk appetite then management should consider recommending to Council that the program be eliminated.

Management Response and Intended Course of Action 3.1

Management acknowledges the issues contained in the report. As the City Internal Auditor is aware Budget 2016-2018 proposes to eliminate the vacancy allowance claims effective January 1, 2018. Since the release of the budget Council has directed staff to engage those in the community impacted by eliminating vacancy allowance claims.

In January 2016 City staff commenced this process. As this process is still in the early stages, providing a specific response to address the issues contained in the audit report may result in the engagement process being seen to have a predetermined outcome.

Management recommends continuing with the engagement process. After the process is concluded and Council has given clear direction management will respond to the recommendations contained in the audit report.

Conclusion 3.1

Management indicated that they acknowledge the issue and will provide a response after the conclusion of the current Council mandated engagement process.

Action By: Deputy City Manager, Financial Management **Action Date:**

Information Only:

End of Report

DRAFT

Appendix A

Commercial Property Tax By-Law

This is not the official version.

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St. John's, Newfoundland, Canada

Important Information

(Includes disclaimer and copyright information and details about the availability of printed and electronic versions of the By-Laws.)

BY-LAW NO. 1562
AMENDMENT NO. 1569
COMMERCIAL PROPERTY TAX BY-LAW
PASSED BY COUNCIL ON October 29, 2012

Pursuant to the powers vested in it under section 4 of the City of St. John's Municipal Taxation Act, SNL 2006 c.C-17.1, as amended, and all other powers enabling it, the City of St. John's enacts the following By-Law related to commercial property tax.

BY-LAW

1. This By-Law may be cited as the "St. John's Commercial Property Tax By-Law".
2. (1) In this By-Law:
 - (a) "leaseable area" means the total floor area of a commercial property available to be rented to a tenant and on which rent will be paid to the landlord;
 - (b) "vacancy" means leaseable area that:
 - (i) is unoccupied and for which there is no rent, of any kind, being paid, whether accruing, or not, for the period that such rent is unrecoverable whether due to bankruptcy proceedings of the tenant, or other cause acceptable to the City;
 - (ii) is occupied by a tenant who has filed or is subject to bankruptcy proceedings, for the period prior to the appointment of a trustee and subject to further readjustment for any related payments under the bankruptcy proceeding;
 - (iii) is occupied by a tenant who is not paying rent despite the reasonable and best efforts by the landlord to obtain payment and provided that any exemption is subject to readjustment in the event of any subsequent recovery by the landlord;
 - (iv) for any one series of consecutive months during the full term of a lease is provided rent free, including free of operating and common expenses, to the tenant in accordance with the provisions of a lease as an inducement to the tenant, provided that such period may not exceed a maximum period of six months in any lease;

(v) is not being occupied for any purpose whatsoever, including but not limited to, temporary storage or for passage of people or goods, and for which there is no rent of any kind being paid;

(vi) is occupied by a charitable organization duly recognized as such under the Income Tax Act, RSC 1985, c.C-1(5th Supp.), or successor legislation as amended from time to time, or such other entity which has been exempted from municipal taxation by agreement or regulation of the City or federal or provincial legislation; and **(Amended 2013/09/23; #1569)**

(vii) space in buildings that becomes vacant due to the annual closing of a seasonal business operation, provided that such period(s) may not exceed a maximum of six months in any one year. provided, however, that any vacancy determined under any of the above sub-sections shall not be eligible for exemption where the parties to the lease are related or associated as defined in accordance with the Income Tax Act, RSC 1985, c.C-1(5th Supp.), or successor legislation as amended from time to time; and

(c) “vacancy relief” means relief from real property tax due to vacancy in a commercial property.

(2) Unless otherwise stated the definitions in the City of St. John’s Municipal Taxation Act, SNL 2006, c.C-17.1, as amended, shall apply.

3. Vacancy relief may only be applied for where:

(a) a building or portion thereof is subject to vacancy for at least 30 consecutive days; and

(b) the portion claiming vacancy is clearly delineated or separated by a physical barrier, or capable of being separated by a physical barrier, from any occupied portion of the building provided that such portion is:

(i) capable of being leased for immediate occupancy;

(ii) capable of being leased, but not for immediate occupancy due to repairs, renovations, or construction that is needed and/or underway to render the portion available for occupancy; or

(iii) subject to a closure order issued by the City and is vacant.

4. (1) The application for vacancy relief shall be made in arrears and shall be in the form as made available by the City.

(2) The application for vacancy relief shall be submitted to the City within 30 days of the last day of each quarter of the taxation year. A taxpayer who fails to file an application for vacancy relief within the time specified shall be deemed to have filed a nil vacancy relief claim for such quarter.

(3) The application for vacancy relief shall be accompanied by all information requested by the City to properly process the application.

(4) The City may conduct investigations and inspections of a commercial property to determine the validity of an application for vacancy relief.

(5) The City shall cause a notice to be sent to the owner of a commercial property claiming vacancy relief where it determines such application does not establish an entitlement to vacancy relief.

5. Real property tax on commercial property shall be paid on a quarterly basis with each payment to be remitted within 30 days of the preceding quarter.

6. The amount of vacancy relief shall be 50% of the real property tax applicable to the vacant area.

7. Vacancy relief shall be credited to the property tax account prior to the end of the quarter following that quarter for which vacancy relief has been granted.

8. The City may audit a representative selection of applications for vacancy relief.


9. The City will not pay interest on any adjustments or credits to property tax accounts resulting from vacancy relief or an adjustment thereto.

10. Any person who contravenes the provisions of this By-Law or makes a false or deceptive claim shall be guilty of an offence and liable upon summary conviction to a penalty as provided for in Section 403 of the City of St. John's Act.

11. This By-Law shall come into effect on January 1, 2013.

Appendix B

Commercial Property Tax Allowance Claim

 <p>PLEASE PRINT</p>	FM-1004	Financial Management
<p>COMMERCIAL PROPERTY TAX ALLOWANCE CLAIM (COMPLETE ALL FILLABLE AREAS)</p>		
PROPERTY DETAILS		SECTION 1
<p>If a property has more than one allowance claim, each claim will have to be submitted separately. Each claim must be for a minimum of 30 days in a quarter. If the 30 days is spread over two quarters, the claim must be made at the end of the next quarter.</p> <p>Civic Address of Property _____</p> <p>Account Number _____</p> <p>Owner's Name _____</p> <p>Mailing Address _____</p> <p>City _____ Postal Code _____</p>		
CONTACT INFORMATION		SECTION 2
<p>Authorized Representative Name _____</p> <p>Telephone 1 _____ Telephone 2 _____ E-mail _____</p> <p>Mailing Address _____</p> <p>City _____ Postal Code _____</p> <p style="text-align: center;">Note – If the authorized representative is different than the property owner, this form must be signed by both parties.</p>		
ALLOWANCE CLAIM INFORMATION (commercial leasable area ONLY)		SECTION 3
<p>Unit/Suite Number (if applicable) _____</p> <p>Total Leasable Area _____ <input type="checkbox"/> sq. feet <input type="checkbox"/> sq. metres Area Claimed _____</p> <p>Claim Period (yyyy/mm/dd) From _____ to _____ Number of Days _____</p> <p>Occupant Name (if applicable) _____</p>		
ALLOWANCE TYPE	SUB-TYPE	
Unoccupied Space	<input type="checkbox"/> No Tenant (must be actively seeking tenant)	
Delinquency	<input type="checkbox"/> Tenant Bankruptcy (must submit copy of bankruptcy claim) <input type="checkbox"/> Tenant Not Paying any Rent	
Free Rent	<input type="checkbox"/> Free Months Beginning of Lease <input type="checkbox"/> Free Months Every Year of Lease (Maximum of six months in a lease period and copy of the lease is required)	
Seasonal	<input type="checkbox"/> Annual Closing of a Seasonal Business (maximum six months)	
Exemption	<input type="checkbox"/> Day Care <input type="checkbox"/> City of St. John's Tenant <input type="checkbox"/> Provincial Government Tenant <input type="checkbox"/> Charitable Organization	
	Charity Reg. # Required _____	

FIN-1004

Financial Management

DECLARATION

SECTION 4

NOTE – Required Signatures:

- **Claim submitted by property owner** – signature of property owner mandatory.
- **Claim submitted by authorized representative** – signature of authorized representative AND property owner mandatory for the first claim submission. Once an authorized representative is appointed by the property owner the City will accept the signature of the authorized representative only, unless otherwise notified by the property owner.

I hereby submit this claim and confirm that the information supplied is, to the best of my knowledge, correct. In addition, I acknowledge that I have reviewed this claim and agree to provide any additional information as requested by the City of St. John's.

Property Owner Name/Title (please print)	Signature	Date (yyyy-mm-dd)
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Authorized Representative Name/Title (please print)	Signature	Date (yyyy-mm-dd)
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As per the Commercial Property Tax By-Law, the application for vacancy relief shall be submitted to the City within 30 days of the last day of each quarter of the taxation year. A taxpayer who fails to file an application for vacancy relief within the time specified shall be deemed to have filed a nil vacancy relief claim for such quarter. Any vacancy relief claim(s) not received within the specified time for filing can be filed during the next quarter filing period.

Commercial Property Tax Allowance Claims are governed by the City of St. John's Municipal Taxation Act, SNL 2006 c.C-17.1, as amended and the Commercial Property Tax By-Law. It is the property owner's responsibility to review the applicable legislation and review all claim submissions for accuracy and completeness.

SUBMIT

Return by mail:
 Revenue Accounting Division
 City of St. John's
 PO Box 908
 St. John's NL A1C 5M2

Return by fax:
 (709) 576-8162

Return by e-mail:
taxation@stjohns.ca

**Report to Council (Special Meeting)
Community Services & Housing Standing Committee
Tuesday, February 23, 2016 @ 12:00 Noon
Conference Room A, 4th Floor, City Hall**

Present: Councillor Hickman, Acting Chairperson
Councillor Danny Breen
Tanya Haywood, Deputy City Manager of Community Services
Jason Sinyard, Deputy City Manager of Planning, Development & Engineering
Judy Tobin, Manager of Housing
Maria Callahan, Affordable Housing & Development Facilitator
Susan Bonnell, Manager of Communications
Chris Pitcher, Supervisor of Parking Services
Karen Chafe, Supervisor of Legislative Services

Report

1. Seniors Housing Update

The Affordable Housing & Development Facilitator conducted a power point presentation regarding the above noted. The following documents were presented in relation to this item:

- Information Note dated February 15, 2016 approved by the Manager of Housing Division;
- Seniors Housing Research Project Summary (updated 2016)
- Seniors Housing Forum – Proceedings Report

Moved – Councillor Breen; Seconded – Councillor Hickman

That the above noted information be forwarded to Council's next special and regular meetings for formal presentation by the Affordable Housing & Development Facilitator. Further, that the Seniors Housing Forum Report be released to the forum participants and the general public. The information gathered from the Forum, as well as the Seniors Housing Research recommendations will be used as the City and its partners continue to work together to create solutions to meet local seniors' affordable housing needs.

UNANIMOUSLY CARRIED

Councillor Sandy Hickman
Acting Chairperson

INFORMATION NOTE

Title: Seniors Housing Update

Date Prepared: February 15, 2016

Report To: Community Services and Housing Standing Committee

Councillor and Role: Ron Ellsworth (Committee Chair), Sandy Hickman, Danny Breen, Bruce Tilley (Council Committee Members)

Ward: Not ward specific

Issue: This information note is being prepared to allow the Standing Committee to review the 2016 Update - Seniors Housing Research Project as well as to provide an update on the Seniors Housing Forum that took place in December of 2015.

Discussion – Background and Current Status:

The Seniors Housing Research Project was funded by the City of St. John's and the Province of Newfoundland Labrador. The study was prompted by the City's 2012 Age Friendly Survey in which local seniors identified housing as their top issue of concern, as well as the Seniors Housing Forum (also 2012) which identified that builders wanted more information on opportunities in the changing seniors housing market.

Currently 20% of the City's population is over 60, by 2035, it will be 28%. Current average income of those over 60 is only \$24 540, however there is a high percentage of home ownership, and a significant group with assets to invest in more suitable housing forms (e.g. downsizing). Seniors represent a broad range of incomes and diverse needs.

Current supply is largely focused on single family homes that do not meet seniors' diverse and changing needs; and 75 % of available residential land is *still* zoned for single family homes. More affordable, innovative options are needed - *this represents a major market opportunity.*

The report suggests that the City has an important and proactive role to play in several areas. Many of these areas are already identified in the strategies outlined in the City's Affordable Housing Business Plan. The report provided twenty recommendations for the City to work on in collaboration with our partners. These recommendations were also presented to participants at the Seniors Housing Forum on December 8, 2015.

Seniors Housing Forum: '*We Have Work to do*' was the title of the City of St. John's 7th annual Housing Forum. This year's Forum focused on affordable housing for seniors. On December 8th, over 120 people participated in the session which took place in the Foran/Greene Room at City Hall.

The Forum was sponsored by CMHC and organized by the City of St. John's in consultation with a Forum Planning Committee comprised of representatives from our partners in the community. Forum participants were varied and included Architects, Developers, Real Estate

ST. JOHN'S

Agents, as well as representatives from community agencies, government and local seniors. The information gathered at the Forum will be used as we continue to work with our partners to create solutions together that meet local seniors' affordable housing needs.

Key Considerations/Implications:

1. Budget/Financial Implications:

Many of the Seniors Housing Research Project recommendations can be implemented through in kind internal and external resources (staff time, free space at the Foran Room for workshops, etc.). Council has approved funding for the Affordable Housing Business Plan for 2016-2017 that can be used to implement some of the recommendations from the seniors housing research and the seniors housing forum. We will likely want to explore other funding options with our partners for larger seniors' housing projects.

Estimated total Housing Forum costs are \$2500. \$2000 from CMHC and the remaining for the Affordable Housing Business Plan

Partners or Other Stakeholders:

The Seniors Housing Research Project (SHRP) recommendations will be worked on in collaboration with our partners identified in the Affordable Housing Business Plan (AHBP) (federal, provincial, community sector, private sector and residents) as well as other interested stakeholders. Some of the partners or other stakeholders directly mentioned in the research include:

- Provincial Government, HomeShare NL, Seniors Resource Centre, Habitat for Humanity NL, The Harris Centre, Memorial University, CHBA-NL, Private Developers, other non-profit groups, etc.

The Seniors Housing Forum planning committee consisted of the following members: Victoria Belbin (Canadian Home Builders Association NL), Glenn Furlong (CMHC), Kelly Heisz (Seniors Resource Centre NL), Henry Kielley (Seniors & Aging Division), Devonne Ryan (former-Mayors Advisory Committee on Seniors) and Jessica Barry (Harris Centre).

2. Alignment with Strategic Directions/Adopted Plans:

The following City of St. John's Strategic Directions and Goals are directly aligned with and supported by creating affordable housing for seniors (recommended at the Seniors Housing Forum and in the SHRP):

- Neighbourhoods Build Our City:
 - Increase access to range/type of housing
- A Culture of Cooperation:
 - Improve multi-level government relations
 - Create effective City-community collaborations
- Fiscally Responsible:
 - Explore cost-sharing programs/foundations/models
 - Explore complementary public/private partnerships

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- Responsive and Progressive:
 - Create a culture of engagement
 - Build social, environmental and demographic factors into policy-making
 - Identify and deliver on projects, strategies and programs

Additionally, *the Strategic Plan states that the City is responsive and progressive and is supportive of being flexible and solutions-focused with new approaches.*

3. **Legal or Policy Implications:** There are some recommendations in the research that encourage the City to make some changes to policies (including the Municipal Plan).
4. **Engagement and Communications Considerations:** Assist with the release of the Seniors Housing forum report and the Seniors Housing Research recommendations.
5. **Human Resource Implications:** None anticipated at this time.
6. **Procurement Implication:** None anticipated at this time.
7. **Information Technology Implications:** None anticipated at this time.
8. **Other Implications:** None anticipated at this time.

Conclusion/Next Steps:

See attached 2016 Update - Seniors Housing Research Update for specific next steps related to the Seniors Housing Research Project.

Release the Seniors Housing Forum Report to participants as well as the general public. The information gathered from the Forum, as well as the Seniors Housing Research recommendations will be used as we continue to work with our partners to create solutions together to meet local senior's affordable housing needs.

Prepared by/Signature: Maria Callahan, Affordable Housing & Development Facilitator

Approved by/Date/Signature: Judy Tobin, Manager of Housing Division

Attachments:

Appendix A: 2016 Update - Seniors Housing Research Update

Appendix B: Seniors Housing Forum Report

ST. JOHN'S



Seniors Housing Research Project: Update Summary

February 29, 2016



Seniors Housing Research Project: Update Summary

This report was funded by the City of St. John's and the Province of Newfoundland Labrador. The study was prompted by the City's 2012 Age Friendly Survey in which local seniors identified housing as their top issue of concern, as well as the Seniors Housing Forum (also 2012) which identified that builders wanted more information on opportunities in the changing seniors housing market. In June 2014, Council adopted the Affordable Housing Business Plan, which includes a goal of creating 500 homes with our partners by 2017, including 100 age friendly homes. This report presents detailed market information and innovative ideas on how home builders can meet local needs and expand into this growing niche.

The team that completed the study included CBCL consultant Mary Bishop, who has intimate knowledge of the City through her work on the Municipal Plan draft. She partnered with SHS Consulting who have done extensive work on other seniors and housing projects, including the CMHC's comprehensive national guide to seniors housing.

Key points of the Study

Demographics: Currently 20% of the City's population is over 60, by 2035, it will be 28%. Current average income of those over 60 is only \$24 540, however there is a high percentage of home ownership, and a significant group with assets to invest in more suitable housing forms (e.g. downsizing). Seniors represent a broad range of incomes and diverse needs, and the study identified these housing preferences via direct local consultation and national research:

- Want to age at home
- Prefer seniors only housing
- Want to downsize to homes which will allow them to live independently
- Want to live close to services and amenities
- Home maintenance is an issue
- Home modifications are not always possible
- Ideally want two bedrooms, accessible features and privacy

Housing Supply: Current supply is largely focused on single family homes that do not meet seniors' diverse and changing needs; and **75 % of available residential land is still zoned for single family homes.** This will present a challenge to meeting the goals of the City's Municipal Plan of increasing densities, providing a range of housing options and creating complete communities. More affordable, innovative options are needed - **this represents a major market opportunity.**

Recommendations

The report suggests that the City has an important and proactive role to play in several areas. Many of these areas are already identified in the strategies outlined in the City's Affordable Housing Business Plan (HBP). The following section provided an analysis of each recommendation, including the City's current and planned work on each issue. This has been updated in January 2016 and now also includes an **'Update/Next Steps'** as well as an **'Alignment with City Plans/Timeline'** section:



Policy and Regulations

Recommendation	City Response/Action	Update/Next Steps	Alignment with City Plans/Timeline
1. Consider including a definition of affordable housing in the Municipal Plan and identifying affordable housing targets such as those identified in the City's Affordable Housing Business Plan	City will consider this – a definition already exists in the Affordable Housing Business Plan that could serve as a good basis for this.	The new draft Municipal Plan (Section 4.1 Housing) includes policy around affordable housing; diversity, choice, etc. Policy speaks to promoting and enabling a wide range of affordable housing options. A specific definition is not used, but overall objectives speak to the key principles of affordable housing and what it means.	City's Strategic Plan: - Neighbourhoods Build our City - Responsive and Progressive Timeline: Pending Municipal Plan approval
2. Consider updating the definition of seniors housing and broadening zoning provisions to allow innovative, age-friendly housing options throughout the City	City will consider this in the process of re-writing the Development Regulations.	The City is considering this option under the new draft Development Regulations; proposing to remove seniors' apartment buildings and replace with a new definition for assisted living residential complex. Age-friendly housing is permissible everywhere throughout the City.	City's Strategic Plan: - Neighbourhoods Build our City Timeline: Pending Development Regulations approval
3. Consider pre-zoning lands that have been identified as suitable for residential development, particularly surplus lands suitable for multiple-dwelling developments, to reduce the time and cost involved with rezoning	City will consider this in the process of re-writing the Development Regulations.	The new draft Municipal Plan is proposing only one residential district. This change makes the process easier and eliminates the need for a Municipal Plan amendment.	City's Strategic Plan: - Neighbourhoods Build our City - Responsive and Progressive - A Culture of Cooperation Timeline: Pending Municipal Plan approval
4. Consider alternative development standards for affordable housing developments, including seniors housing projects	City will consider this in the process of re-writing the Development Regulations.	Several new ideas are being proposed in the development regulations, including: affordable housing in institutional zones downtown requiring less parking as well as multi-use zones that allow for a mix of housing types.	City's Strategic Plan: - Neighbourhoods Build our City - Responsive and Progressive - A Culture of Cooperation Timeline: Pending Development Regulations approval
5. Explore the feasibility of streamlining planning and building permit approval processes for affordable housing projects, including seniors housing projects	City will research options for this, based on best practices across Canada.	This is ongoing and the entire process for planning and building permit approvals is being streamlined. This change is not specific to seniors' housing projects, but they will also benefit.	City's Strategic Plan: - Neighbourhoods Build our City - Responsive and Progressive - A Culture of Cooperation - Effective Organization Timeline: Ongoing

Programs, Initiatives and Funding

Recommendation	City Response/Action	Update/Next Steps	Alignment with City Plans/Timeline
<p>6. As part of the inventory of land for potential redevelopment for housing that was identified as an action in the Affordable Housing Business Plan, identify suitable land or existing, underutilized buildings, such as old school sites, that may be appropriate for seniors or mixed-age housing and share this information with the development community</p>	<p>An inventory of city land available for potential redevelopment is complete in Ward 2 and other wards will follow soon.</p>	<p>Inventory for Ward 2 is completed and our holdings identified. LIS Staff have been actioned to complete the land inventory in the other wards. The City's Real Estate Division is approaching the Province and the School Board to discuss provincially owned land.</p>	<p>City's Strategic Plan: - Neighbourhoods Build our City - A Culture of Cooperation - Effective Organization</p> <p>Timeline: Ongoing, to be completed by 2017</p>
<p>7. Consider providing incentives, such as waiving all or a portion of development and building permit fees for developments that increase the supply of affordable rental housing for seniors</p>	<p>Will be considered under the strategies identified in the Affordable Housing Business Plan to create a Housing Catalyst Fund.</p>	<p>Development and building permit fees are waived for non-profit groups that develop affordable housing projects. Other affordable housing projects are evaluated on a case-by-case basis. The Housing Catalyst Fund has been submitted as a budget-ask to Council.</p>	<p>City's Strategic Plan: - Neighbourhoods Build our City - A Culture of Cooperation - Fiscally Responsible - Effective Organization</p> <p>Timeline: Housing Catalyst Fund has been approved for 2016/late 2016 for timeline.</p>
<p>8. Consider identifying funding, resources and incentives to support a seniors housing pilot project</p>	<p>Will be considered under the strategies identified in the Affordable Housing Business Plan to create a Housing Catalyst Fund.</p>	<p>Seniors housing projects have been completed throughout the City. The City is identifying funding, resources and incentives for further affordable seniors' housing developments. Conversations are in progress in this area. Partners are being identified and plans are being explored.</p>	<p>City's Strategic Plan: - Neighbourhoods Build our City - A Culture of Cooperation - Fiscally Responsible</p> <p>Timeline: end of 2016</p>
<p>9. Consider providing incentives, such as waiving all or a portion of development and building permit fees, for residential developments that go beyond the requirements of the National Building Code with regard to incorporating Universal Design elements</p>	<p>Will be considered under the strategies identified in the Affordable Housing Business Plan to support the creation of age-friendly and energy efficient housing.</p>	<p>This will be considered as part of the Housing Catalyst fund.</p>	<p>City's Strategic Plan: - Neighbourhoods Build our City - A Culture of Cooperation - Fiscally Responsible</p> <p>Timeline: Housing Catalyst Fund has been approved for 2016/2017 for timeline.</p>

Communication, Education and Advocacy

Recommendation	City Response/Action	Update/Next Steps	Alignment with City Plans/Timeline
10. As part of the workshop on innovative housing identified as an action in the Affordable Housing Business Plan, include education on innovative housing forms for seniors, including shared ownership and life lease housing options	Will be incorporated in Innovative Housing Workshop described in the strategy section of the Affordable Housing Business Plan.	The City will start these Innovative Housing Workshops, on diverse housing forms (including innovative housing forms for seniors), in 2016.	City's Strategic Plan: - Neighbourhoods Build our City - A Culture of Cooperation - Responsive and Progressive Timeline: June-December 2016
11. Advocate to the provincial government to identify provincially-owned land that can be used for residential development and to provide this land at minimum cost to private and not-for-profit developers developing affordable housing, including affordable seniors housing	Council has already written several letters to the Province on this matter and will continue to advocate and follow up.	Council will continue to advocate and follow up. This is in progress and ongoing.	City's Strategic Plan: - Neighbourhoods Build our City - A Culture of Cooperation - Fiscally Responsible Timeline: Pending
12. As part of an education campaign, increase awareness in the private development sector of the range of housing needs in the City of St. John's and the options that should be considered to help meet these needs by sharing the results of this Seniors Research Project	A forum will be planned with the Canadian Home Builders Association NL to share the results of this project.	A Builder's breakfast happened in June 2015. Approximately 40 attendees. The results of this research were shared with participants at the Seniors Housing Forum in December of 2015.	City's Strategic Plan: - Neighbourhoods Build our City - A Culture of Cooperation - Responsive and Progressive Timeline: Completed and ongoing
13. As part of an education campaign, share information on social impact bonds with community agencies and the private sector, including seniors	City will research social impact bonds and how they might be applied to housing.	This is in progress and ongoing.	City's Strategic Plan: - Neighbourhoods Build our City - A Culture of Cooperation - Responsive and Progressive - Fiscally Responsible Timeline: early 2017
14. As part of an education campaign, work with the Seniors Resource Centre on initiatives to increase awareness of grants and funding available for home modifications and the application process	City will communicate with Seniors Resource Centre to explore this.	The City explored this recommendation with stakeholders at the Seniors Housing Forum (December 8, 2015). Further follow up with related partners is in progress and ongoing.	City's Strategic Plan: - Neighbourhoods Build our City - A Culture of Cooperation - Responsive and Progressive Timeline: June-December 2016
15. As part of an education campaign, work with the Seniors Resource Centre and other community agencies to increase awareness and develop material on the different home care options available to facilitate aging in place	City will communicate with Seniors Resource Centre to explore this.	The City explored this recommendation with stakeholders at the Seniors Housing Forum (December 8, 2015). Further follow up with related partners is in progress and ongoing.	City's Strategic Plan: - Neighbourhoods Build our City - A Culture of Cooperation - Responsive and Progressive Timeline: June-December 2016

Collaboration and Partnerships

Recommendation	City Response/Action	Update/Next Steps	Alignment with City Plans/Timeline
16. Work with Newfoundland Labrador Housing (NLHC) and other affordable housing providers to establish a centralized waiting list for affordable housing in the City, including a centralized application process for these units	A centralized registry is a strategy in both the Affordable Housing Business Plan and the End Homelessness Community Plan. Work is already under way to determine how this registry can be created.	This work is in progress. A Call for Proposals to secure a Consultant for a feasibility study will be on the City's website in February 2016.	City's Strategic Plan: - Neighbourhoods Build our City - A Culture of Cooperation - Responsive and Progressive Timeline: February – July 2016
17. Consider partnering with Habitat for Humanity to build affordable ownership housing options for seniors through financial or in-kind contributions	City will investigate seniors housing projects already completed by Habitat for Humanity globally and also connect with local affiliate about this possibility.	Discussions are in progress and ongoing in this area. City staff have met with the Executive Director of the local Habitat for Humanity affiliate.	City's Strategic Plan: - Neighbourhoods Build our City - A Culture of Cooperation - Responsive and Progressive - Fiscally Responsible Timeline: end of 2017
18. Encourage and support community organizations in the development of social enterprises that provide services and supports for seniors by facilitating partnerships and providing information as part of an education campaign	City will research social enterprises that assist seniors and determine if this model can be effectively applied locally.	This is in progress and ongoing.	City's Strategic Plan: - Neighbourhoods Build our City - A Culture of Cooperation - Responsive and Progressive - Fiscally Responsible Timeline: early 2017
19. Encourage and facilitate partnerships between community organizations and post-secondary institutions to identify opportunities where students and recent graduates can provide support services to seniors as part of their training or requirements for certification	City already supports Home Share NL, a local organization that connects seniors and students for mutual housing benefits.	This is in progress and ongoing. In 2016, the City will connect with Home Share NL and Memorial University's Harris Centre to explore this option.	City's Strategic Plan: - Neighbourhoods Build our City - A Culture of Cooperation - Responsive and Progressive - Fiscally Responsible Timeline: early 2017
20. Explore the feasibility of working with community agencies and private investors to fund an affordable seniors housing pilot project through the use of social impact bonds	City will investigate social impact bonds and how they can be applied to housing projects.	This is in progress and ongoing.	City's Strategic Plan: - Neighbourhoods Build our City - A Culture of Cooperation - Fiscally Responsible Timeline: early 2017

The report also recommends that the City take a lead in facilitating one or more **Seniors Housing Pilot Projects** to test proven best practices locally:

Four Proposed Seniors Housing Pilot Projects for the City to initiate: *(details on pages 60-62)*

1. A mid-sized **Market Rental Building** with accessibility features to facilitate aging in place
2. An **Affordable Seniors Condominium** in partnership with Habitat for Humanity
3. A **Non-profit Cooperative Rental Project** as a social enterprise on re-purposed land
4. An **Affordable Supportive Housing** initiative in partnership with government and community partners

These pilot project suggestions also connect with the strategies described in the Affordable Housing Business Plan, which include:

- Facilitating a housing design competition (page 14)
- Promoting a mixed use development pilot project (page 14)
- Promoting an affordable condominium pilot project (page 14)



WE HAVE WORK TO DO
Seniors Housing Forum
December 8, 2015, St. John's City Hall
Proceedings Report

ST. JOHN'S

Mayor's Foreword



The City of St. John's believes affordable housing is a foundation for a safe, prosperous and healthy community. The City's Affordable Housing Business Plan aims to create 500 homes with our partners by 2017, including 100 age friendly homes. The Seniors Housing Research Project identified that currently 20% of the City's population is over 60, by 2035, it will be 28%. More affordable, innovative housing options are needed.

I invite you to read what people had to say at our Seniors Housing Forum. Our City can't make advancements in housing alone. We must develop partnerships - governments, social organizations, builders – we all have a role to play. We have work to do and we can do great things together. We have the passion and the commitment to improve access to affordable housing for all of our residents, especially for our seniors.

1.

• *"If the saying 'great minds think alike and fools seldom differ' is true, then we had a great group of fools together with great minds! Keeps the momentum going! Overall a fantastic day, let's keep the work that was started today moving."*

2.

3.

• *"Really good sharing of information and deepening of awareness of the housing situation for seniors. More than I was hoping to."*



Forum Participant Feedback

Acknowledgements

The City of St. John's gratefully acknowledges the contributions of the following:

Thank you to the Forum Planning Committee; Victoria Belbin (Canadian Home Builders Association NL), Glenn Furlong (CMHC), Kelly Heisz (Seniors Resource Centre NL), Henry Kielley (Seniors & Aging Division, Department of Seniors, Wellness, and Social Development), Devonne Ryan (former - Mayors Advisory Committee on Seniors) and Jessica Barry (Harris Centre) for their efforts in helping us bring this event together.

Special thanks to our panelists and presenters as well as our moderator Glenn Furlong. Thank you also to our City staff and committees (Affordable Housing Working Group - former Mayor's Advisory Committee on Affordable Housing and Seniors Advisory Committee - former Mayor's Advisory Committee on Seniors) and to our forum sponsor the Canada Mortgage and Housing Corporation (CMHC).

And a big thank you to our varied and engaged forum participants, especially the seniors in attendance, for your valuable contributions to the event and the discussions on affordable housing for seniors.



If you have any questions, comments or concerns about the Forum, or any ideas about follow up action, please get in touch with:

Maria Callahan, Affordable Housing and Development Facilitator
Phone: 570-2096, Email: mcallahan@stjohns.ca

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*"Seniors have made a great contribution.
The least they should have is a decent,
affordable place to live."*

– Eleanor Grandy, Eastern Gate Manor



Event Summary

'We Have Work to Do' was the title of the City of St. John's 7th annual Housing Forum. This year's Forum focused on affordable housing for seniors. On December 8th, over 120 people participated in the session which took place in the Foran/Greene Room at City Hall.

The Forum was sponsored by CMHC and organized by the City of St. John's, in consultation with a Forum Planning Committee comprised of representatives from our partners in the community. Forum participants were varied and included Architects, Developers, Real Estate Agents, as well as representatives from community agencies, government and local seniors.

We began the day with welcome/greetings from Deputy Mayor Ron Ellsworth as well as Shawn Skinner, the Chair of End Homelessness St. John's. This was followed by presentations that helped to set the stage for our discussions and then a panel of local affordable housing initiatives. Lunch was provided by our sponsors to participants and catered by Belbin's.

The next step was small group discussions on set questions at pre-assigned tables. The day ended with an announcement from Rev. David Burrows about their new Home Again Furniture Bank and an End Homelessness Update from Bruce Pearce. Newfoundland Power's Take Charge staff participated in the Forum and provided each participant with an LED light bulb at the end of the day.

The information gathered at this Forum will be presented in this report to St. John's City Council and we will use the feedback as we continue to work with our partners to create solutions together to meet local seniors affordable housing needs.

The presentations are briefly summarized in this report and can be found on the City of St. John's Publications page of the website, under 'Housing'.

Here is the link: <http://www.stjohns.ca/publications>

Vision Wall Activity

This was a chance for participants to envision what we need to do together to create concrete, collaborative solutions to meet local seniors housing needs.

“Close your eyes and imagine it is the year 2030. What does affordable housing for seniors look like in St. John’s? What have we accomplished together?”

- Everyone has options available to them
- Include supports for those with mental health/addictions issues
- Everyone has access to affordable housing suitable to their individual needs
- Include supports for those with physical, intellectual disabilities
- All second and third floor stories of the downtown area are occupied with a mixture of commercial and residential (including affordable units)
- Pet-friendly
- Keep affordable defined as 30% of income
- Know the stakeholders
- Seniors apartments should be for seniors only not part of mixed or social housing
- Increase of age friendly communities with a focus on the World Health Organization (WHO) recommendations
- Incentives for landlords to provide quality apartments (accessible and warm, in good repair) at reasonable prices
- Complete neighborhoods: fix big box developments (stop adding more of these), add green space, increase density, decrease space dedicated to parking
- Incentives or requirements for developers to use the "home for life" model for some of their housing
- Residential tax policy changes: a more equitable residential tax based on the provincial home heat rebate policy as opposed to Guaranteed Income Supplement (this suggestion came in via email in advance of the Forum)

Opportunities

- Community of inclusion
- Repurposed land
- Mixed use



Challenges

- Government/NLHC/CMHC must understand that support in \$\$\$ not enough to make problem viable for building 10 year affordable support for the housing market. After 10 years, clients are faced with rent increases and/or moving.
- City/Government must take a stronger position against NIMBY.
- Accessibility Challenges
- Income disparities

Presentation Highlights

Setting the Stage for Discussion:

Seniors Housing Research Project,

Allan Miller, Chair of the former Mayor's Advisory Committee Seniors (MACS)

Currently 20% of the City's population is over 60, by 2035, it will be 28%. Current average income of those over 60 is only \$24 540. As the population continues to age, demand for housing will likely shift from single-detached dwellings to smaller ownership, rental units and housing options with a range of support services. The Seniors Housing Research Project report presents detailed market information and innovative ideas on how home builders can meet local needs and expand into this growing niche.

The report also suggests that the City has an important and proactive role to play in several areas. The Seniors Housing Research Project includes 20 recommendations. The City is currently working on a revised update on the recommendations that will be presented to City Council early in 2016 and then shared with the public.

St. John's (Census Metropolitan Area) CMA Housing Market Update,

Chris Janes, Senior Market Analyst, CMHC

- Much lower year to date (YTD) housing starts activity
- Prices remain high despite considerable slowdown
- Private apartment vacancy rates, as of October 2015, average at 4.7%
- Private apartment average rent (October 2015):
 - 1 bedroom: \$798
 - 2 bedroom: \$923

Affordable Housing Business Plan Update,

Deputy Mayor Ron Ellsworth

The City's Affordable Housing Business Plan: *Creating Opportunities, Housing Our Community* explains that the City's best role is to help to identify and create opportunities – not build homes. The City will work collaboratively with partners to create 500 affordable homes. The seniors housing plan, driven by community needs, has been adopted into this business plan (100 age friendly homes). In 2016, we will come back to the community with an update on this business plan.

WHAT WE HEAR, Kelly Heisz (Executive Director of the Seniors Resource Centre NL) & Henry Kielley (Consultant, Seniors & Aging Division)

Housing is the #1 reason seniors call them. The seniors are often in crisis and/or trying to plan ahead; looking for affordable housing, assisted living, services and programs. Most of the seniors who call are low income (making \$14-15,000/year, often spending 60-70% of income on housing). The current average price of a home/average rent is well out of the reach of most. Downsizing, moving, changing house can be very difficult and seniors face different challenges at different ages. We need to do a better job of getting information out there. How can we assist this group in staying where they are or moving to somewhere that is affordable?

Local Initiatives Panel:

Moderated by Glenn Furlong, Affordable Housing Consultant, CMHC

Summary of NLHC Home Assistance Programs

Corina Crocker, Manager, Home Assistance Programs, provided an overview of Newfoundland & Labrador Housing Corporations (NLHC) housing programs: **Provincial Home Repair Program (PHRP)**: provides grants and loans to homeowners to enable them to do essential repairs and renovations to their homes.

Home Modification Program (HMP): assists persons with low-to-moderate incomes requiring home accessibility modifications.

Residential Energy Efficiency Program (REEP): A provincial initiative designed to promote and assist homeowners in making energy efficiency retrofits to their homes. Their goal is to serve clients that are most in need. These have been highly successful programs to date. **They still have funding available** and are still accepting applications for this fiscal year.

Make Your House a Home for a Lifetime, Certified Aging-In-Place Specialist, and Kim Street

Aging in place is the ability to live in one's own home and community safely, independently and comfortably for as long as you are able.

Kim Street is a CAPS (Certified Aging in Place Specialist). She has been trained to be able to help homeowners to identify solutions to their particular aging in place needs.

The goal is to provide the best information and resources so individuals can remain home by choice.

Before getting started, seniors need to figure out what makes sense for them:

- Temporary adaptations (Adaptable design takes into consideration potential future projects)
- Aging in place (Make your home livable long into the future)
- Visit ability

Faith & Housing Coalition Update, Blair Trainor, Chair

- This Coalition was formed in 2014 in the wake of an initial workshop at the City's November 2013 Housing Forum and includes people from many different faith traditions.
- Organized two forums: Forum 1 → November 2014/ Forum 2 → May 2015
- What they do: Advocate Best Practices, Tell Stories, Concrete Actions!
- Supporting Cochrane Street United Church development
- ReNew It (Habitat for Humanity)
- Presenting to faith communities
- The Faith & Housing Coalition are planning their third forum

Eastern Gate Manor, Pastor Gordon Young & Eleanor Grandy

- Pastor Young spoke about Eastern Gate Church's experience building 24 units of affordable rental housing for seniors.
- Over the years, working with seniors and children has been the focus of their ministry
- They had land available and CMHC and NLHC helped to fund the apartments.
- Their tenants include individuals from all different walks of life (religion, social status, etc.)
- The demand for these affordable seniors' apartments is well above what they can accommodate. They have had up to 200 people on their waiting list.
- They are expecting to build more units, and would eventually like to build a level two personal care home

Eleanor Grandy is a tenant at Eastern Gate Manor and shared her experiences with the participants:

- Eleanor worked for 50 years, she retired with no pension and was not able to save for retirement
- She feels that what government offers is not sufficient for the current high cost of living and rent. She believes that everyone should have a decent, affordable place to live. She urges government on every level to do something about it.

More info about Eleanor can be found in this Telegram article from 2011:

<http://www.thetelegram.com/News/Local/2011-11-05/article-2796783/Subsidized-apartments-built-through-church-and-government-partnership/1>

We concluded the day with an update from Bruce Pearce, Community Development with End Homelessness St. John's (EHSJ):

Today homelessness is a size and scale that is very different from several decades ago. EHSJ has a new plan to end chronic and episodic homelessness. You can download a copy of the Plan here: <http://www.nlhcn.org/PDF/YYT-Community-Plan-2014-2019.pdf>

This will be based on permanent housing of choice (rights based, housing first approach). We will need coordinated systems to tie everything together. Past programs/investments have focused on capital investments including an \$18 million federal investment to build 40 new units of permanent supportive housing.

Many factors are encompassed in the 5 year plan. Including intensive case management, client centered support, moving, rent support, repairs, etc. There will also be community mental health and housing support workers, and the third piece will work on prevention and rapid rehousing. EHSJ is also planning a provincial housing first forum with rural communities, provincial/ regional systems.

Rev. David Burrows, with the Parish of the Ascension, spoke briefly to the participants about their new

Home Again Furniture Bank

Here is a video with more info:

https://www.youtube.com/watch?v=yDD_fcq1w4c&feature=youtu.be

Small Group Discussions

Participants were able to select questions in advance of the Forum, they were assigned seating in groups based on the question breakdown. The questions were chosen by the Planning Committee based on recommendations from the Seniors Housing Research Project as well as Implementation Strategies from the Affordable Housing Business Plan. We strove for a variety of stakeholders at each table as we wanted individuals with different perspectives to work together on solutions. Each table had a pre-assigned Facilitator to guide the brainstorming and discussion. Ideas from the small group discussion tables are combined and summarized below.



DISCUSSION QUESTIONS:

1. Let's Dream BIG together! What should an ideal affordable housing pilot project for seniors look like?

Table #3 Dream Project

- 40+ units; Planned Unit Development (PUD)/apartment building/multi-unit
- Scalable/replicate the design
- Variety of product (# of bedrooms, # of bathrooms, etc., accessible)
- Land provision by government, municipalities
- Commercial amenities & community services (in building or nearby)
- Partnerships to reduce construction/pre-construction costs (permit/ fee reductions)
- Shared services and amenities within the building (fitness, social, outdoor)
- Subsidize some of the building space to businesses which would provide services to seniors
- Onsite storage facilities
- Living Space: bigger doors, same

Table #8 Dream Project

- Multi units close to amenities: include common area, garden, exercise area, energy efficient, blend in with surrounding area, on bus route, balconies
- On site services, i.e. hair dresser; chapel, community rooms, etc.
- Look at universal design principles
- Mixed use development for first floor
- Primary health care clinic attached to the project (Additional entrances for service providers)
- Flexible eligibility criteria, i.e. ability for family member to stay with parent
- Live in Coordinator/Deliberate "Dream Team"
- Room for expansion/Flexible funding model
- Ability to respond to seniors with

level for living space, grab bars	complex and/or additions issues
<p>Table #11 Dream Project Seniors Directive: Direct involvement at all stages!</p> <ul style="list-style-type: none"> • Partnerships: Community groups, Funding, Construction/ Collaboration with suppliers/contractors, Adequate funding for quality housing, Affordable, i.e. heat subsidies • Education: What's available? What's happening? Who can help? Creating awareness of services, Localities of information about existing services, Community • Design: Program and Building-Renovations (affordable, partnerships with contractors), New build (superior quality building materials/lighting, color) • Designed by Seniors: practical, storage, 2 bedrooms, no stairs, environmentally friendly, adequate heating, Co-housing (Seniors Co-Housing NL), affordable renovation programs (Renew It), built environment (design for long term and minimum maintenance), <u>quality</u> • Environmental/social supports: close to amenities (transportation, bus shelters), Intergenerational/mixed income, Supportive systems, Garden space (gardening, chicken coop, trees) 	<p>Table #15 Dream Project Big Dream: Repurposing of the old Dominion in Churchill Square or Torbay Road for affordable seniors housing:</p> <ul style="list-style-type: none"> - Market rental building with accessibility features to facilitate aging in place - Incorporate affordable housing into a commercial construction project - AFFORDABLE: cost could be based on a certain percentage of income up to maximum, keep it affordable, prefer to rent but at predictable cost, being afraid of cost jumping up is a big issue - Features: independence, (not interested in governing groups like in some condos), community/common space, entertainment, pets, hand grips, high toilets, widened doors, elevators - LOCATION is key: access to services, but also green space, walking trails, shopping, churches, etc. - Accessible and convenient transportation, busses for outings - Proximity of health services or option for care at home - Should draw on best practices from other jurisdictions (I.e. from U.S., France, England, Sweden, etc.) - Partnerships (government, private sector developers, church groups, seniors, etc.) - About more than just profit; pilot should be about quality and affordability
<p>Table #18 Dream Project - Former grace hospital "<i>Graceland</i>" *Pilot needs mixed approaches: (Retrofit/New homes/Subsidies) Funding: All levels of government; Private developers, bring all players to the table LOCATION: Distributed Model (adding units within existing housing stock, different locations), Good neighbourhoods/Close to amenities/Close to transportation PHYSICAL FORM: Energy efficient/ Barrier free OWNERSHIP Vs. RENTAL: Ownership of small homes (2 bedroom), If condo, governance needs to be beefed up and well organized, owners need to know what to</p>	

expect

USE/PROGRAM: Place for seniors to cluster together and socialize, Mixed use/
Amenities within development (homecare, clinic)

AFFORDABLE

IMPORTANT QUALITIES (All of these things would need a funding strategy to make this feasible): Mid-rise, wood frame, Re-used site (Grace), Includes housing and other uses, Energy efficient

MIXED: Level of income, Types of ownership, Uses (housing, shops, amenities, i.e. clinic, social enterprise, community groups)

LOCATION: Closer to city (not suburbs or small town), City or Province could donate land to make centrally located land development more affordable, Streamline process and be more open minded for approvals

BUILDING: Energy efficiency (comfort, fixed income), Universal design, Gathering Place, Great architecture, looks like residential, Lots of light

2. How can we work together to create a plan for innovative affordable housing education/awareness workshops for seniors?

How to get the information out:

- City Guide (Seniors Resource Centre, Public Pensioners Association, etc.), Piggy back on existing mail outs, build networks, develop an email/ mailing list, newspaper articles, flyers
- Faith sources/faith communities
- Use of media: radio, TV, talk shows, etc.
- Supermarkets, malls
- Encourage more involvement/participation by seniors themselves, also get youth on board (volunteer hours)
- Keep the front line staff informed by getting employers on board and allowing staff the time for education
- Workshops (The timing of the day is important, feeding people food and snacks is always good, transportation needs to be considered (Metrobus/Go bus))
- Workshops for seniors, i.e. after church services, other community events, bingo, church events, 50+ groups, educational day inside seniors complexes, etc.
- Public forums; public awareness campaign on available resources/programs
Government involvement:
 - Ensure the MHA's office is aware of resources
 - Preventative information should be administered from the Dept. of Seniors, Wellness & Social Development
 - Getting info out there: hospitals, social workers, etc.

One intake Centre/Navigation: i.e. more funding for an organization (Seniors Resource Centre) to be able to keep other agencies connected (share info)

- One location where seniors can find info on what resources/supports they can avail

of (i.e. resources, manual, brochure, website, central phone # for Seniors, like 811)

- Directory of what is available for seniors (both paperback and on the net)
- Gatekeeper/Navigator to help people

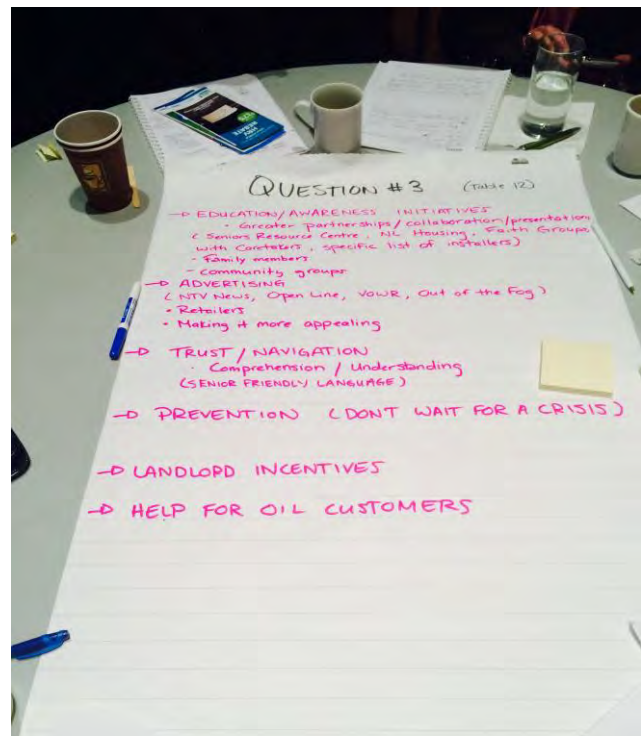
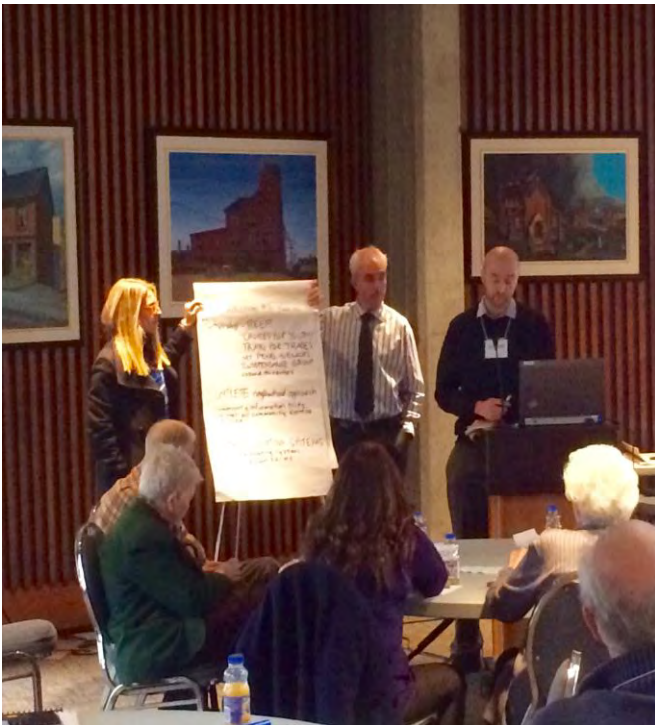
Other ideas:

- Shared ownership: a great idea, most seniors want to be independent, but other people around if you need it
- NL housing partner with private sector
- Life lease: legal agreement which allows purchasers to remain there for life
- Seniors expo (City of St. Johns to sponsor)
- Aging in place needs to be brought to the seniors. Community education.
- Municipalities connecting with builders vis-à-vis affordable housing
- Research other best practices in the world

3. How can we work together to encourage energy retrofits?

Brainstorm ideas to bring partners together to create collaborative projects to reduce heating costs and increase housing affordability for seniors.

- EDUCATION/AWARENESS INITIATIVES: Greater partnerships/collaboration/presentations (Seniors Resource Centre, NL Housing, Faith Groups, with Caretakers, specific list of installers); Family members;



Community groups

- ADVERTISING: NTV news, Open Line, VOWR, Out of the Fog; Retailers
- TRUST/ NAVIGATION: Comprehension/understanding; senior friendly language
- PREVENTION: Don't wait for a crisis
- LANDLORD INCENTIVES
- HELP FOR OIL CUSTOMERS
- Partnerships
 - REEP (set aside some grants for the City of St. John's)
 - Choices for youth - Train for Trades could complete work (they have done other work on social housing)
 - Mount Pearl Seniors Independence Group
 - Expand to renters
- COMPLETE Neighbourhood Approach: community information blitz; partner with community centres in area
- DISTRICT HEATING SYSTEMS: Not just individual homes: community heating system (creates economy of scale); partnerships with farms

4. How can we work together to promote mixed use development for seniors?

- Rent tied to income! Make affordable housing accessible to client base
- Need more multi-unit buildings in all neighbourhoods.
- Partners involved from Day 1 (private developers, municipal/provincial government, seniors, advocacy, possible commercial partners)/greater cooperation between stakeholders for long term needs planning – community planning/community groups, builders willing to partner on not-for-profit projects
- Design phase costs are high – determine a way to lower or subsidize these costs to encourage developers
- Overcome NIMBY
- Mixed use = commercial and residential + office together
- Partner with Eastern Health for accessible medical care in the bottom of mixed use buildings
- Incorporate conveniences into affordable housing (café, deli, clinic – multi-use)
- Build in areas that have services already nearby.
- Mixed development needs to take into consideration transportation needs.
- Mixed use services does not have to be exclusive to Seniors
- Opportunity to use retail street , 2nd, 3rd floors etc. for re-purposing for housing
- Considering/addressing accessibility in mixed use development
- We've heard presentations that seniors want to live with other seniors, so we need to think about how to enable/support this to happen in mixed use development
- Home Share program promotion

LAND:

- Identify who are the partners. First, locate land!
- Need land, not used by government/City and at no cost to housing developer for affordable housing
- Inventory of Crown, Provincial and Municipal lands created and zoned for planned urban development
- Retrofit existing or vacant or underused government owned buildings – schools make prime buildings for this
- Increase taxes for vacant buildings: give incentives if they do something about it.

LOCATION:

- Access to amenities (commercial and community); access to public transport

ZONING/INCENTIVES:

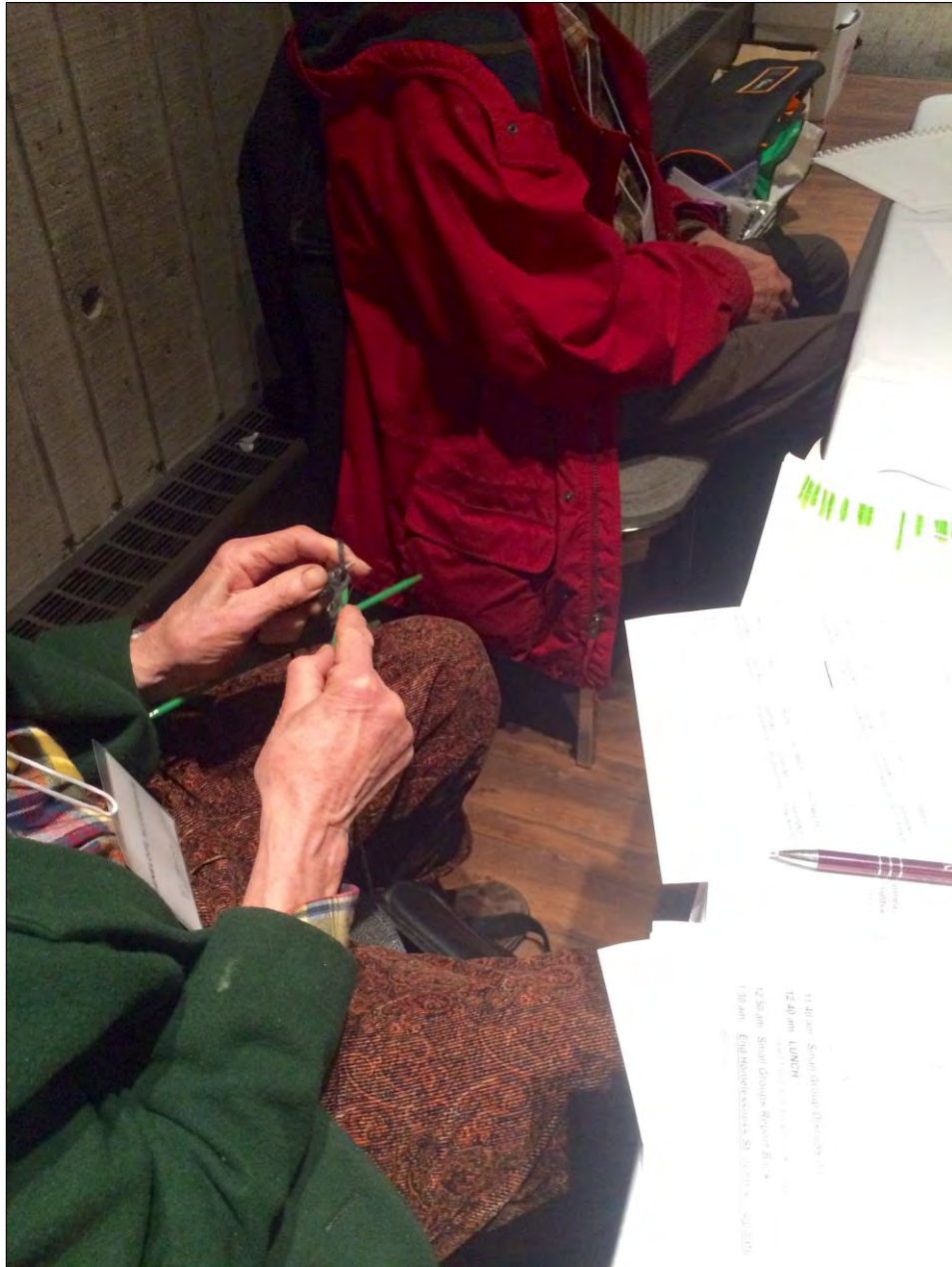
- Examine/change height restrictions
- Encourage “sustainable neighbourhoods” development within the City through incentives and zoning
- Develop a “Mix-use zone”
- City needs to incorporate policies that allow for mixed-use development
- Consider existing zones in an area before entertaining re-zoning.

5. How can we work together to increase the awareness and use of Universal Design principles?

- VisitAble (What is VisitAbility? <http://visitablehousingcanada.com/>)
- Universal design principles (video, Power Point presentations)
- Designs to be completed by architects (bring their skills to the table☺, ensuring safety and accessibility!)
- Having ALL voices at the table
- Community design. Creating spaces together. Incorporating local things (I.e. art)
- Restrictions to accessibility: codes as standards (no one size fits all)
- Universal Design principles in re-modeling = improving community as a whole
- Partnerships are important: think outside the box to address issues to make them financially feasible.
- Needing options/alternatives in all spaces (stairways, elevators, escalators, etc.)
- Ensure Universal Design Principles (UDP) are captured in the policy and regulations in Municipalities
- Bridging the gap between accessibility “checklists” and functional design (stakeholder site visits/engagement)
- Ensuring the principles are logically at the community level (neighbourhood-level, commercial, social services, child care, community garden)
- Consistent messaging of all levels of government towards UDS standards
 - Development community will eventually shift towards a “neighborhood

model”

- Federal Government re: Building Code
- Accessible downstairs units are helpful, but if they are located in suburban neighborhoods without efficient transportation, then the residents are isolated.



Appendix A - Participant Evaluations

Small Group Discussion: 4.6

"Right amount of time. I thought it might be short, but it was fun, presentations a good length"

"Larger groups would have been less time consuming for reporting back"

"Very informative talking to others"

"Best element"

Forum Content: 4.4

"Subject is very important"

"Great presentations to increase awareness"

"Don't include non-senior info"

"Need more relevant speakers"

"Varied and short pieces were good"

Forum Ratings (out of 5)

Organization: 4.3

"Materials on site good"

"Very evident that immense work went into putting today together. Thank you 😊"

"Issues with wireless mic"

"More reusable dishes would be ideal..."

"Space was constrained for the number of people"

"Smooth organization"

Facilitation: 4.4

"Good, on track"

"Some speakers were rushed"

"Tables – too close together to allow movement and therefore it was hard to hear discussion points at the table with talkers all around."

"Good to have round tables of 8"

Any Other Comments:

- Would like more options available to Developers about building options available and how to work together on projects.
- Include more seniors to weigh in.
- City needs to facilitate necessary mixed use rezoning and incentivize creative solutions or invest in design work that can be shared since this is an expensive development cost/barrier.
- Need to talk about what the barriers are. We all agree we need these solutions so what are the barriers to act on to get to the action phase?
- An excellent forum. Food was good too. Thank you!

Participant Feedback

Comments below are summarized highlights from participant evaluation forms submitted at the end of the forum.

What people liked best?

PRESENTATIONS

- ✓ Diversity of guest speakers - Wonderful!
- ✓ The Setting the Stages pieces I.e. update on business plan, research project and what seniors are saying was well done and gave the preliminary information for the table discussions.

SMALL GROUP DISCUSSIONS

- ✓ Group discussions: variety of questions and Facilitators for each group, the reporting back was good/Very good group discussions around questions- excellent insight into different perspectives and opportunities

NETWORKING

- ✓ Ability to network as we often do not get opportunities to connect with community partners/Opportunities for networking. Different groups in attendance. Name tags were great for identifying groups

VARIETY

- ✓ Having a good mix of people at tables by assigning seating/The wide variety of the groups who attended to forum and the information discussed

OTHER

- ✓ Everything/ Enjoyed every aspect!
- ✓ Personal testimonial from Eleanor
- ✓ The atmosphere: it was very positive
- ✓ Great ideas on how to create more affordable housing for seniors
- ✓ Ability to convey ideas, which seems to be taken seriously
- ✓ Idea of seniors trade show to showcase all housing options out there

What people liked least?

SPACE/ROOM SETUP:

- ✓ Hard to navigate the room because tables close together/Space - a little crowded
- ✓ Run out of coffee even before the meeting time! Everything else excellent.

TIME

- ✓ Time constraints/"Time" is always a challenge but this was handled very well

GROUP DISCUSSIONS

- ✓ Limited time for group discussions: need a full day for better results/Inadequate time for report back

SPEAKERS

- ✓ Some information was not geared towards seniors housing or only tangentially related
- ✓ Speakers: not enough relevant experts/ Could have benefited from a presentation from a specialist in urban planning, or a rep from other municipalities who have successfully challenged this issue
- ✓ Too much detail about some programs/ Some speakers were too long

OTHER:

- ✓ Faith-based affordable housing options leave a huge gap of individuals who do not fit these criteria. As senior populations grow, so will representation of LBGQTQIA, complex mental health/addictions issues, etc. that faith-requiring options will not meet. Would like more general conversation on this in future forums.
- ✓ I would have liked to move around a bit more, between the 10am break and lunch I got a bit sleepy
- ✓ Feels repetitive. Time for action.

Participant Feedback

What else do we need to work on to create affordable housing for seniors?

- ✓ Ongoing public forums to increase seniors engagement in process
- ✓ Community development from the ground up. Hearing voices of those most urgently in need and building capacity from there to develop healthy communities-not just units
- ✓ Let's get this project up and running!
- ✓ Need more holistic planning that includes health care, service provision, etc.
- ✓ More funding for contractors/developers to make it economically practical to build. Private sector can play a major role
- ✓ Utilize existing buildings/places
- ✓ Land availability at low cost is biggest challenge, creating smaller more efficient spaces, higher density developments and mixed use communities
- ✓ Political will to take necessary action/All government levels in the same room
- ✓ I liked the suggestion of a seniors expo
- ✓ Leverage creative imagination and multiple funding sources
- ✓ More info needed on successful projects and initiatives in areas outside of NL

What practical action will you take to keep the momentum going?

- ✓ Follow website, attend relevant meetings, keep ear to the ground and spread the good news
- ✓ Report on this forum to potential co-housing group
- ✓ Continuing work with EHSJ/work with Faith & Housing
- ✓ Bring info back to clients/coworkers
- ✓ Keep the idea of housing for seniors first and foremost in everyone's minds. Keep the topic fresh and going on from day to day. Let's get the job done!
- ✓ Build 2-3 demonstration projects
- ✓ Write article for our newsletter
- ✓ Create concrete housing programs
- ✓ Watch for updates/outcomes of the forum. Participate in future forums, hold city responsible through voting choice next election.
- ✓ Discuss more with builders and developers with regard to affordable housing/Keep pushing government to encourage density, mixed use and support developers and voice against NIMBY



What practical action will you take to keep the momentum going?

“Attending these sessions-staying informed-talking to my peers (I'm 76). I do appreciate the expertise of the participants of today's forum.”

-Participant

Appendix B

FORUM AGENDA

8:30 am	Registration, Coffee & Networking
8:45 am	<p><u>Welcome & Greetings</u></p> <ul style="list-style-type: none"> - Ron Ellsworth - City of St. John's Deputy Mayor - Shawn Skinner - Chair, End Homelessness St. John's
9:00 am	<p><u>Setting the Stage for Discussion</u></p> <p><i>Seniors Housing Research Project Summary</i> – Allan Miller, Mayors Advisory Committee on Seniors (MACS)</p> <p><i>What We Hear</i> Kelly Heisz, Executive Director, Seniors Resource Centre NL and Henry Kielley, Consultant, Seniors and Aging Division</p> <p><i>St. John's CMA Housing Market - A Brief Year-to-Date Overview</i> Chris Janes, Senior Market Analyst, CMHC</p> <p><i>Affordable Housing Business Plan Update</i> Deputy Mayor, Ron Ellsworth</p>
10:15 am	BREAK
10:30 am	<p><u>Local Initiatives Panel</u>, Moderated by Glenn Furlong, Consultant, CMHC</p> <p><i>Summary of Home Assistance Programs:</i> Newfoundland & Labrador Housing (NLHC) - Corina Crocker, Manager, Home Assistance Programs</p> <p><i>Certified Aging-in-Place Specialist:</i>, Kim Street</p> <p><i>Affordable Housing for Seniors:</i> Eastern Gate Manor, Pastor :Gordon Young</p> <p><i>Faith & Housing Coalition Update:</i> Blair Trainor, Chair</p>
11:40 am	Small Group Discussion (at numbered tables)
12:40 am	LUNCH
12:50 am	Small Groups Report Back
1:30 am	<p><u>End Homelessness St. John's – Update</u></p> <p>Bruce Pearce, Community Development Worker</p>

“Become a possibilitarian. No matter how dark things seem to be or actually are, raise your sights and see possibilities -- always see them, for they're always there.” — Norman Vincent Peale

“Thank you once again, especially for those working ‘on the ground’ and the ‘possibilitarians!’”
– Forum Participant

DEVELOPMENT PERMITS LIST
DEPARTMENT OF PLANNING, DEVELOPMENT AND ENGINEERING
FOR THE PERIOD OF March 3, 2016 TO March 9, 2016

Code	Applicant	Application	Location	Ward	Development Officer's Decision	Date
COM	David Kelland Architecture & Design	Site Development Plan	681 Topsail Road	3	Approved	16-03-08
COM		Site Development Plan	271 Blackmarsh Road	3	Approved	16-03-09

* Code Classification:
 RES - Residential INST - Institutional
 COM - Commercial IND - Industrial
 AG - Agriculture
 OT - Other

** This list is issued for information purposes only. Applicants have been advised in writing of the Development Officer's decision and of their right to appeal any decision to the St. John's Local Board of Appeal.

Gerard Doran
Development Supervisor
Development Division -
PDE Department

Building Permits List Council's March 15, 2016 Regular Meeting

Permits Issued: 2016/03/03 To 2016/03/09

Class: Commercial

112 Duckworth St-Chatters Cafe	Co	Eating Establishment
281 Duckworth St., Seto	Co	Restaurant
10 Elizabeth Ave	Ms	Retail Store
22 O'leary Ave	Ms	Take-Out Food Service
21-23 Pippy Pl	Sn	Mixed Use
146 Forest Rd	Sn	Office
38-42 Ropewalk Lane #1107b	Sn	Retail Store
38-42 Ropewalk Lane	Ms	Retail Store
38 Ropewalk Lane	Ms	Eating Establishment
38 Ropewalk Lane	Ms	Eating Establishment
3 Stavanger Dr	Ms	Retail Store
3 Stavanger Dr	Ms	Retail Store
434 Topsail Rd, Bmo	Sn	Bank
340 Torbay Rd	Ms	Retail Store
141 Torbay Rd	Ms	Retail Store
141 Torbay Rd	Ms	Retail Store
145 Torbay Road-Torbay Rd.Mall	Ms	Other
Torbay Road-Torbay Rd Mall	Ms	Eating Establishment
411 Torbay Rd Sign #2	Ms	Restaurant
411 Torbay Rd Sign #1	Ms	Restaurant
260 Waterford Bridge Rd	Sn	Church
35 White Rose Dr	Nc	Accessory Building
134 Water St	Rn	Service Shop
900 Blackmarsh Road	Nc	Communications Use
271 Blackmarsh Rd	Cr	Take-Out Food Service
345 Duckworth St	Cr	Mixed Use

This Week \$ 13,502,550.00

Class: Industrial

This Week \$.00

Class: Government/Institutional

42-48 Bannerman St	Rn	Church
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This Week \$ 1,800,000.00

Class: Residential

6 Dunkerry Cres	Nc	Accessory Building
421a Empire Ave	Nc	Accessory Building
138-140 Forest Pond Rd	Nc	Accessory Building
11 Laurier St	Nc	Accessory Building
23 Almond Cres	Co	Home Office
26 Courtney St	Co	Single Detached & Sub.Apt
15 Bulrush Ave	Cr	Single Detached & Sub.Apt
24 L'anse Aux Meadows Cres	Rn	Townhousing
167 Lemarchant Rd	Rn	Semi-Detached Dwelling
38 Macbeth Dr	Rn	Single Detached & Sub.Apt
79 Ricketts Rd	Rn	Townhousing

45 Scott St
 17 Stanford Pl
 218 Stavanger Dr
 11 Penetanguishene Rd

Rn Semi-Detached Dwelling
 Rn Single Detached Dwelling
 Rn Single Detached Dwelling
 Sw Single Detached Dwelling

This Week \$ 99,100.00

Class: Demolition

This Week \$.00

This Week's Total: \$ 15,401,650.00

Repair Permits Issued: 2016/03/03 To 2016/03/09 \$ 51,200.00

Legend

Co Change Of Occupancy Rn Renovations
 Cr Chng Of Occ/Renovtns Sw Site Work
 Ex Extension Ms Mobile Sign
 Nc New Construction Sn Sign
 Oc Occupant Change Dm Demolition

	Year to Date Comparisons		
	March 15, 2016		
TYPE	2015	2016	% VARIANCE (+/-)
Commercial	\$16,239,000.00	\$23,941,000.00	47
Industrial	\$0.00	\$0.00	0
Government/Institutional	\$7,500,000.00	\$1,820,000.00	-76
Residential	\$3,990,000.00	\$4,598,000.00	15
Repairs	\$702,000.00	\$258,000.00	-63
Housing Units(1 & 2 Family Dwelling	5	6	
TOTAL	\$28,431,000.00	\$30,617,000.00	8

Respectfully Submitted,

Jason Sinyard, P. Eng., MBA
 Deputy City Manger
 Planning & Development & Engineering

MEMORANDUM

Weekly Payment Vouchers For The Week Ending March 9, 2016

Payroll

Public Works	\$ 640,269.25
Bi-Weekly Administration	\$ 814,476.86
Bi-Weekly Management	\$ 878,628.94
Bi-Weekly Fire Department	\$ 649,382.91
Accounts Payable	\$ 2,623,930.67

Total: \$ 5,606,688.63

ST. JOHN'S

DEPARTMENT OF FINANCE

CITY OF ST. JOHN'S PO BOX 908 ST. JOHN'S NL CANADA A1C 5M2 WWW.STJOHNS.CA

NAME	CHEQUE #	DESCRIPTION	AMOUNT
NEWFOUNDLAND EXCHEQUER ACCOUNT	94100	DATA COLLECTION FOR HPS & HF SUPPORT	\$10,759.85
RECEIVER GENERAL FOR CANADA	94101	PAYROLL DEDUCTIONS	\$2,317.02
INSTITUTE OF MUNICIPAL ASSESSORS	94102	MEMBERSHIP RENEWAL	\$14.97
RECEIVER GENERAL FOR CANADA	94103	PAYROLL DEDUCTIONS	\$1,398.24
MATTHEW WHITE	94104	REFUND OVERPAYMENT OF TAXES	\$1,573.53
O'KEEFE, DENNIS	94105	TRAVEL REIMBURSEMENT	\$1,810.51
WALSH, MARY	94106	TUITION	\$1,152.88
SHERRI HIGGINS	94107	TUITION	\$1,395.55
NEWFOUNDLAND EXCHEQUER ACCOUNT	94108	REGISTRATION OF EASEMENT	\$100.00
ROBERT BAIRD EQUIPMENT LTD.	94109	RENTAL OF EQUIPMENT	\$512.24
CLARKE'S TRUCKING & EXCAVATING	94110	GRAVEL	\$4,133.18
WALTER A. NORMAN	94111	REFUND FOR SEPTIC DEPOSIT	\$1,824.37
ROBERT BAIRD EQUIPMENT LTD.	94112	RENTAL OF EQUIPMENT	\$792.91
CLARKE'S TRUCKING & EXCAVATING	94113	GRAVEL	\$236.01
WALTER A. NORMAN	94114	REFUND FOR SEPTIC DEPOSIT	\$175.63
NEWFOUNDLAND POWER	94115	ELECTRICAL SERVICES	\$408,536.06
STANTEC CONSULTING LTD. (SCL)	94116	PROFESSIONAL SERVICES	\$10,013.91
KAVANAGH & ASSOCIATES	94117	PROFESSIONAL SERVICES	\$4,012.94
ROWSELL APPELBY NEWTOWN ENGINEERING INC.,	94118	PROFESSIONAL SERVICES	\$1,721.67
CITY OF ST. JOHN'S	94119	REPLENISH PETTY CASH	\$180.36
RECEIVER GENERAL FOR CANADA	94120	PAYROLL DEDUCTIONS	\$169,086.59
RECEIVER GENERAL FOR CANADA	94121	PAYROLL DEDUCTIONS	\$4,316.76
SURVEYMONKEY	94122	PROFESSIONAL SERVICES	\$349.00
RANDOLPH MASTERS	94123	REPLACED STALE DATED PAYROLL CHEQUE	\$246.64
REGENCY MANAGEMENT LTD.	94124	COURT OF APPEAL REFUND	\$60.00
JUDY MITCHELL	94125	COURT OF APPEAL REFUND	\$60.00
JOY, DEBORAH	94126	COURT OF APPEAL REFUND	\$60.00
CHRISTOPHER HANLON	94127	COURT OF APPEAL REFUND	\$60.00
JON & BARBARA CARNELL	94128	COURT OF APPEAL REFUND	\$60.00
CYNTHIA CURRAN	94129	COURT OF APPEAL REFUND	\$60.00
WALLACE COLINS & GLYNIS PITCHER	94130	COURT OF APPEAL REFUND	\$60.00
SANDRA FELTHAM	94131	COURT OF APPEAL REFUND	\$60.00
DAVID & KATHRYN COLLINS	94132	COURT OF APPEAL REFUND	\$60.00
GREGORY CARNELL & LAUREN HAWKINS	94133	COURT OF APPEAL REFUND	\$60.00
FAIRVIEW INVESTMENTS LTD	94134	COURT OF APPEAL REFUND	\$120.00

NAME	CHEQUE #	DESCRIPTION	AMOUNT
DOROTHY BURKE	94135	COURT OF APPEAL REFUND	\$60.00
SHAWN & MARGO LEAMON	94136	COURT OF APPEAL REFUND	\$60.00
KENT JOHN & SHERRY WHITE	94137	COURT OF APPEAL REFUND	\$60.00
LEO & CECELIA DOYLE	94138	COURT OF APPEAL REFUND	\$60.00
KENNETH BYRNE	94139	COURT OF APPEAL REFUND	\$60.00
TARA ANTLE	94140	COURT OF APPEAL REFUND	\$60.00
JANICE WOODFORD	94141	COURT OF APPEAL REFUND	\$60.00
PATRICK & SHELLY DOYLE	94142	COURT OF APPEAL REFUND	\$60.00
JEFF WALSH	94143	COURT OF APPEAL REFUND	\$60.00
AS TRUSTEE SHANNON O'DEA-DAWSON	94144	COURT OF APPEAL REFUND	\$120.00
KELLY O'DEA ANTHONY	94145	COURT OF APPEAL REFUND	\$60.00
O'DEA, MIKE	94146	COURT OF APPEAL REFUND	\$60.00
M.T. COLFORD	94147	COURT OF APPEAL REFUND	\$60.00
REARDON PROPERTIES INC.	94148	COURT OF APPEAL REFUND	\$60.00
PEARL INVESTMENTS INC.	94149	COURT OF APPEAL REFUND	\$360.00
RAYMOND WHALEN	94150	COURT OF APPEAL REFUND	\$60.00
EDWARD & EVE ROBERTS	94151	COURT OF APPEAL REFUND	\$60.00
THOMAS & BETH POPE	94152	COURT OF APPEAL REFUND	\$60.00
DR. ROBERT MCDONALD	94153	COURT OF APPEAL REFUND	\$60.00
LORRAINE LLOYD	94154	COURT OF APPEAL REFUND	\$60.00
DENNIS FLYNN	94155	COURT OF APPEAL REFUND	\$60.00
DAVID BUCKLEY & PETRA SUNNER	94156	COURT OF APPEAL REFUND	\$60.00
CHRISTINE CHAMPOIZEAU & MATTHEW MILLS	94157	COURT OF APPEAL REFUND	\$60.00
JON CHURCH & TAMARA CHAFE	94158	COURT OF APPEAL REFUND	\$60.00
MENNA ACHARYA & SANJAY & VIPUL ACHARYA	94159	COURT OF APPEAL REFUND	\$60.00
JACQUELINE ST. CROIX	94160	COURT OF APPEAL REFUND	\$60.00
TWO MOR HOLDINGS LTD.	94161	COURT OF APPEAL REFUND	\$60.00
DAVID POWER	94162	COURT OF APPEAL REFUND	\$60.00
BRIAN DALTON	94163	COURT OF APPEAL REFUND	\$60.00
E & G ASSOCIATES LTD.	94164	COURT OF APPEAL REFUND	\$120.00
DION & TRACEY WHITTLE	94165	COURT OF APPEAL REFUND	\$60.00
MARIA DOYLE	94166	COURT OF APPEAL REFUND	\$60.00
KEVIN CAMPBELL & DONNA LEGROW	94167	COURT OF APPEAL REFUND	\$60.00
NOREEN SHARPE	94168	COURT OF APPEAL REFUND	\$60.00
GARY SOOLEY	94169	COURT OF APPEAL REFUND	\$60.00
PINE BUD INVESTMENTS INC.	94170	COURT OF APPEAL REFUND	\$60.00

NAME	CHEQUE #	DESCRIPTION	AMOUNT
SCOTT WILKINS	94171	COURT OF APPEAL REFUND	\$60.00
AMERICAN WATER WORKS ASSOC.	1090	MEMBERSHIP RENEWAL	\$252.58
BORN AVIATION PRODUCTS INC.	1091	REPAIR PARTS	\$112.83
INTERNATIONAL SOCIETY OF CERTIFIED EMPLOYEE BENE	1092	MEMBERSHIP RENEWAL	\$381.65
WATER ENVIRONMENT FEDERATION	1093	MEMBERSHIP RENEWAL	\$233.15
PIK-FAST EXPRESS INC.	94172	BOTTLED WATER	\$58.00
CANADIAN MUSEUMS ASSOCIATION (CMA)	94173	MEMBERSHIP RENEWAL	\$518.00
VOKEY'S JANITORIAL SERVICE	94174	JANITORIAL SERVICES	\$1,061.07
THYSSENKRUPP ELEVATOR	94175	ELEVATOR MAINTENANCE	\$299.17
THE TELEGRAM	94176	ADVERTISING	\$553.68
ENCON GROUP INC.	94177	HEALTH PREMIUMS	\$272.41
ARTIMPORT	94178	PROMOTIONAL ITEMS	\$177.41
NEWFOUND DISPOSAL SYSTEMS LTD.	94179	DISPOSAL SERVICES	\$344.08
NEWFOUNDLAND POWER	94180	ELECTRICAL SERVICES	\$85,899.58
EVEREST	94181	PROMOTIONAL ITEMS	\$1,775.26
KENDALL ENGINEERING LIMITED	94182	PROFESSIONAL SERVICES	\$1,020.48
CITY OF ST. JOHN'S	94183	REPLENISH PETTY CASH	\$265.45
PUBLIC SERVICE CREDIT UNION	94184	PAYROLL DEDUCTIONS	\$5,645.85
HICKMAN, SANDY	94185	TRAVEL REIMBURSEMENT	\$745.16
BROWNE FITZGERALD MORGAN AVIS	94186	LEGAL CLAIM	\$14,520.84
RATECH ELECTRONICS LTD.	94187	ELECTRICAL SUPPLIES	\$16,662.98
CANAVAN'S AUTO APPRAISERS LTD.	94188	PROFESSIONAL SERVICES	\$254.25
NLCA	94189	MEMBERSHIP RENEWAL	\$84.75
ADT SECURITY SERVICES CANADA	94190	MONITORING AND/OR MAINTENANCE CHARGES	\$124.29
ACTION TRUCK CAP & ACCESSORIES	94191	REPAIR PARTS	\$368.37
AIMS LTD.	94192	REPAIRS TO OVERHEAD DOORS	\$28,559.76
ALLSTAR REBAR LIMITED	94193	REBAR	\$195.77
SERVICEMASTER CONTRACT SERVICE	94194	CLEANING SERVICES	\$1,220.40
ATLANTIC PURIFICATION SYSTEM LTD	94195	WATER PURIFICATION SUPPLIES	\$740.26
MIGHTY WHITES LAUNDROMAT	94196	LAUNDRY SERVICES	\$80.17
BRINK'S CANADA LIMITED	94197	DELIVERY SERVICES	\$2,101.36
BOMI CANADA	94198	EDUCATION COSTS	\$985.00
ROBERT BAIRD EQUIPMENT LTD.	94199	RENTAL OF EQUIPMENT	\$3,345.64
HERCULES SLR INC.	94200	REPAIR PARTS	\$242.39
DOMINION STORES 924	94201	MISCELLANEOUS SUPPLIES	\$302.52
BELBIN'S GROCERY	94202	CATERING SERVICES	\$256.28

NAME	CHEQUE #	DESCRIPTION	AMOUNT
SMS EQUIPMENT	94203	REPAIR PARTS	\$399.13
CANADIAN TECHNICAL ASPHALT ASSOCIATION (CTAA)	94204	MEMBERSHIP RENEWAL	\$209.05
CABOT PEST CONTROL	94205	PEST CONTROL	\$1,644.64
BEST DISPENSERS LTD.	94206	SANITARY SUPPLIES	\$542.40
BIDGOOD'S WHOLESALÉ LTD.	94207	RETIREMENT CAKE	\$19.49
ROCKWATER PROFESSIONAL PRODUCT	94208	CHEMICALS	\$8,902.98
STANTEC CONSULTING LTD. (SCL)	94209	PROFESSIONAL SERVICES	\$659.02
FORBES STREET HOLDINGS LTD	94210	REFURBISH VACANT UNIT	\$5,960.87
THE PRINT & SIGN SHOP	94211	SIGNAGE	\$531.10
RBC INVESTOR SERVICES TRUST	94212	CUSTODY FEES	\$706.25
BRENKIR INDUSTRIAL SUPPLIES	94213	PROTECTIVE CLOTHING	\$866.83
SPECTRUM INVESTIGATION & SECURITY 1998 LTD.	94214	SECURITY SERVICES	\$5,240.49
BROWNE FITZGERALD MORGAN AVIS	94215	LEGAL CLAIM	\$9,083.17
WESTERN HYDRAULIC 2000 LTD	94216	REPAIR PARTS	\$527.85
AMEC FOSTER WHEELER ENVIRONMENT & INFASUTUR	94217	PROFESSIONAL SERVICES	\$11,446.05
LEVITT SAFETY	94218	SAFETY SUPPLIES	\$4,440.36
CAMPBELL'S SHIP SUPPLIES	94219	PROTECTIVE CLOTHING	\$1,155.48
AIR LIQUIDE CANADA INC.	94220	CHEMICALS AND WELDING PRODUCTS	\$304.47
HISCOCK'S SPRING SERVICE	94221	HARDWARE SUPPLIES	\$715.51
DAVE CARROLL	94222	BAILIFF SERVICES	\$122.00
CARSWELL DIV. OF THOMSON CANADA LTD	94223	PUBLICATIONS	\$137.21
THE PRINTING PLACE	94224	OFFICE FORMS	\$87.01
WALMART 3196-ABERDEEN AVE.	94225	MISCELLANEOUS SUPPLIES	\$88.77
SOBEY'S INC	94226	PET SUPPLIES	\$325.87
MAC TOOLS	94227	TOOLS	\$27.28
KENT	94228	BUILDING SUPPLIES	\$37.15
CLEARWATER POOLS LTD.	94229	POOL SUPPLIES	\$684.52
WALMART 3093-MERCHANT DRIVE	94230	MISCELLANEOUS SUPPLIES	\$368.03
CANADIAN RED CROSS	94231	CPR RECERTIFICATION	\$551.12
STEELE COMMUNICATIONS	94232	ADVERTISING	\$1,139.04
COLONIAL GARAGE & DIST. LTD.	94233	AUTO PARTS	\$1,458.86
PETER'S AUTO WORKS INC.	94234	TOWING OF VEHICLES	\$1,200.00
CONSTRUCTION SIGNS LTD.	94235	SIGNAGE	\$893.83
CONTROLS & EQUIPMENT LTD.	94236	REPAIR PARTS	\$7,458.00
COUNTRY TRAILER SALES 1999 LTD	94237	REPAIR PARTS	\$185.79
CRANE SUPPLY LTD.	94238	PLUMBING SUPPLIES	\$63.40

NAME	CHEQUE #	DESCRIPTION	AMOUNT
JAMES G CRAWFORD LTD.	94239	PLUMBING SUPPLIES	\$1,428.06
SHU-PAK EQUIPMENT INC.	94240	REPAIR PARTS	\$244.32
THOMAS ECONOMY GLASS	94241	PROFESSIONAL SERVICES	\$173.23
FASTENAL CANADA	94242	REPAIR PARTS	\$577.10
KENDALL ENGINEERING LIMITED	94243	PROFESSIONAL SERVICES	\$812.81
CONCRETE SERVICES LTD	94244	PROFESSIONAL SERVICES	\$4,218.29
AVENSYS SOLUTIONS INC.,	94245	REPAIR PARTS	\$519.37
DICKS & COMPANY LIMITED	94246	OFFICE SUPPLIES	\$557.66
MADSEN DIESEL & TURBINE INC.	94247	AUTO PARTS	\$358.78
WAJAX POWER SYSTEMS	94248	REPAIR PARTS	\$5,229.11
REEFER REPAIR SERVICES (2015) LIMITED	94249	REPAIR PARTS	\$183.19
DOMINION RECYCLING LTD.	94250	PIPE	\$396.63
CANADIAN TIRE CORP.-KELSEY DR.	94251	MISCELLANEOUS SUPPLIES	\$150.49
DR. LAWRIE RAY	94252	MEDICAL EXAMINATION	\$20.00
EASTERN MEDICAL SUPPLIES	94253	MEDICAL SUPPLIES	\$254.75
ELECTRONIC CENTER LIMITED	94254	ELECTRONIC SUPPLIES	\$720.44
EMCO SUPPLY	94255	REPAIR PARTS	\$362.13
ACWWA	94256	REGISTRATION FEES	\$508.50
THE TELEGRAM	94257	ADVERTISING	\$11,669.40
EXECUTIVE COFFEE SERVICES LTD.	94258	COFFEE SUPPLIES	\$145.74
FACTORY FOOTWEAR LONG POND	94259	PROTECTIVE CLOTHING	\$488.42
FASTSIGNS	94260	SIGNAGE	\$540.71
DOMINION VOTING SYSTEMS CORP.	94261	20% OF VOTING SYSTEM	\$4,689.50
EMERGENCY REPAIR LIMITED	94262	AUTO PARTS AND LABOUR	\$11,849.28
CHBA- NEWFOUNDLAND LABRADOR	94263	MEMBERSHIP DINNER	\$62.15
OMB PARTS & INDUSTRIAL INC.	94264	REPAIR PARTS	\$129.58
FRESHWATER AUTO CENTRE LTD.	94265	AUTO PARTS/MAINTENANCE	\$6,948.50
CANADIAN ELECTRICITY FORUM	94266	CONFERENCE REGISTRATION	\$394.37
DOWNTOWN ST. JOHN'S	94267	BIA CASH RECEIPTS	\$93,194.61
PRINCESS AUTO	94268	MISCELLANEOUS ITEMS	\$36.15
MILLENNIUM EXPRESS	94269	COURIER SERVICES	\$146.62
CITY WIDE TAXI	94270	TAXI SERVICES	\$21.50
STELLAR INDUSTRIAL SALES LTD.	94271	INDUSTRIAL SUPPLIES	\$441.32
ENTERPRISE RENT-A-CAR	94272	RENTAL OF VEHICLE	\$5,863.94
WOLSELEY CANADA INC.	94273	REPAIR PARTS	\$948.71
KEITH W. BUSSEY EXCAVATING LTD	94274	RENTAL OF EQUIPMENT	\$1,871.28

NAME	CHEQUE #	DESCRIPTION	AMOUNT
HARRIS & ROOME SUPPLY LIMITED	94275	ELECTRICAL SUPPLIES	\$759.75
HARVEY & COMPANY LIMITED	94276	REPAIR PARTS	\$14,231.66
A HARVEY & CO. LTD.	94277	ROAD SALT	\$121,266.57
HARVEY'S OIL LTD.	94278	PETROLEUM PRODUCTS	\$99,654.44
HVAC SPECIALITIES INC.	94279	CHEMICALS	\$1,107.40
INDUSTRIES MACHINEX INC.	94280	PROFESSIONAL SERVICES	\$11,100.32
GUILLEVIN INTERNATIONAL CO.	94281	ELECTRICAL SUPPLIES	\$127.43
BRENNTAG CANADA INC	94282	CHLORINE	\$59,500.68
GRAYMONT (NB) INC.,	94283	HYDRATED LIME	\$41,146.70
ECONOLITE CANADA INC.,	94284	REPAIR PARTS	\$2,022.14
KNIGHTSBRIDGE ROBERTSON SURRETTE	94285	HUMAN RESOURCES CONSULTING FEES	\$2,825.00
SNF CANADA LTD.	94286	REPAIR PARTS	\$13,932.90
SOURCE ATLANTIC INDUSTRIAL DISTRIBUTION	94287	SAFETY SUPPLIES	\$2,192.89
ISLAND HOSE & FITTINGS LTD	94288	INDUSTRIAL SUPPLIES	\$3.71
CREIGHTON ROCK DRILL	94289	REPAIR PARTS	\$65.53
JENKINS & PUDDICOMBE SHEET METAL LTD.	94290	PROFESSIONAL SERVICES	\$175.15
DBI-GARBAGE COLLECTION REMOVAL LTD.	94291	GARBAGE COLLECTION	\$966.15
KANSTOR INC.	94292	REPAIR PARTS	\$7,306.58
SAFETY FIRST-SFC LTD.	94293	PROFESSIONAL SERVICES	\$737.32
CENTINEL SERVICES	94294	PROFESSIONAL SERVICES	\$159.33
KERR CONTROLS LTD.	94295	INDUSTRIAL SUPPLIES	\$537.59
UNIVERSITY OF NEW BRUNSWICK	94296	TUITION	\$550.00
PETROFORMA INC.,	94297	PROFESSIONAL SERVICES	\$301.70
DATARITE.COM	94298	STATIONERY & OFFICE SUPPLIES	\$199.87
LIFTOW LIMITED C/O T8092	94299	REPAIR PARTS	\$105.38
ARCHITECTURE49 INC.	94300	PROFESSIONAL SERVICES	\$6,867.78
CARMICHAEL ENGINEERING LTD.	94301	PROFESSIONAL SERVICES	\$900.61
SECURITAS CANADA LTD.	94302	SECURITY SERVICES	\$19,425.78
STAPLES ADVANTAGE	94303	OFFICE SUPPLIES	\$3,075.33
DR. CINDY FONTAINE	94304	MEDICAL EXAMINATION	\$20.00
MARK'S WORK WEARHOUSE	94305	PROTECTIVE CLOTHING	\$222.36
RECOLLECT SYSTEMS INC.,	94306	SERVICE RENEWAL	\$11,230.80
ALANTRA LEASING INC.,	94307	FURNITURE RENTAL	\$1,152.60
JJ MACKAY CANADA LTD.	94308	PARKING METER KEYS	\$11,186.67
MCLOUGHLAN SUPPLIES LTD.	94309	ELECTRICAL SUPPLIES	\$2,718.04
LUMCA	94310	REPAIR PARTS	\$21,425.65

NAME	CHEQUE #	DESCRIPTION	AMOUNT
MIKAN INC.	94311	LABORATORY SUPPLIES	\$316.68
ACE APPLIANCE REPAIR	94312	PROFESSIONAL SERVICES	\$344.64
FLOWSTAR INDUSTRIAL	94313	REPAIR PARTS	\$4,885.12
CROSS COUNTRY NL.	94314	TRAINING PROGRAM	\$120.00
DR. ROXANNE COOPER	94315	MEDICAL EXAMINATION	\$20.00
NU-WAY EQUIPMENT RENTALS	94316	RENTAL OF EQUIPMENT	\$1,570.70
NEWFOUNDLAND DISTRIBUTORS LTD.	94317	INDUSTRIAL SUPPLIES	\$13.56
TRC HYDRAULICS INC.	94318	REPAIR PARTS	\$904.37
BELL MOBILITY PAGING	94319	PAGING SERVICES	\$75.42
BELL MOBILITY INC.	94320	CELLULAR PHONE USAGE	\$47,951.02
BELL ALIANT	94321	TELEPHONE SERVICES	\$1,035.65
TOROMONT CAT	94322	AUTO PARTS	\$281.34
PENNECON ENERGY HYDRAULIC SYSTEMS	94323	REPAIR PARTS	\$513.08
ORKIN CANADA	94324	PEST CONTROL	\$237.30
ARIVA	94325	PAPER PRODUCTS	\$1,736.00
GCR TIRE CENTRE	94326	TIRES	\$3,019.20
THE HUB	94327	BUSINESS CARDS	\$33.62
POWERLITE ELECTRIC LTD.	94328	ELECTRICAL PARTS	\$528.28
K & D PRATT LTD.	94329	REPAIR PARTS AND CHEMICALS	\$433.92
PROFESSIONAL UNIFORMS & MATS INC.	94330	PROTECTIVE CLOTHING	\$663.86
PULORATOR COURIER	94331	COURIER SERVICES	\$210.44
TRANSCONTINENTAL NEWFOUNDLAND & LABRADOR DIV.	94332	BROCHURE / POCKET CARDS	\$1,397.49
ROYAL FREIGHTLINER LTD	94333	REPAIR PARTS	\$3,859.25
LIFESAVING SOCIETY NFLD & LAB.	94334	AQUATIC RECERTIFICATION	\$298.94
S & S SUPPLY LTD. CROSSTOWN RENTALS	94335	REPAIR PARTS	\$512.77
ST. JOHN'S BOARD OF TRADE	94336	ADVERTISING	\$440.70
ST. JOHN'S TRANSPORTATION COMMISSION	94337	CHARTER SERVICES	\$4,245.00
SAMEDAY WORLDWIDE	94338	COURIER SERVICES	\$43.54
BIG ERICS INC	94339	SANITARY SUPPLIES	\$332.22
SAUNDERS EQUIPMENT LIMITED	94340	REPAIR PARTS	\$719.47
SANSOM EQUIPMENT LTD.	94341	REPAIR PARTS	\$103,092.16
SUPERIOR OFFICE INTERIORS LTD.	94342	OFFICE SUPPLIES	\$203.40
SUPERIOR PROPANE INC.	94343	PROPANE	\$895.67
BELL DISTRIBUTION INC.	94344	CELL PHONES & ACCESSORIES	\$203.28
THRIFTY CAR RENTALS	94345	VEHICLE RENTAL	\$2,196.97
TRACTION DIV OF UAP	94346	REPAIR PARTS	\$232.92

NAME	CHEQUE #	DESCRIPTION	AMOUNT
TULKS GLASS & KEY SHOP LTD.	94347	PROFESSIONAL SERVICES	\$15.82
URBAN CONTRACTING JJ WALSH LTD	94348	PROPERTY REPAIRS	\$169.50
WEIRS CONSTRUCTION LTD.	94349	RENTAL OF EQUIPMENT	\$24,563.78
NEDCO ELECTRICAL/WESTBURNE LTD	94350	ELECTRICAL SUPPLIES	\$15.69
WINDCO ENTERPRISES LTD.	94351	RECREATION SUPPLIES	\$7,199.17
WALMART 3092-KELSEY DRIVE	94352	MISCELLANEOUS SUPPLIES	\$538.10
DR. PETER ROBBINS	94353	MEDICAL EXAMINATION	\$40.00
DR. WAYNE BUTTON	94354	MEDICAL EXAMINATION	\$40.00
INSTITUTE OF MUNICIPAL ASSESSORS	94355	MEMBERSHIP RENEWAL	\$1,494.99
BELL MOBILITY INC. RADIO DIVISION	94356	MAINTENANCE CHARGES & REPAIRS	\$2,641.51
FIT FOR WORK	94357	PROFESSIONAL SERVICES	\$8,520.34
D & S ELECTRICAL	94358	REFUND OVERPAYMENT OF TAXES	\$226.88
INSTITUTE FOR CITIZEN CENTRED SERVICE	94359	MEMBERSHIP RENEWAL	\$1,500.00
WAGONER, DR. MICHELLE	94360	MEDICAL EXAMINATION	\$20.00
CANADIAN URBAN TRANSIT ASSOCIATION	94361	MEMBERSHIP RENEWAL	\$2,253.22
DR. GEORGE A. FOX	94362	MEDICAL EXAMINATION	\$20.00
TODD ROBBINS SERVICES INC.	94363	PROFESSIONAL SERVICES	\$3,302.43
SOBEYS ROPEWALK LANE	94364	MISCELLANEOUS SUPPLIES	\$98.83
BEST KIND PRODUCTIONS	94365	PROFESSIONAL SERVICES	\$200.00
THE ROYAL CANADIAN LEGION BRANCH 56	94366	MEALS FOR STAFF ON REGATTA DAY	\$2,443.06
CANADA DAMAGE RECOVERY	94367	DAMAGE CLAIM	\$603.93
SHARON THISTLE	94368	RECREATION PROGRAM REFUND	\$80.00
DAVID BROWN	94369	REFUND SECURITY DEPOSIT	\$100.00
MICHAEL MACDONALD	94370	RECREATION PROGRAM REFUND	\$13.50
TAYLOR, MARIE	94371	VEHICLE BUSINESS INSURANCE	\$91.00
JEAN LANGDON	94372	CLOTHING ALLOWANCE	\$73.44
HUNT, EDMUND	94373	MILEAGE - CROSSING GUARD PROGRAM	\$75.98
PENNEY, LISA	94374	MILEAGE - CROSSING GUARD PROGRAM	\$134.32
STRAIT, MARIE	94375	MILEAGE - CROSSING GUARD PROGRAM	\$77.33
BENNETT, GLENN	94376	MILEAGE - CROSSING GUARD PROGRAM	\$73.27
KINSELLA, PAULA	94377	MILEAGE - CROSSING GUARD PROGRAM	\$96.47
DAVE INNES	94378	MILEAGE - CROSSING GUARD PROGRAM	\$54.13
GERALD TILLEY	94379	MILEAGE - CROSSING GUARD PROGRAM	\$139.00
STEPHEN KELSEY	94380	MILEAGE - CROSSING GUARD PROGRAM	\$139.00
FIREHALL BOOKSTORE - ANNEX PUBLISHING & PRINTING	94381	HANDBOOKS	\$3,120.76
WATERWORKS SUPPLIES DIV OF EMCO LTD	94382	REPAIR PARTS	\$1,893.33

NAME	CHEQUE #	DESCRIPTION	AMOUNT
SMITH STOCKLEY LTD.	94383	PLUMBING SUPPLIES	\$594.68
DOMINION STORES #922	94384	MISCELLANEOUS SUPPLIES	\$82.20
SUNGARD PUBLIC SECTOR INC.	1094	SOFTWARE MAINTENANCE	\$11,265.22
MAGNA CONTRACTING & MANAGEMENT	94385	PROGRESS PAYMENT	\$132,813.51
CLARKE'S TRUCKING & EXCAVATING	94386	PROGRESS PAYMENT	\$238,092.25
ELLISDON CORPORATION	94387	PROGRESS PAYMENT	\$508,698.30
JENNIFER HALLIDAY	94388	PERFORMANCE FEE	\$75.00
GZIM MURIC	94389	LEGAL CLAIM	\$3,167.13
BYRNE, DONALD	94390	PURCHASE OF FITNESS EQUIPMENT	\$282.49
Total:			\$ 2,623,930.67

MEMORANDUM

Date: March 10, 2016
To: Mr. Neil Martin, Mr. Rick Squires, Ms. Elaine Henley
From: John Hamilton
Re: Council Approval for Tender 2016015 Overhead Door Service

The result of Tender 2016015 Overhead Door Service is as follows:

OVERHEAD DOOR (NFLD) LIMITED	\$57,450.33
COASTLINE SPECIALTIES LIMITED	\$59,946.50

It is recommended to award this tender in order from the lowest bidder meeting specification **OVERHEAD DOOR (NFLD) LIMITED \$57,450.33** as per the Public Tendering Act.

Taxes are included with quoted price

John Hamilton
Senior Buyer

ST. JOHN'S

DEPARTMENT OF CORPORATE SERVICES
CITY OF ST. JOHN'S PO BOX 908 ST. JOHN'S NL CANADA A1C 5M2 WWW.STJOHNS.CA

MEMORANDUM

Date: March 7, 2016

To: Mr. Neil Martin, Mr. Rick Squires, Ms. Elaine Henley

From: John Hamilton

Re: Council Approval for Tender 2016018 Janitorial Services City Hall,
City Hall Annex, and surrounding Buildings

The result of Tender 2016018 Janitorial Services City Hall, City Hall Annex, and surrounding Buildings is as follows:

Philbobben Janitorial	\$ 208,010.38 (disqualified)
Kelloway Construction Limited	\$ 260,058.20
Magicwand Inc.	\$ 266,680.00
ServiceMaster	\$ 271,884.01
Bursey Cleaners(2010) Limited	\$ 288,543.24
Penney's Holdings Ltd.	\$ 307,798.08
ACE Cleaning Limited	\$ 334,932.00

It is recommended to award this tender in order from the lowest bidder meeting specification **Kelloway Construction Limited \$ 260,058.20** as per the Public Tendering Act.

Taxes are included with quoted price

John Hamilton
Senior Buyer

ST. JOHN'S

DEPARTMENT OF CORPORATE SERVICES

CITY OF ST. JOHN'S PO BOX 908 ST. JOHN'S NL CANADA A1C 5M2 WWW.STJOHNS.CA

MEMORANDUM

Date: March 7, 2016
To: Mr. Neil Martin, Mr. Rick Squires, Ms. Elaine Henley
From: John Hamilton
Re: Council Approval for Tender 2016019 Janitorial Services Various Sites

The result of Tender 2016019 Janitorial Services Various Sites is as follows:

ACE Cleaning Limited	\$ 276,886.16
Iggy's cleaning services	\$ 285,774.92
Kelloway Construction Limited	\$ 289,885.59
Burse Cleaners(2010) Limited	\$ 306,584.82
Magicwand Inc	\$ 320,377.60

It is recommended to award this tender in order from the lowest bidder meeting specification **ACE Cleaning Limited \$ 276,886.16** as per the Public Tendering Act.

Taxes are included with quoted price

John Hamilton
Senior Buyer

ST. JOHN'S

DEPARTMENT OF CORPORATE SERVICES
CITY OF ST. JOHN'S PO Box 908 ST. JOHN'S NL CANADA A1C 5M2 WWW.STJOHNS.CA

MEMORANDUM

Date: March 10, 2016
To: Mr. Neil Martin, Mr. Rick Squires, Ms. Elaine Henley
From: John Hamilton
Re: Council Approval for Tender 2016021 Janitorial Services Fire Stations and Non Profit Housing

The result of Tender 2016021 Janitorial Services Fire Stations and Non Profit Housing is as follows:

Kelloway Construction Limited	\$ 128,650.50
Iggy's Cleaning Services	\$ 133,936.64
Burse Cleaners(2010) Limited	\$ 166,332.61
Penney's Holdings Ltd.	\$ 188,111.10
ACE Cleaning Limited	\$ 214,429.93

It is recommended to award this tender in order from the lowest bidder meeting specification **Kelloway Construction Limited \$ 128,650.50** as per the Public Tendering Act.

Taxes are included with quoted price

John Hamilton
Senior Buyer

ST. JOHN'S

DEPARTMENT OF CORPORATE SERVICES
CITY OF ST. JOHN'S PO BOX 908 ST. JOHN'S NL CANADA A1C 5M2 WWW.STJOHNS.CA

INFORMATION NOTE

Title:	Strategic Plan 2015-18
Date Prepared:	March 10, 2016
Report To:	His Worship the Mayor and Council
Ward:	All
Issue:	Process for the Implementation and Monitoring of the 2015-18 Corporate Strategic Plan

Discussion – Background and Current Status:

On June 1, 2015, the City of St. John's rolled out its Strategic plan for 2015-18. The plan outlines five values to guide the City's work, six strategic directions and a series of goals which deliver on these directions.

Strategic Directions	Values
Neighbourhoods build our City	Continue to do things better
A culture of cooperation	Be innovative
A city for all seasons	Create a positive environment
Fiscally responsible	Be respectful
Responsive and progressive	Take ownership
Effective organization	

These strategic directions and values were built based on a variety of perspectives including Council's, review of existing plans, strategies and reports that were developed through consultation, and data collection about where and how St. John's fits in the regional and national sphere. City departments were heavily engaged in the development of a series of goals and ultimately the identification of specific projects and initiatives that will be undertaken to achieve these goals and help us realize our strategic directions. A master implementation plan is now finalized.

The Office of Strategy and Engagement (OSE) has been leading the development of the plan including the development of tools to help make the plan a living document. To date, the following have been undertaken:

- Development and delivery of briefing note training to more than 100 staff across the organization which incorporates strategic plan/city plan considerations as well as budget and other implications for planning.
- Staff requisition process - incorporated strategic plan elements
- Communications products including posters in boardrooms, and managers handbooks, Intranet executive blog profiling how the strategic plan is being realized and celebrating success, focused page on the intranet regarding the strategic plan
- Working with the Managers' Engagement Team, the Managers' Forum held in June, 2015 focused on the delivery of the plan, and the subsequent December, 2015 Managers' Forum focused on living the values to achieve the plan.

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The OSE is has worked with the Senior Executive Committee (SEC) to identify lead staff in each department who will support the ongoing implementation and monitoring of the plan. These individuals, working with OSE and SEC, have become the implementation team.

By having a point person in each department, the plan becomes part of the department's day-to-day operations, ensuring it gets discussed at meetings and becomes more of a living document. Additionally, having people from across the organization work together on the implementation supports the strategic direction of effective organization.

Monitoring

The OSE has developed a master plan template outlining all of the deliverables with timelines around each strategic direction. Twice per year – December and June – OSE staff will check in with the implementation team to determine the status of projects noting any issues/challenges or concerns with implementation. These semi-annual updates will inform adjustments to the plan and highlight achievements which will then be shared with the SEC and ultimately the Audit and Accountability Standing Committee. Additionally, the Implementation team will identify projects or initiatives that should be used to support ongoing communication of the plan to staff and the public – through the City's Intranet, through managers' forums or through the City Guide and other external communications tools.

Bi-annual check-ins will also ensure that the plan stays relevant as new priorities emerge and budget targets are identified.

With the introduction of the Departmental Program Review, it will be important to ensure that any adjustments stemming from the program review consider impacts on the Corporate Strategic Plan and its directions.

Key Considerations/Implications:

1. Budget/Financial Implications:

Budget and financial implications become considered as the deliverables in the plan are addressed.

2. Partners or Other Stakeholders:

External partners identified in a variety of deliverables of the plan.

3. Alignment with Strategic Directions/Adopted Plans:

The Strategic Plan is the over- arching City plan and connects with all other City plans.

4. Legal or Policy Implications:

N/A

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5. Engagement and Communications Considerations:

Ongoing engagement and communication with staff and the larger community is essential to the success of any strategic plan.

6. Human Resource Implications:

OSE staff and Implementation Team will deliver on monitoring. Implementation is the responsibility of the lead departments/offices.

7. Procurement Implications:

Various components of the plan have procurement implications. These would be addressed through normal approval processes.

8. Information Technology Implications:

Various components of the plan have information technology implications. These would be addressed through normal approval processes.

9. Other Implications:

It is important that any decisions/announcements reference how they support the strategic plan.

Conclusion/Next Steps:

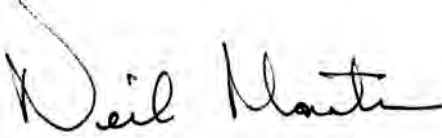
The Strategic Plan becomes a living document for the City of St. John's. The Implementation Team will work with the SEC on monitoring with progress reports provided to the Audit and Accountability Committee Standing Committee as follows:

- June 2016,
- December 2016
- June 2017
- December 2017
- June 2018
- December 2018

Prepared by:

Elizabeth Lawrence, Director, Strategy and Engagement
Victoria Etchegary, Manager, Strategic Development, Strategy and Engagement,

Approved by/Date/Signature: **2016-03-10**



Neil A. Martin, City Manager

Attachments:

Corporate Strategic Plan Implementation Template

ST. JOHN'S



We are
here

Strategic Plan 2015 - 2018

Implementation Template



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NOTE

The strategic plan implementation template outlines the deliverables and timelines around each strategic direction.

Twice per year the status of projects will be reviewed noting any issues/challenges or concerns with implementation. These semi-annual updates will inform adjustments to the plan and highlight achievements.


Status updates have not been provided in this document. Project status will be included in the mid-year 2016 report.

Through the Audit and Accountability Standing Committee, the activities of the Corporate Strategic Plan will be reviewed and adjusted as required to ensure it stays relevant as new priorities are considered.





Neighbourhoods Build Our City

General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
		Year	Month (mid/year end)		

Goal 1.1 Promote safe and secure city


Advance initiatives to address issues relating to crime	Review and respond to recommendations from MACCP, implementation of action items	2015	Dec (year end)		
Deliver enforcement strategy for problem properties	Continue work of Task Force Inspection Team	ongoing			
Deliver safety and education programs/projects in neighbourhoods	Expand Neighbourhood Watch locations in more neighbourhoods, High Five, Home Alone, prevention programs	ongoing			

Goal 1.2 Improve neighbourhood level services

Ensure neighbourhood design incorporates full range of municipal amenities and services, e.g., transportation, community amenities, programs etc	Complete neighbourhood profiles on all current neighbourhood groups	2016	Dec (year end)		
	Ensure developments meet Municipal Plan policies	ongoing			
	Incorporate Open Space Master Plan objectives	ongoing			



Neighbourhoods Build Our City


General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
		Year	Month (mid/year end)		

Goal 1.3 Increase access to range/type of housing

Advance the adopted Affordable Housing Business Plan 2014-2017, implement goals and objectives -Consider ancillary housing reports	Advance concept paper for Housing Catalyst Fund	2016	Dec (year end)		
	Initiate working group to develop St. John's Housing Initiative Partnership	2016	Dec (year end)		
	Inter-faith Housing Workshop, Landlord Forum, Land Inventory	2016	Dec (year end)		
	Engage consultant to develop supportive housing models with landlords	2016	Dec (year end)		
	Implement recommendations of Seniors Housing Research Project	2016	Dec (year end)		
	Advance Energy Retrofit Project	2016	Dec (year end)		
	Mixed use developments as per Municipal Plan (all housing)	ongoing			



Neighbourhoods Build Our City


General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
		Year	Month (mid/year end)		

Goal 1.4 Develop parks and places for people

Prioritize and advance the Parks and Open Spaces Master Plan (platform is based on the concept of a network of linked physical and cultural park spaces) <ul style="list-style-type: none"> o Revitalize Victoria Park Phase 1 o Develop plan for Kenmount Park and advance implementation o Continue refurbishment of Bowring Park 	Incorporate aspects of OSMP in developments and capital works.	ongoing			
	Swimming pool redevelopment Bowring Park	2016	June (mid)		
	Ensure recreation and inclusion requirements are reflected in development of all plans	ongoing			
	Complete Phase 1 of Victoria Park revitalization	2016	Dec (year end)		
	Complete public engagement and concept report for Kenmount Park	2015	Dec (year end)		
Enhance utilization of City public buildings and spaces and consider diversified public uses (e.g., animate Great Hall, deploy display/information etc.)	Increasing programming and access at the QVV Plantation Development through EOI	2017	Dec (year end)		
	Develop criteria to ensure recreation and inclusion requirements are met/reflected	ongoing			
	Develop policy around appropriate use of public spaces within City Hall	2016	June (mid)		
	Develop policy around appropriate use of outdoor spaces eg. City parks	2017	June (mid)		
	Program curated art exhibits and public engagement and expand music at harbourside series	2015	Dec (year end)		




Neighbourhoods Build Our City

General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completd or reaching milestone?</i>		Status 	Progress and Next Steps
		Year	Month (mid/year end)		
Advance community market concept	Complete project plan and finalize financing for community market	2016	June (mid)		
	Deliver on construction of community market	2017	Dec (year end)		
Goal 1.5 Create neighbourhood-focused plans and information					
Aggregate and present neighbourhood 'sub-city' information, e.g., applications, city infrastructure, community programming	Neighbourhood information system	2016	Dec (year end)		
Advance neighbourhood-focused policy directions identified in Envision Municipal Plan	Identify boundaries for new planning areas	2016	Dec (year end)		
Advance neighbourhood/local area engagement as identified in Engagement framework	Strategy toward development of neighbourhood groups	2017	Dec (year end)		
Complete concept planning for lands above current servicing levels and considerations for ownership/implementation o Include ancilliary requirements, fire services, infrastructure etc.	Comprehensive Land Use Development Plan	2016	June (mid)		
Develop inventory of developable lands	Develop lands inventory for residential and community purposes	2017	Dec (year end)		



Neighbourhoods Build Our City

General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
		Year	Month (mid/year end)		

Goal 1.6 Deliver satellite and alternative methods for City services and information


Identify and select services for alternative site/type/access of delivery, e.g., enhance on-line E-Services, park cards, animal licenses, etc.	Enhance services for pet owners, including online licencing program, microchipping	ongoing			
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Goal 1.7 Maintain and position downtown as a distinct neighbourhood

Advance downtown tourism actions as defined in Roadmap 2021	Lead development on strategic directions	ongoing			
Undertake a review of, and define downtown boundaries	Prepare a process to clarify downtown boundaries	2016	Dec (year end)		
Create Urban Design Guidelines	Identify framework for creation of Urban Design Guidelines	2017	June (mid)		
Promote and profile downtown as a distinct destination	Develop an awareness/marketing plan for a distinct downtown	2016	Dec (year end)		




Neighbourhoods Build Our City

General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
		Year	Month (mid/year end)		
Promote and enable increased utilization of vacant spaces	Complete research to develop policy around vacant spaces, Downtown upper storey report	ongoing			
Explore options for enhancing vehicular and pedestrian traffic flows	Complete the Refresh Water Street study	2016	June (mid)		
Advance open space and park elements from the Parks and Open Spaces Master Plan (OSMP)	Advance OSMP	ongoing			
Work with the Downtown Advisory Committee to support the ongoing development of the downtown as a distinct neighbourhood and a centre for commerce, culture, tourism and heritage.	Develop a downtown strategy (business, heritage), develop working definitions for the downtown (boundries)	2017	Dec (year end)		

 Culture of Cooperation					
General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
		Year	Month (mid/year end)		
Goal 2.1 Improve multi-level government relations					
Pursue opportunities for partnership or networking on key HR initiatives	Municipal HR network group - collaboration on policy development, management training, conflict management resources (initiative based)	ongoing			
Complete city-province program/service inventory and gaps and opportunity analysis	Implementation of the Homelessness Partnering Strategy through End Homelessness St. John's	2018	Dec (year end)		
	Identify opportunities for partnering/gaps	2016	Dec (year end)		
Continue to advocate for advancement of amendments to City of St. John's Act	Implement final offer selection for Firefighter Collective Bargaining	2016	June (mid)		
	Advance amendments to City Act governing Council/Election/City Clerk's Office	2018	Dec (year end)		
	Transfer of authority of portions of Highway Traffic Act related to City's Parking Services	2018	Dec (year end)		
Develop collaborations to maximize economies of scale in areas of procurement, product and service delivery	Collaboration with province and Gov't funded bodies on tendering, joint contracts, ie supply of road salt, light vehicles, traffic paint	ongoing			




Culture of Cooperation

General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
		Year	Month (mid/year end)		
Continue affiliations with relevant policy and related agencies	Maintain membership in relevant professional associations and other organizations eg, NL Risk and Insurance Management Society (NALRIMS), Insurance Institute of NL (IINL), etc	ongoing			
	Continue membership and collaborations with Municipalities Newfoundland and Labrador (MNL), Elections NL, Federation of Canadian Municipalities (FCM)	ongoing			
	Develop Watershed Forestry Management Plan	2017	June (mid)		
	Improve collision data sharing with RNC and Province to enable the creation of a road safety program	2016	Dec (year end)		





Culture of Cooperation

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Goal 2.2 Develop improved inter-regional municipal relations

Explore options for sharing services and initiatives	Joint public awareness campaigns including Secure and Cover, and winter driving safety.				
Continue to deliver effective regional services, e.g., water and wastewater, fire services, waste – translate learning to other inter-regional operations	Continue to collaborate with building inspectors from other major municipalities to help create a consistent approach to inspections	ongoing			
	Preliminary design for secondary treatment at Riverhead Wastewater Treatment Facility	2017	Dec (year end)		
Complete operational assessment study of the regional water system	Complete St. John's Regional Drinking Water Study	2016	June (mid)		
Advance a regional plan	Collaborate on development of Northeast Avalon Regional Plan	N/A			
Advance a Transportation Master Plan	Complete Phase 1: Background information gathering/development	2016	Dec (year end)		
	Complete Phase 2: Modelling and plan	2018	June (mid)		
Develop regional demographic and related information to better inform programs and plans	Complete residential survey working with MUN, Other municipalities	2016	June (mid)		

 Culture of Cooperation					
General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
		Year	Month (mid/year end)		
Goal 2.3 Create effective City-education collaborations					
Complete city-post secondary and city-school analysis to identify gaps and opportunities for mutually beneficial collaborations	Complete gap and opportunity analysis to identify potential collaborations	2016	Dec (year end)		
	Following from gap and opportunity analysis, continue development of partnerships with grade 7-12 for leadership and volunteer development programs/initiatives. Maintain Active Schools Strategy (K-12)	Ongoing			
Explore protocols for sharing of school and related spaces	Participate in Community Use of Schools/School Use of Community Recreation Task Group (Rec NL)	Ongoing			
Develop city-post secondary student engagement program	Continue partnership with MUN for Volunteer Development Program	Ongoing			
	Develop Welcoming Cities Program for Memorial/College	ongoing			



Culture of Cooperation


General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
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Goal 2.4 Create effective City-community collaborations

Enhance communications and engagement between City Advisory committees, Council and Staff	Deliver an annual Advisory Committee forum	2016	Dec (year end)		
Seek mutually beneficial community relationships to advance strategic directions	Identify community groups for partnerships/ opportunities e.g., ecclesiastical organizations, entrepreneurial groups, sports tourism etc., deliver on engagement framework	Ongoing			
	Create a regional physical literacy alliance that brings health, education, recreation, community agencies and sport together to increase physical literacy and quality of life	2016	Dec (year end)		
	Partnership with RNC - Petsafe Keeping Program for victim of intimate violence	2016	Dec (year end)		
	Partnership with NLHC for affordable housing initiatives. Hold position of Community Entity for Homelessness St. John's	2018	Dec (year end)		
	Advance Business and Art St. John's initiative, including building stakeholder relationships, data collection, stakeholder event	2017	June (mid)		




Culture of Cooperation

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Goal 2.5 Explore regional emergency and continuity management strategy

Define regional management approach and process for facilitating implementation	Develop crisis communications strategy for emergency manangement plans	2016	Dec (year end)		
	Research appropriate model to fit Regional Services for Emergency Management (EM) and Business Continuity Planning (BCP) including; regional plans, training and prevention model EM Division lead support by consultant and Corporate Services	2017	June (mid)		


 **Effective Organization**

General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
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Goal 3.1 Cultivate a safe, healthy and respectful environment

Implement the Safe, Wellness, Respectful Workplace strategy o Develop and deliver policies and programs o Deliver messaging o Develop tools/templates o Cultivate corporate-wide initiatives	Identify opportunities to connect with Welcoming Cities Strategy, e.g. diversity training	2018	Dec (year end)		
	Roll out Safety Wellness and Respect brand	2015	Dec (year end)		
	Conduct a Quality of Work Life Study and through task forces address two key recommendations: 1. focus on management effectiveness and culture; 2. focus on employee health strategy.	2016	Dec (year end)		
	Develop and implement process for early identification and intervention of workplace conflict - tools and techniques	2018	Dec (year end)		
	Review the CSA Psychologically Safe Workplace Standards for adaptability to the City's Workplace	2017	June (mid)		
	Finalize and Implement the Alcohol & Drug Policy and program	2016	June (mid)		

 **Effective Organization**

General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
		Year	Month (mid/year end)		
	Develop an OHS Manual for the City	2016	Dec (year end)		
	Advance the development of the Risk Management program	2016	Dec (year end)		
	Implementation of a Fatigue Management Program	2016	Dec (year end)		
	Risk Management and Business Continuity Training Sessions, creation of Accident Review Committee Manual (2016), Risk Management Policy Manual (2017)	2016	Dec (year end)		
	Introduce an Accident Reduction Campaign	2016	Dec (year end)		


 **Effective Organization**

General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
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Goal 3.2 Develop knowledgeable and engaged workforce

Develop a “people strategy” o Develop performance management program o Develop management orientation program o Develop employee engagement benchmark o Deliver training for hard to recruit/retain positions	Develop and implement a management orientation program and a Manager's Toolkit that includes financial literacy	2017	Dec (year end)		
	Assess, identify and support department workforce needs	2018	Dec (year end)		
	Facilitate the development of a performance management program	2018	Dec (year end)		
	Assess current Human Resource Information System, review current information needs and system requirements	2018	Dec (year end)		
	Enhance Human Resources Service Center.	2017	Dec (year end)		
	Establish a protocol to ensure return of City property on exit of an employee	2016			
Enhance opportunities for managers to share and learn from one another and learn about city strategies/plans	Deliver semi-annual Managers’ Forum	ongoing			
Increase/improve access to information for staff at all levels and provide mechanisms for online collaboration and engagement	Deliver an enhanced Intranet product	2015	June (mid)		


 **Effective Organization**

General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
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Goal 3.3 Advance business continuity and material management plans

Maintain, review and promote continuity plan	Develop Business Continuity Plans and incorporate into the City's operational planning process.	ongoing			
Review processes to determine methods for streamlining, cost-efficiencies, and effectiveness	Investigate more efficient alternatives to the traditional telephone services, such as VOIP	ongoing			
	Implement the approved recommendations of the Deloitte Materials Management review including: Barcoding inventory; On-line tendering; All tendering administered through Materials Mgmt.; Category alignment of buyers; Development of key performance metrics; Demand and inventory planning; Inventory strategy and policy review; Fuel reporting reconciliation; Create policy manual and procedure manual; End user education; and modernize job descriptions	ongoing			


 **Effective Organization**

General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
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Goal 3.4 Support corporate-wide information and knowledge sharing



Integrate project management tools into planning/issues management to ensure cross-organizational considerations within city operations, plans, and strategies, i.e. budget, communications, engagement, partners, etc..	Introduce briefing template through workshop	2015	Dec (year end)		
Develop a Policy vetting and approval process to ensure consistency with best practices.	Establishment of the Corporate Policy Committee and tools to support it initially	2016	Dec (year end)		
Identify key HR metrics and establish process for tracking and sharing.	Identify key HR metrics and establish process for tracking and sharing.	2017	Dec (year end)		
Develop project management processes	Explore project management tools	2017	Dec (year end)		



 **Effective Organization**



General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
		Year	Month (mid/year end)		
Continue to explore the advancement of IT applications and business tools	Application of It tools to support internal communication eg Manager's toolkit, orientation etc	2018	June (mid)		
	Creation of public Council/Committee portal: provision of support services for electronic agendas and use of paperless technology	2016	June (mid)		
	Internal Map Centre Implementation	2015	Dec (year end)		
	Implementation of a new Budgeting System for the Finance Department	2015	June (mid)		
	Rollout of Mobile Reporting for Inspections	2016	June (mid)		
Explore range of inter-departmental communication tools for learning, e.g., video conferencing, project management platforms etc.	Enhanced technology for both the Foran Room and Council Chambers	2016	Dec (year end)		

Goal 3.5 Support a learning culture

Celebrate staff achievements	Living the Values recognition program	2016	Dec (year end)		
	Review recognition programs for employees	2018	Dec (year end)		
Define an employee innovation program	Research best practices in other municipalities,	2017	June (mid)		
	Develop a pilot process/program, evaluate	2017	June (mid)		


 A City for All Seasons					
General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
		Year	Month (mid/year end)		
Goal 4.1 Develop a Winter City Strategy					
Develop Winter City strategy [Note: several directions noted below may be incorporated into a comprehensive Winter City Strategy].	Establish committee, terms of reference for Winter City Strategy	2016	June (mid)		
	Develop Winter City Strategy	2017	Dec (year end)		
	In support of winter city strategy implement KPMG report: Pilot and experiment with contracting out snow clearing, ice control, continue and enhance sidewalk snow clearing, fleet review.	2018	June (mid)		
	Carry out recommendations of the Winter Snow Clearing report (takes direction from PW) in relation to parking enforcement or 311	ongoing			

 A City for All Seasons					
General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
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Goal 4.2 Support year round active transportation					
Integrate year round transportation considerations in programming and planning	Review cycling network and define next steps.	2016	Dec (year end)		
	Develop and implement active transportation education program.	Ongoing			
	Incorporate year-round and active transportation in Municipal Plan policies and Capital works projects	Ongoing			
Goal 4.3 Explore options for year round active, leisure & recreation facilities and programs					
Plan, build and program the Mews Community Centre replacement	Complete site selection and concept plan study	2016	June (mid)		
Complete and program Paul Reynolds Centre	Support the design and plan for new community centre	2016	Dec (year end)		
	Develop programming for centre through community engagement	2016	Dec (year end)		
Explore options to develop/deliver new active leisure and recreation programs and services	Explore opportunities to engage the community in physical literacy as a foundation for health and quality of life through recreation programs, services, and facilities.	ongoing			
	Expand programs and services into new venues where feasible (including partnerships for non-city owned venues)	Ongoing			

 A City for All Seasons					
General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
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Goal 4.4 Promote active and healthy living					
Promote seasonal events and celebrations	Continue existing programs and explore new opportunities	Ongoing			
Develop and implement iconic city celebrations brand as it relates to active and healthy living	"Celebrate with St. John's" includes branding for winter and sporting events	2015	June (mid)		
Make connections with welcoming city initiatives	Identify opportunities to tie active/healthy living to Welcoming cities strategy for newcomers	2016	Dec (year end)		




A City for All Seasons

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Goal 4.5 Support a weather resilient city					
Ensure city plans consider all-weather factors	All weather factors incorporated into current and future plans including Envision St. John's, Opens Space Master Plan, Recreation Master Plan	ongoing			
	Ensure residential developments are designed to allow for effective and efficient snow clearing while still achieving affordability of building lots.	ongoing			
Develop plans and processes to engage business and residents	Use the engagement framework to identify appropriate engagement level and activities	ongoing			
Develop communications programs to promote safety	Develop communications programs to promote safety	ongoing			
Goal 4.6 Incorporate <i>all weather</i> planning in City buildings and open space development					
Storm water management	Complete revisions to stormwater retention policy	2016	June (mid)		
Consider winter and light factors in building and open space developments	Factors incorporated into capital works buildings projects	ongoing			



A City for All Seasons


General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
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Goal 4.7 Support year-round tourism and industry activity

Identify, develop and deliver supports to enhance year-round tourism and other industry as defined in Roadmap 2021	Identification and development of strategic tourism initiatives as identified in Roadmap 2021	ongoing			
	Work in conjunction with regional partners to develop Destination and Product Development Committee for St. John's region.	2017	June (mid)		
	Continue festival and special event development/support to community groups including supports that help extend the tourism season	ongoing			



Fiscally Responsible

General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
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Goal 5.1 Develop appropriate user fee policies


Undertake regular review of user fees and associated policies	Explore discussions with Province on enhancing equity in water consumption and water fees	2017	June (mid)		
	Complete a review of recreation fees and charges	2017	June (mid)		
	Explore options to establish fees for the provision of City data	ongoing			

Goal 5.2 Explore complementary public/private partnerships

Review alternative funding options for City programs and service	Planning for building of 20 new affordable housing units with Investments in Affordable Housing Funding	2016	Dec (year end)		
	Deliver on construction of 20 affordable housing units	2017	Dec (year end)		
	REAL/CTJS programs, Adult subsidy program	2016	Dec (year end)		
	Explore Contractual Options for Winter Maintenance: Post KPMG Review	ongoing			
	Public/private partnerships to enhance downtown parking	2015	Dec (year end)		



Fiscally Responsible

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Goal 5.3 Explore cost-sharing programs/foundations/models


Identify city and regional services which may offer opportunities for new revenue streams	Identify partners and mechanisms in association with program departments	ongoing			
	Establish Victoria Park Foundation to implement revitalization plan	2016	Dec (year end)		
	Work with partners to develop and expand accessible taxi program	2015	Dec (year end)		

Goal 5.4 Advance new City-NL government fiscal framework

Continue to advocate for new fiscal arrangements	The City and NLHC are partnering on aligned priorities and the EHSJ's Community Plan and the Provincial OrgCode report to disseminate funds to the community to assist with ending homelessness	2018	June (mid)		
	Identify and develop options to advance new fiscal arrangements	ongoing			



Fiscally Responsible

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Goal 5.5 Explore sponsorship strategies

Develop comprehensive policy and mechanisms to support sponsorship options for City projects, programs and services	Deliver a policy paper and recommendations to City Council for approval	2016	Dec (year end)		
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Goal 5.6 Deliver effective grant programs and services


Conduct a review, analysis and alignment of City granting initiatives	Conduct a review, analysis and alignment of City granting initiatives	2016	June (mid)		
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Goal 5.7 Develop multi-year budgeting framework/alignment with strategic directions

Develop and deliver multi-year capital and budgeting program	Compile, analyze, and report on the City's capital requirements for the next 10 years.	2015	June (mid)		
	Ensure budget reporting and review aligns with corporate strategic plan	Ongoing			
Develop and deliver engagement process to inform multi-year budgeting	Deliver budget engagement process	ongoing			



Responsive and Progressive


General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
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Goal 6.1 Create a culture of engagement

Adopt Engage! Policy Deliver on Engage! St. John's Task Force Recommendations	Establish working group with recommendations for engagement around development	2016	June (mid)		
	Implement online engagement tools, i.e. portal	2015	June (mid)		
	Build employee and community engagement capacity	Ongoing			
	Deliver on Engage! Policy	Ongoing			
	Explore neighbourhood strategy as means of engagement	2017	Dec (year end)		
Undertake review and implement recommended actions for effective advisory Committees	Develop implementation plan which includes: T of R process recruitment and selection process reporting process connection to community	2015	Dec (year end)		



Responsive and Progressive


General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
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Goal 6.2 Become a welcoming and inclusive city

Conduct research to determine best practices	Identify opportunities to enhance the City's existing offerings and develop new products/services for newcomers	2016	June (mid)		
Deliver Local Immigration Partnership program	Develop strategic plan for the LIP	2016	Dec (year end)		
Support the development of employees (volunteer and partner organizations) as welcoming city ambassadors	Diversity training across the organization	2016	Dec (year end)		
	Support inclusivity across the organization	2018	June (mid)		
Explore options for multi-language service and program delivery	Consider language services and translations in City frontline services eg. Access St. John's, Inclusive Services, Visitor Information Centres	2017	Dec (year end)		
Support community talent attraction	Identify needs across the community and within the city organization.	2017	June (mid)		
	Develop plan and strategy as required to position the City	2018	Dec (year end)		
Enhanced accessibility for persons with disabilities	Use the perspective of the Inclusion Advisory Committee to determine how to enhance accessibility	Ongoing			



Responsive and Progressive


General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
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Goal 6.3 Build social, environmental and demographic factors in policy-making

Enhance youth and seniors committees and design younger citizen and senior strategies and inclusive strategies	Use the perspective of the Accessibility and Inclusion Advisory Committee, Seniors Advisory Committee, Youth Advisory Committee (MACY)	Ongoing			
Use reporting process to ensure that social and environmental policy issues are considered in decision making	Briefing note	Ongoing			
Develop programming in response to societal and demographic factors	Consider socio-economic factors across revenue sources	Ongoing			
Focus environmental advisory committee in matters of policy discussion	Use the perspective of the Environmental Advisory Committee	Ongoing			



Responsive and Progressive


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Goal 6.4 Deliver comprehensive and responsive communications products and services

Develop enhanced information content at Access Centre to support delivery of services to residents	Meet quarterly with Business Units to review & enhance communications (Knowledge Base Articles, Templates for Public Advisories, Service Level Agreements) Increase opportunities for inclusion/diversity services. Develop "Access Info Page" for City programs and initiatives.	Ongoing			
Develop and deliver a series of enhanced and new communications products and services	Develop criteria to ensure communication products and services are welcoming and inclusive	Ongoing			
	Explore wireless technology in the community	2016	June (mid)		
	Create Municipal Awareness week projects/initiatives, Quarterly City Guide, Online tools (portal, social media platforms) intranet	ongoing			



Responsive and Progressive


General Directions <i>What are we Doing?</i>	Programs/projects/initiatives 6 - 7 words <i>What is your department leading?</i>	Timeframe <i>When do you anticipate this project being completed or reaching milestone?</i>		Status 	Progress and Next Steps
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Goal 6.5 Identify/deliver strategic projects, strategies and programs

<i>On occasion the City may identify, support or partner on initiatives or projects which advances the general direction identified in the Strategic Plan</i>					
Deliver First World War Legacy Program	Lead engagement process and identify a project	2016	June (mid)		
	Implement the First World War Legacy project	2018	June (mid)		
Explore options to host significant national events	Investigate with partners opportunities for sport tourism	ongoing			
	Seek opportunities to host municipal government related events	Ongoing			
Seek out emerging and developing opportunities that further support goals in the strategic plan	Gap Analysis, develop pilot project methodology and evaluation tools	2017	June (mid)		
	Electricity Generation at RHB using Biogas	2016	Dec (year end)		



Responsive and Progressive

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Deliver on existing plans and strategies	Roadmap 2021	Ongoing			
	Affordable Housing Business Plan	ongoing			
	St. John's Municipal Plan	Ongoing			
	Parks and Open Spaces Master Plan	Ongoing			
	Recreation Master Plan	Ongoing			
	Municipal Arts Plan	Ongoing			
Support heritage preservation	Advance heritage financial incentive program policy	2016	June (mid)		
	Create the heritage bylaw	2016	Dec (year end)		
Advance new technologies that mitigate public inconvenience, reduce costs, and create efficiencies	Implement trenchless technology program (water, sanitary sewer pipe renewal) to reduce infrastructure replacement costs and public inconvenience	2015	Dec (year end)		
Undertake studies, conduct reviews, develop plans, and set policy to identify and accommodate the transportation needs of citizens.	Complete Torbay Road North Transportation Study	2016	June (mid)		
	Complete MUN-City traffic study and determine next steps	2016	June (mid)		

ECONOMIC UPDATE

MARCH 2016

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ECONOMIC INDICATORS

The New Housing Price Index for St. John's Metro was 151.9 in December 2015 up 0.4%*

The Consumer Price Index for St. John's Metro was 128.9 in January 2016 up 2.2%*

Retail trade for Newfoundland and Labrador was \$734.1 million in December 2015 down 0.1%*

* same month in the previous year.

LABOUR FORCE CHARACTERISTICS

St. John's Metro, (seasonally adjusted, three-month moving average)

	December 15	Chg.*
Labour Force	121,700	-3.3%
Unemployment Rate	6.7%	1.0 pt
Employment Rate	63.2%	-3.6 pt
Participation Rate	67.7%	-3.2 pt

* same month in the previous year.

BUSINESS BRIEFS

Economic Review 2015: Changing Economic Conditions

The City of St. John's recently released *Economic Review 2015*. The report notes that the St. John's Census Metropolitan Area (CMA) recorded tepid economic performance in 2015. Household income recorded an increase of 2.9%, and the unemployment rate increased slightly to 6.5% in 2015, up 0.5 percentage points over 2014. Real gross domestic product (GDP) declined by 2.5%. Retail trade in 2015 was on par with 2014, and housing starts declined in 2015 by 19.9%. The Consumer Price Index, an indicator of changes in consumer prices, increased 0.4 percentage points in 2015. The full report can be found in the publications section at www.stjohns.ca

Survey of Household Spending 2014

Newfoundland and Labrador (NL) households spent an average of \$57,717 on goods and services in 2014, up from \$55,576 in 2013. The proportion of household spending dedicated to transportation* was highest in NL, at 23.9% while transportation costs made up the smallest share of household spending in British Columbia (18.9%). Spending on shelter in NL accounted for 22.7% of total spending, the smallest proportion among the provinces. Nationally, the proportion of household spending dedicated to shelter was 29.1%. On average, NL households spent \$8,489 on food in 2014, accounting for 14.7% of their total spending on goods and services. NL households spent an average of \$6,606 on food purchased from stores, and an average of \$1,883 on food purchased from restaurants. NL households spent an average of \$3,664 on clothing and accessories, or 6.3% of their total consumption.

* Includes spending on the purchase of vehicles, as well as their operating costs and public transportation (which covers spending on taxis, intercity buses, and air fares).

St. John's-area population grew by 1.0% to last July

The St. John's census metropolitan area (CMA) population grew by 1.0% (2,028 people) to 214,300 between July 1, 2015 and June 30, 2015, according to a new Statistics Canada population estimate. Nationally, the growth rate was 0.9% in 2014-2015. A population decrease was recorded in the non-CMA part of Newfoundland and Labrador (-1.1%). In the St. John's CMA, the proportion of children aged 0 to 14 (15.1%) remained higher than the proportion of people aged 65 and older (13.8%). The median age of the St. John's CMA population increased over the past decade, from 37.6 years to 39.1 years in 2015 (+1.5 years). www.statcan.gc.ca

ST. JOHN'S

Business Approvals

- Piatto Pizza 60 Elizabeth Ave.
- Sports Clinic 39 Churchill Ave.
- Boston Pizza 367 Water St.
- Pitter Patter Daycare
500 Columbus Drive
- Bier Markt Restaurant
135 Harbour Drive

**New Home -
Based Businesses**

- AJ Electric 4 Hipditch Hill
- Plumbing Contractor
41 Notre Dame Dr.
- Electrical Contractor
18 Gleneyre St.
- SoBella Dog Grooming
26 Courtney St.
- Home Preparation Service
113 Maunders Lane
- Imaging by Guide Inc.
8 Point Leamington St.
- Mobile Personal Trainer
47 Birmingham St.
- Project Management
Consulting
23 Almond Cres.
- Colette Nap Architect
57 Military Rd.
- Premier Design and Building
6 Road Deluxe
- Office to support vehicle sales
3 Carondale Dr.
- Landscaping Business
42 O'Reilly St.

Total Year to Date	27
Regular	12
Home-based	15

City Building Permits (Year-to-date as of March 7, 2016)

Type	2015	2016	% Variance
Commercial	\$13,848,000	\$10,438,000	-25
Industrial	\$0	\$0	0
Government/Institutional*	\$7,500,000	\$20,000	-100
Residential	\$3,473,000	\$4,499,000	30
Repairs	\$672,000	\$207,000	-69
Total	\$25,493,000	\$15,164,000	-41

* Government/institutional data doesn't include the full range of permit activity undertaken by the provincial government and its agencies.

Upcoming Events

Lunch 'n Learn: Dive into the World of Social Media	March 15	www.bot.nf.ca
Fisheries Protection Workshop for Environmental Professionals	March 16	www.neia.org
Futurpreneur Canada "Owners Wanted"	March 18	http://tinyurl.com/OWMarch2016
Home Show 2016	March 19-20	www.chbanl.ca
Government of NL, Forum for International Trade Training - Going Global One Day Workshop	March 21	709-729-5632
Newfoundland and Labrador Environmental Industry Association AGM	March 22	www.neia.ca
Intellectual Property for Entrepreneurs	March 31	www.ymcanl.com

CITY INITIATIVES

Demographic survey ongoing

Municipalities in the St. John's Census Metropolitan Area (CMA) are collaborating to undertake a residential survey designed to gather information and perspectives from residents in the northeast Avalon. The information collected will inform policy, planning and the delivery of services now and into the future. The City of St. John's is leading the study with the Towns of Conception Bay South, Paradise, Portugal Cove - St. Philip's and Torbay participating. The survey provides the opportunity to engage with residents to find out about their use of municipal services. This can then inform municipalities who can use the information in further planning and programming. Data collected will:

- Be useful for business persons and those looking to start a business;
- Include such topics as transportation, municipal services, how residents receive information, quality of life, and the downtown;
- Provide a better demographic picture, today and into the future, to inform future studies or decisions.



MEMORANDUM

Date: **March 10, 2016**

To: **His Worship the Mayor & Members of Council**

From: **Derek Coffey, CPA, CA, MBA**
Deputy City Manager, Financial Management

Re: **Snow Clearing Report**

Attached for the information of Council, is the Snow Clearing Report for the period January 1 to February 29, 2016.

The Report shows a positive year-to-date variance of \$627,565.

Derek Coffey, CPA, CA, MBA
Deputy City Manager,
Financial Management

Attach.

ST. JOHN'S

DEPARTMENT OF FINANCE

CITY OF ST. JOHN'S PO BOX 908 ST. JOHN'S NL CANADA A1C 5M2 WWW.STJOHNS.CA

City of St. John's
3231 Snow Clearing
For the Two Months Ending Monday, February 29, 2016

ACCOUNT	ACCOUNT DESCRIPTION	YEARLY BUDGET	Y.T.D. BUDGET	Y.T.D. ACTUAL	Y.T.D. VARIANCE	BUDGET REMAINING
PERSONNEL SERVICES						
51010	SALARIES AND WAGES	4,143,890	2,212,834	2,204,708	8,126	1,939,182
51020	LABOUR OVERTIME	550,000	200,000	286,589	(86,589)	263,411
51040	CAR ALLOWANCE	0	0	2,024	(2,024)	(2,024)
51090	EMPLOYER CONTRIBUTIONS	1,120,387	618,593	594,791	23,802	525,596
51481	WORKERS COMPENSATION INS.	0	0	5,355	(5,355)	(5,355)
	TOTAL PERSONNEL SERVICES	5,814,277	3,031,427	3,093,468	(62,041)	2,720,809
CONTRACTUAL SERVICES						
52100	CONTRACTUAL SERVICES	955,304	371,768	120,749	251,019	834,555
52131	TELEPHONE	0	0	72	(72)	(72)
52202	WEATHER REPORTS	140,000	23,332	0	23,332	140,000
52204	CABLE/SATELLITE SERVICE	2,496	416	531	(115)	1,965
52210	ADVERTISING	13,370	4,456	0	4,456	13,370
52324	CLAIMS	10,000	1,666	0	1,666	10,000
52347	EMPLOYEE TRAINING	24,460	0	0	0	24,460
52621	FLEET COSTS	4,979,587	761,930	503,642	258,288	4,475,945
52622	RENTAL OF TRUCKS	15,000	10,000	0	10,000	15,000
52626	LEASE OF HEAVY EQUIPMENT	1,168,876	542,768	338,433	204,335	830,443
52628	RENTAL OF OTHER EQUIPMENT	5,000	1,666	10,537	(8,871)	(5,537)
52629	RENTAL OF OTHER VEHICLES	12,736	4,244	1,908	2,336	10,828
52951	SNOW CLEARING & ICE CONTROL	60,000	20,000	42	19,958	59,958
	TOTAL CONTRACTUAL SERVICES	7,386,829	1,742,246	975,915	766,331	6,410,914
MATERIALS AND SUPPLIES						
55114	FOOD AND REFRESHMENTS	2,600	0	43	(43)	2,557
55276	SAND	10,000	3,332	4,794	(1,462)	5,206
55277	SALT	3,005,524	1,541,192	1,602,095	(60,903)	1,403,429
55282	SNOW FENCING	4,800	0	154	(154)	4,646
55433	LUBRICATING OILS	32,000	10,666	10,772	(106)	21,228
55467	WELDING SUPPLIES	45,000	15,000	44,227	(29,227)	773
55588	VECH. & EQUIP. REPAIR PARTS	130,000	21,667	26,347	(4,680)	103,653
55592	TIRE CHAINS	5,000	0	0	0	5,000
55721	SAFETY EQUIPMENT	10,033	3,344	3,327	17	6,706
55753	HAND TOOLS & SMALL EQUIP.	20,000	6,666	2,853	3,813	17,147
55867	CLEANING SUPPLIES	6,303	2,100	3,352	(1,252)	2,951
55999	MISCELLANEOUS MATERIALS	3,920	2,640	366	2,274	3,554
	TOTAL MATERIALS & SUPPLIES	3,275,180	1,606,607	1,698,332	(91,725)	1,576,848
GRANTS & SUBSIDIES						
57999	GRANTS TO OTHER GROUPS	15,000	15,000	0	15,000	15,000
	TOTAL GRANTS & SUBSIDIES	15,000	15,000	0	15,000	15,000
OTHER TRANSACTIONS						
59621	FLEET CAPITAL COSTS	796,739	0	0	0	796,739
	TOTAL OTHER TRANSACTIONS	796,739	0	0	0	796,739
51000:59999	TOTAL EXPENDITURE THIS PROGRAM	17,288,025	6,395,280	5,767,715	627,565	11,520,310