

**AGENDA
REGULAR MEETING**

**October 20, 2014
4:30 p.m.**

ST. JOHN'S

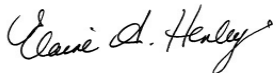
MEMORANDUM

October 17, 2014

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 **Monday, October 20, 2014 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

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

**AGENDA
REGULAR MEETING
October 20, 2014
4:30 p.m.**

At appropriate places in this agenda, the names of people have been **removed or edited out so as to comply with the Newfoundland and Labrador Access to Information and Protection of Privacy Act.**

1. Call to Order

2. Approval of the Agenda

3. Adoption of the Minutes (October 14, 2014)

4. Business Arising from the Minutes

a. Included in the Agenda

b. Other Matters

5. Notices Published:

- **34 Aldershot Street – Residential High Density (R3) Zone**

A Discretionary Use Application has been submitted requesting permission to occupy **34 Aldershot Street** as a home occupation for a catering business.

The proposed business will offer two lines of products; meal boxes and cakes. It will occupy a floor area of approximately 26 m² and will operate Monday - Friday from 9 a.m. - 5 p.m. The business estimates approximately 25 meal boxes and 3 cakes per day. This service will be for delivery only. No on-site parking required as no clients will visit the business. The applicant is the sole employee.

No submissions were received.

- **644 Main Road – Rural Residential (RR) Zone**

A Discretionary Use (Restoration of Non-Conforming Use) Application has been submitted to rebuild the dwelling at **644 Main Road**. The proposed dwelling will be 22m wide and will be set back 34m from the front property line.

No submissions were received.

6. Public Hearings

7. Committee Reports

- a. Finance and Administration Standing Committee Report – October 14, 2014
- b. Heritage Committee Report – October 10, 2014

8. Resolutions

9. Development Permits List (from period October 9 -16, 2014)

10. Building Permits List (from period October 9 - 15, 2014)

11. Requisitions, Payrolls and Accounts (Week ending October 15, 2014)

12. Tenders:

- a. Tender – Supply and Installation of Culverts
- b. Tender – Snowclearing Streets and Lanes
- c. Tender – Mobile Litter Fencing

13. Notices of Motion, Written Questions and Petitions

14. Other Business

- a. Engage! St. John's Task Force Report
- b. Memo dated September 24, 2014 from Manager of GIS re: New Street Names for Bawnmoor Subdivision

15. Adjournment

October 14, 2014

The Regular Meeting of the St. John's Municipal Council was held in the Council Chamber, City Hall at 4:30 p.m. today.

Mayor Dennis O'Keefe presided.

There were present also: Deputy Mayor Ellsworth, Councillors Hann, Puddister, Hickman, Breen, Lane, Galgay, Davis, Tilley and Collins.

The City Manager; City Clerk; Deputy City Manager of Corporate Services; Deputy City Manager of Planning, Development & Engineering; Deputy City Manager of Financial Management; Deputy City Manager of Community Services; Acting Deputy City Manager of Public Works; City Solicitor; Chief Municipal Planner and Senior Legislative Assistant were also in attendance.

Call to Order and Adoption of the Agenda

SJMC2014-10-14/448R

It was decided on motion of Councillor Collins; seconded by Deputy Mayor Ellsworth: That the Agenda be adopted as presented.

Adoption of Minutes

SJMC2014-10-14/449R

It was decided on motion of Councillor Tilley; seconded by Councillor Davis: That the minutes of October 6, 2014 be adopted as presented.

Special Events Advisory Committee Report – October 2, 2014

Council considered the above noted report:

SJMC2014-10-14/450R

It was decided on motion of Councillor Galgay; seconded by Councillor Hickman: That the following event be approved in principle subject to route confirmation by the Traffic Division:

Event:	5th Annual St. John's Zombie Walk
Location:	Fort William Building Parking Lot to Water Street
Date & Time:	October 18, 2014 from 2:00 p.m. – 3:30 p.m.

Development Committee Report of October 7, 2014

Council considered the above noted report:

SJMC2014-10-14/451R

It was decided on motion of Councillor Hann; seconded by Councillor Hickman: That the report be approved as presented.

The following matters were considered by the Development Committee at its meeting held on October 7, 2014. A staff report is attached for Council's information.

- 1. Department of Planning & Development File No. DEV1400062
Proposed Construction of Accessory Building
Discretionary Use Application
Civic Number 312 Paddy's Pond Road
Rural (R) Zone - Ward 5**
-

It is the recommendation of the Development Committee that Council approve the application for the 12ft x 16ft Accessory Building.

- 2. Planning, Development & Engineering File No. DEV1400200
Proposed National Brand Coffee Shop with Drive-Thru, Service Station
with Convenience Store and Nation Brand Food Restaurant
Atlantic Planning & Management Ltd.
2-8 Great Southern Drive - Ward 5
Commercial Neighbourhood (CN) Zone**
-

The Development Committee recommends approval-in-principle of the development subject to the following conditions:

- The project meeting all the conditions as determined by the Department of Planning, Development and Engineering.

David Blackmore
Deputy City Manager – Planning Development and Engineering
Chair – Development Committee

Taxi Committee Report of September 8, 2014

Council considered the above noted report:

SJMC2014-10-14/452R

It was decided on motion of Deputy Mayor Ellsworth; seconded by Councillor Davis: That the report be approved as presented.

In Attendance: Mr. Dave Blackmore, Chairperson – Deputy City Manager – Planning, Development & Engineering
Deputy Mayor Ron Ellsworth
Councillor Tom Hann
Mr. Seamus O’Keefe – General Public Representative
Mr. Keith Lane – Taxi Operator/License Holder Representative
Mr. Gerald Smith – General Public Representative
Mr. Cecil Whitten – Para-Transit Representative
Ms. Cheryl Mullett – Legal Counsel
Ms. Deborah Cook – Manager – Tourism & Culture
Ms. Susan Ralph – Accessible Transit Coordinator
Ms. Maureen Harvey, Senior Legislative Assistant

Taxi Safety

In recognition of the need to ensure a safe work environment for taxi drivers, the Committee entertained discussion with representatives of the Occupational Health & Safety Division of Service NL to explore options that could potentially improve safety for taxi drivers. In keeping with Occupational Health & Safety Legislation, the OHS Division in partnership with the City of St. John’s have agreed to develop a work place risk assessment for use by the taxi industry which will be used to create a safe work environment. In addition the Division and the City of St. John's will be host a half day workshop to bring the industry together to educate people involved in the taxi industry about the legislation and develop a list of actions that can be used to minimize the risk to drivers.

Recommendation

Moved by Gerry Smith; seconded by Councillor Tom Hann that the Committee move forward as suggested, to create a program that addresses violence prevention for people involved in the taxi industry.

Accessible Taxis

The Taxi Committee discussed lack of take up of the available licenses and the need for service in this area. Given the current licenses have been available for an extended period of time without being filled the committee felt that it was obvious that the cost of providing the service was not cost effective for industry. In an attempt to encourage the provision of accessible taxis in the City of St. John’s the committee discussed a number of options and or incentives which could be entertained and ultimately agreed that industry be offered an opportunity to submit proposals for the licenses. Any acceptance of a proposal would have to be based on a sound business plan which would ensure a long term sustainable program.

Recommendation

The Committee seeks the approval of Council to issue a Request for Proposal for the provision and service of accessible taxis in the City of St. John’s.

Dave Blackmore
Deputy City Manager – Planning, Development & Engineering
Chair – Taxi Committee

Development Permits List

Council considered as information the following Development Permits List for the period October 2 – 8th, 2014.

**DEVELOPMENT PERMITS LIST
DEPARTMENT OF PLANNING, DEVELOPMENT AND ENGINEERING
FOR THE PERIOD OF October, 2014 TO October 8, 2014**

Code	Applicant	Application	Location	Ward	Development Officer's Decision	Date
RES		Subdivide for Additional Building Lot	406-410 Old Pennywell Road	4	Approved	14-10-06
RES		Home Office for Automotive Business	4 Fahey Street	5	Approved	14-10-06
COM	Newfoundland Power	Relocation of Pole Transmission Line for Glencrest Development	15 Duffett's Road	5	Approved	14-10-07
RES		Demolition & Replace with Three (3) Storey Dwelling	37 Maxwell Place	2	Approved	14-10-07
RES		Subdivide for One (1) Additional Lot	7 Midstream Place	5	Approved	14-10-07
RES	Splash n Dash	Home Office for Triathlon Business	808 Southside Road	5	Approved	14-10-08

<p>* Code Classification: RES- Residential COM- Commercial AG - Agriculture OT - Other</p>	<p>INST - Institutional IND - Industrial</p>
<p>** 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.</p>	

Gerard Doran
Development Supervisor
Department of Planning

Building Permits List

Council considered the Building Permits list for the period October 2 to October 8th, 2014.

SJMC2014-10-14/453R

It was decided on motion of Councillor Breen; seconded by Councillor Tilley: That the recommendations of the Director of Planning and Development with respect to the following Building Permits list for the period October 2nd to October 8th, 2014 be approved:

Building Permits List Council's October 14, 2014 Regular Meeting

Permits Issued: 2014/10/02 To 2014/10/08

Class: Commercial

48 Kenmount Rd-Bogarts	Sn	Retail Store
48 Kenmount Rd/Nf Chocolate Co	Sn	Retail Store
330 Duckworth St	Sn	Parking Lot
25 Hebron Way	Sn	Retail Store
430 Topsail Rd	Sn	Service Shop
350 Torbay Rd	Sn	Eating Establishment
216 Water St,Shish Lounge Inc	Sn	Tavern
88 Thorburn Rd	Rn	Commercial Garage
290 Lemarchant Rd	Rn	Mixed Use
430 Topsail Rd, Coles	Rn	Retail Store
3-11 Rowan St, 2nd Floor	Cr	Office
350 Torbay Rd-Trailer Tim's	Nc	Accessory Building
411 Stavanger Dr	Rn	Communications Use
40 Hebron Way	Nc	Accessory Building
350 Torbay Rd-Tim Horton's	Rn	Eating Establishment
430 Topsail Rd Smiths Home Har	Rn	Retail Store
235 Water St	Rn	Mixed Use

This Week \$ 26,048,739.00

Class: Industrial

This Week \$.00

Class: Government/Institutional

This Week \$.00

Class: Residential

2 Ballylee Crescent, Lot 387	Nc	Single Detached Dwelling
Blackhead Rd, Lot 406	Nc	Single Detached Dwelling
14 Burton St	Nc	Fence
38 Cowan Ave	Nc	Fence
68 Ferryland St W	Nc	Accessory Building
98 Frecker Dr	Nc	Accessory Building
35 Greenspond Dr	Nc	Fence
177 Groves Rd	Nc	Fence
11 Hazelwood Cres	Nc	Fence
43 Horlick Ave	Nc	Accessory Building
115 Ladysmith Dr	Nc	Accessory Building
17 Laughlin Cres	Nc	Fence
111 Macbeth Dr, Lot 2	Nc	Single Detached Dwelling
57 Old Petty Harbour Rd	Nc	Fence
16 Parsonage Dr	Nc	Fence
14 St. Shotts Pl	Nc	Accessory Building
7 Woodwynd St	Nc	Accessory Building
5 Fox Ave	Cr	Single Detached Dwelling
21 Alder Pl	Rn	Single Detached & Sub.Apt
53 Brazil St	Rn	Townhousing
143 Cheeseman Dr	Rn	Single Detached Dwelling
107 Doyle St	Rn	Townhousing
5 Galashiels Pl	Rn	Single Detached Dwelling

115 Ladysmith Dr	Rn	Subsidiary Apartment	
26 Oxen Pond Rd	Rn	Single Detached Dwelling	
17 Tigress St	Rn	Single Detached & Sub.Apt	
51 Torbay Rd	Rn	Single Detached Dwelling	
59 Duckworth St	Sw	Single Detached Dwelling	
177 Lemarchant Rd	Sw	Semi-Detached Dwelling	
57 Old Petty Harbour Rd	Sw	Single Detached Dwelling	
3 Stoneyhouse St	Sw	Single Detached Dwelling	
14 Whiteford Pl	Sw	Single Detached Dwelling	
			This Week \$ 935,516.00

Class: Demolition

29 Ladysmith Dr	Dm	Single Detached Dwelling	
75 Shaw St,Apt.#325	Dm	Apartment Building	
128 Water St	Dm	Mixed Use	
			This Week \$ 230,000.00
			This Week's Total: \$ 27,214,255.00

Repair Permits Issued: 2014/10/02 To 2014/10/08 \$ 101,736.00

Legend

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

YEAR TO DATE COMPARISONS			
October 14, 2014			
TYPE	2013	2014	% VARIANCE (+/-)
Commercial	\$78,672,000.00	\$153,565,000.00	95
Industrial	\$131,000.00	\$125,300.00	-4
Government/Institutional	\$78,136,000.00	\$77,760,000.00	0
Residential	\$136,252,000.00	\$120,553,000.00	-12
Repairs	\$3,994,000.00	\$4,433,000.00	11
Housing Units (1 & 2 Family Dwellings)	383	272	
TOTAL	\$297,185,000.00	\$356,436,300.00	20

Respectfully Submitted,

Jason Sinyard, P. Eng., MBA
 Director of Planning & Development

Requisitions, Payrolls and Accounts

Council considered the requisitions, payrolls and accounts for the week ending October 8, 2014.

SJMC2014-10-14/454R

It was decided on motion of Councillor Breen; seconded by Councillor Tilley: That the following Payrolls and Accounts for the week ending October 8, 2014 be approved.

**Weekly Payment Vouchers
For The
Week Ending October 8, 2014**

Payroll

Public Works	\$ 399,280.37
Bi-Weekly Administration	\$ 808,856.66
Bi-Weekly Management	\$ 722,239.66
Bi-Weekly Fire Department	\$ 661,720.89
Accounts Payable	\$8,249,283.97
Total:	\$10,841,381.55

Tenders

Council considered the following tender:

- a. Tender for Paradise Fire Station

SJMC2014-10-14/455R

It was decided on motion of Councillor Breen; seconded by Councillor Tilley: That the tender for the Paradise Fire Station be awarded to the lowest bidder, Baraco Atlantic Corp. in the amount of Four Million Nine Hundred Twenty Six Thousand Ninety-Nine Dollars and Forty Cents (\$4,926,099.40) (HST included).

Ratification of E-poll – 37 Maxwell Place

An e-poll was conducted on October 7, 2014 seeking approval for discretionary use consideration with respect to the proposed development at 37 Maxwell Place to permit a third floor.

SJMC2014-10-14/456R

It was decided on motion of Councillor Galgay; seconded by Councillor Puddister: That the E-poll be ratified as presented.

October Economic Update

Council considered as information the above noted, a copy of which is available on the City's website for public viewing. Councillor Tilley highlighted some of the major points outlined in the document, particularly referencing the Conference Board of Canada's publication: City Magnets III which rates the City of St. John's as grade A and ranked sixth most attractive city in Canada for newcomers.

Councillor Wally Collins

- Councillor Collins requested that the City review its current policy relative to developers paving sidewalks in subdivisions with a view to ensuring the process is equitable for both the City and the developers. He particularly referenced two areas: Kenai and Sequoia Drive in Southlands which will likely be without sidewalks into this coming winter. The matter was referred to the City Manager for investigation.

Councillor Bernard Davis

- Councillor Davis requested that the Deputy City Manager of Planning, Development & Engineering provide an update on the status of work being done on Portugal Cove Road. Currently, the City is dealing with the contractor on an ongoing basis and the road will not be brought up to standards by the winter but it will be passable by crews for snow clearing purposes.

Councillor Jonathan Galgay

- Councillor Galgay launched the 2014 Leaf Program for which informational pamphlets were circulated.
- Councillor Galgay requested that the City reconsider the location of the annual New Year's Eve fireworks display from Quidi Vidi Lake back to the Downtown area. The matter was referred to the Deputy City Manager of Community Services for review and report back to Council. She also suggested consulting with Parks Canada about the potential use of Signal Hill for this event.

Councillor Breen

- Councillors Breen and Puddister provided updates on the deliberations emanating from the Municipalities NL Convention held this past weekend in Corner Brook. The City of St. John's was represented by Councillors Hickman, Puddister and Galgay. Particular reference was made to the paper presented on a new fiscal arrangement and the importance was stressed of improving the fiscal arrangements between the Province and its municipalities. Councillor Galgay, as an MNL Board member, will provide a further update at a future meeting.

Adjournment

There being no further business the meeting adjourned at 5:49 p.m.

MAYOR

CITY CLERK

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 October 20, 2014**

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	34 Aldershot Street Residential High Density (R3) Zone	2	<p>A Discretionary Use Application has been submitted requesting permission to occupy 34 Aldershot Street as a home occupation for a catering business.</p> <p>The proposed business will offer two lines of products; meal boxes and cakes. It will occupy a floor area of approximately 26 m² and will operate Monday - Friday from 9 a.m. - 5 p.m. The business estimates approximately 25 meal boxes and 3 cakes per day. This service will be for delivery only. No on-site parking required as no clients will visit the business. The applicant is the sole employee.</p>	26 m ²	1		No submissions received	The Planning and Development Division recommends approval of the application subject to all applicable City requirements.
2	644 Main Road Rural Residential (RR) Zone	5	<p>A Discretionary Use (Restoration of Non-Conforming Use) Application has been submitted to rebuild the dwelling at 644 Main Road. The proposed dwelling will be 22m wide and will be set back 34m from the front property line.</p>				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.

REPORT
FINANCE & ADMINISTRATION
STANDING COMMITTEE
Tuesday, October 14, 2014

IN ATTENDANCE:

Councillor Danny Breen, Chairperson
Deputy Mayor Ron Ellsworth
Councillor Tom Hann
Councillor Bruce Tilley
Councillor Bernard Davis
Councillor Sandy Hickman
Mr. Robert Bishop, Deputy City Manager, Financial Management
Ms. Jill Brewer, Deputy City Manager, Community Services
Ms. Maureen Harvey, Senior Legislative Assistant

1. Memorandum dated October 8, 2014 from The City Clerk, re: Requests for Financial Support for Meetings and Conventions.

The Committee considered requests for financial support for the following events:

- Mineral Resources Review 2014
- Tri Com Bantam AAA Team
- Catholic Women's league of St. Pius X – 35th Annual Provincial Catholic Women's League Convention

As the above noted requests do not meet the criteria of City policy the following recommendation is brought forward:

Recommendation:

Moved by Councillor Hickman; seconded by Councillor Tilley: That the requests from Mineral Resources Review 2014, Tri Com Bantam AAA Team and the Catholic Women's League of St. Pius X be denied as the events do not meet the criteria for approval under City policy.

2. **Memorandum dated October 7, 2014 from Councillor Galgay, re: Monument Vandalism at the Royal Canadian Legion on Blackmarsh Road.**

The Committee considered Councillor Galgay's request for funding assistance to repair the monument at the Royal Canadian Legion on Blackmarsh Road.

Recommendation

Moved by Deputy Mayor Ellsworth; seconded by Councillor Hickman: that the City deny a request for financial support to assist with repairs to the monument at the Royal Canadian Legion on Blackmarsh Road on the basis that the monument is privately owned and outside the City's jurisdiction.

3. **Request for Sponsorship from the Rotary Club of St. John's for the Gathering Place 2014 Annual Gala and Auction.**

The Committee considered a request for sponsorship of an event being hosted by the Rotary Club of St. John's for the Gathering Place Annual Gala and Auction.

Recommendation

Moved by Deputy Mayor Ellsworth; seconded by Councillor Davis that the City deny the request for sponsorship as requested on the basis that it has already made a substantial financial contribution to the Gathering Place in 2014.

4. **Memorandum dated September 26, 2014 from the Deputy City Manager – Corporate Services, re: Smoke Free Workplace Policy.**

Consideration was given to the above noted policy.

Recommendation

Moved by Councillor Hann; seconded by Councillor Hickman that approval be given to the Smoke Free Workplace Policy.

5. **Memorandum dated September 4, 2014 from the Deputy City Manager – Corporate Services, re: Use of Mobile Devices in the Workplace.**

The Committee reviewed the above noted policy and the following recommendation was presented:

Recommendation

Moved by Councillor Tilley; seconded by Councillor Hickman: That approval be given to the implementation of the revised policy, Use of Mobile Devices in the Workplace.

6. **Memorandum dated September 26, 2014 from the Deputy City Manager – Corporate Services, re: Loss of Driver’s License Policy.**

The Committee reviewed the proposed policy dealing with the Loss of Driver’s Licence and the following recommendation was presented:

Recommendation

Moved by Councillor Davis; seconded by Councillor Tilley that approval be given to the policy “Loss of Driver’s License.”

7. **Request from St. John’s Rotary Club re: Advertising for family musical Fiddler on the Roof.**

Consideration was given to the above-noted request which is not in keeping with City policy.

Recommendation

The Committee recommends denial of a request to advertise in the program of Fiddler on the Roof.

8. **Request from MUN Engineering Society “B” for sponsorship of the 9th Annual Winter Charity Ball**

The Committee was informed this request is outside the scope of City policy.

Recommendation

The Committee recommends denial of a request for sponsorship of the 9th Annual Winter Charity Ball.

9. Request from Canadian Cancer Society for Financial Support to Upgrade Daffodil Place.

The Committee discussed the above noted request which explained the Cancer Society is undertaking a fundraising campaign to help offset the cost of refurbishment of the City of St. John's Guest Room. It requests an amount of \$5,000 to address things such as paint, mattresses, drapery and/or blinds, televisions and heating units.

The merits of the request were discussed with some Councillors supporting while others were concerned with the use of taxpayer money to direct funds into a project that had already received a substantial contribution from the City. Discussion also took place as to whether this request was considered to be a capital or maintenance item.

Recommendation

Moved by Councillor Davis; seconded by Councillor Hickman that an amount of \$5,000 be approved as a donation to the Canadian Cancer Society for the upgrading of Daffodil Place.

- **Voting in favor of the recommendation: Tilley, Hickman, Davis**
- **Voting against the recommendation: Ellsworth, Hann, Breen**
- **There being a tie vote the recommendation to approve a donation failed**

Councillor Danny Breen
Chairperson

**Report/Recommendations
Heritage Advisory Committee
October 10, 2014**

In Attendance: Councillor Dave Lane, Co-Chairperson
Deputy Mayor Ron Ellsworth
Councillor Tom Hann
George Chalker, Heritage Foundation
Peter Jackson, NL Historic Trust
Shannie Duff, Citizen Representative
Maria Lear, Citizen Representative
Wayne Purchase, Downtown St. John's
Jeremy Bryant, NL Association of Architects
Lindsay Lyghtle Brushett, Planner
Karen Chafe, Recording Secretary

Report:

1. **8 Kenna's Hill – Application for Replacement of Sunroom Extension**

The Committee met with Mr. Seamus O'Rielly and Mr. Gil Robichaud to discuss their application to replace the existing sun room at 8 Kenna's Hill with a sun room manufactured by CraftBilt. It is intended that there will be minimal change in the exterior aesthetic and the roof will consist of sloped glazing with metal framing. The Committee expressed serious concerns about the expansion and contraction of this material, particularly during the winter months, making it susceptible to leaks, loss of heat and continuous maintenance as a result. Such material is more efficient in warmer climates.

The Committee recognizing that 8 Kenna's Hill is a heritage designated building in which the existing sun room was not an original feature, would prefer that any renovation would conform as much as possible to the original entrance as illustrated in the artist rendering attached. However, as the wall was removed to accommodate the opening for the existing sun room, the Committee prefers that the new extension consist of a shingled roof with a proper membrane structure underneath. This would enable the extension to be more reminiscent of the original porch but larger. Such a design would be far more practical from an energy efficiency (enhanced R value) and long term maintenance perspective, not to mention more economical to build. As well, a more complementary aesthetic would be achieved from the use of a traditional shingled roof that is more in keeping with the overall design of this heritage designated property. The applicant may also wish to consider the extension of the existing roof lines within the proposed addition.

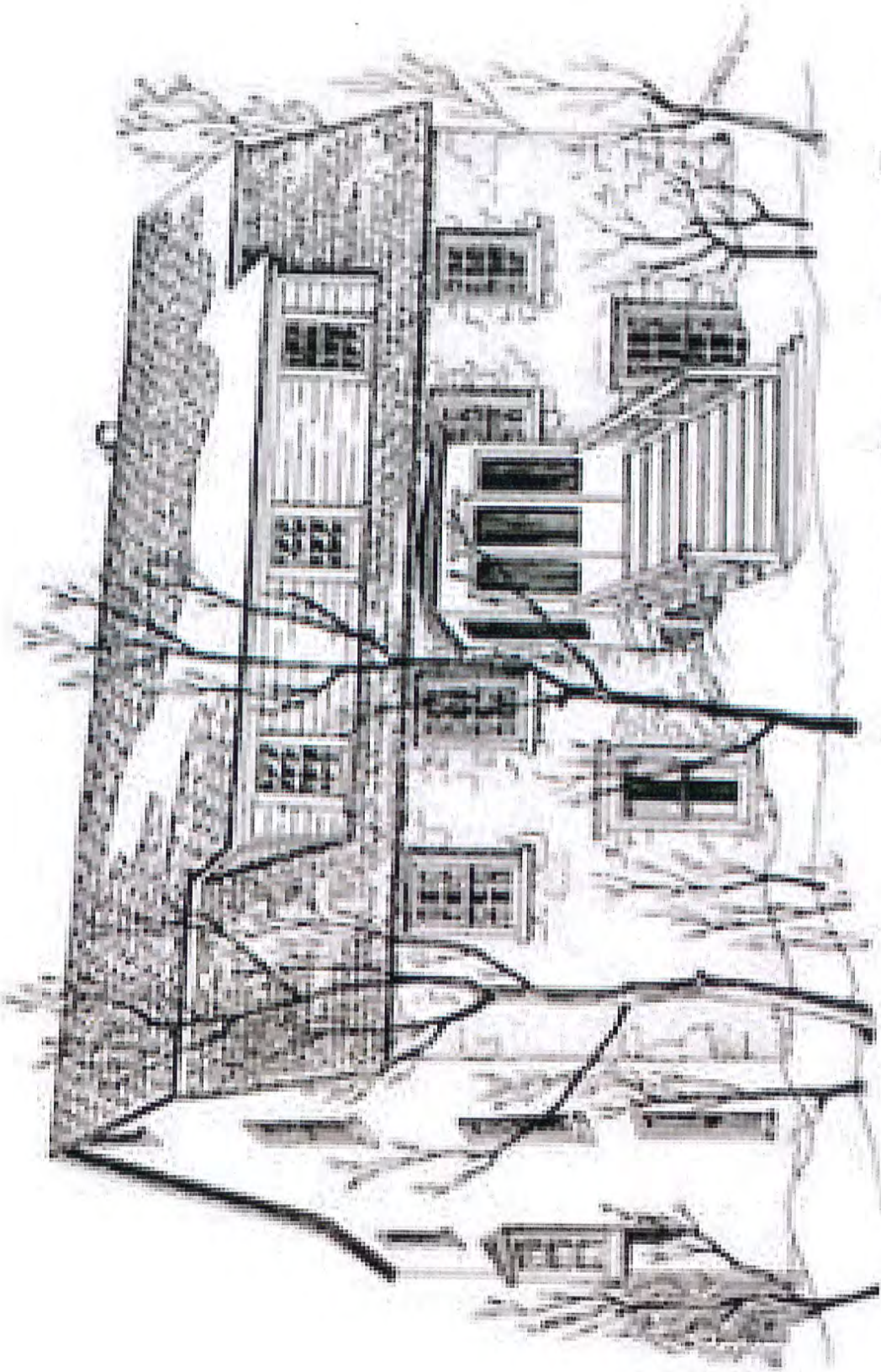
The Committee recommends that the applicant consult further with the Heritage Officer to develop an alternative design for the sun room that incorporates a shingled roof instead of glazing and metal framing and that the design be reviewed by the Committee before approval is given.

2. **35 Monkstown Road – Renovation of Porch**

The Heritage Advisory Committee discussed the above noted matter, noting that the porch renovation has been delayed indefinitely.

The Committee recommends that the Heritage Officer send an immediate notice to the property owner directing the enclosure of the shell which has been exposed to the elements since at least last year. This will offset any future damage that will be caused as a result in the delay of the contractor's being able to complete this job.

**Councillor Dave Lane
Co-Chair**



PATRICK KOUSSHI STONE COTTAGE ©

[home](#) [about](#) [programs](#) [reports](#) [restoration](#) [resources](#) [links](#) [contact](#)



You have printed or saved this page from www.heritagefoundation.ca, the website for the Heritage Foundation of Newfoundland and Labrador.

THE STONE HOUSE - CITY OF ST. JOHN'S HERITAGE SITE



8 Kenna's Hill, St. John's, NL.

Exterior view of front facade, 8 Kennas Hill, the Stone House, St. John's, looking east. Taken February 2005.

HFNL 2005

Statement of Significance

Formal Recognition Type

City of St. John's Heritage Building, Structure, Land or Area

Description of Historic Place

The Stone House is a two-and-one-half storey, stone, former residence building located at 8 Kenna's Hill, St. John's, NL. The structure is situated on land that was once considered the outskirts of town, on a winding, hilly road. The municipal designation is confined to the footprint of the building.

Heritage Value

The Stone House has been designated a Municipal Heritage Building for its aesthetic and historical values.

The Stone House is aesthetically valuable because it is, for Newfoundland, a unique example of a gambrel-roofed masonry house – a form which might have been more common in the 18th and 19th centuries, but this is the sole surviving example. Built in 1834 by original owner Patrick Kough, the Stone House is two-and-one-half stories in height. It has undergone several alterations to accommodate the various families who have lived there, one of which had 22 children. At some later point the roof of the linhay was raised to produce additional space at the rear of the structure. The glass enclosed space on the main facade, added in 1986, obscures, but has not altered the original main entrance within its walls.

All the window openings, with the exception of those in the dormer, and many of the six-over-six and twelve-paned windows, are original in the house. And many multi-paned windows are very early. There were originally three separate dormer windows under shed roofs. At some point, likely in the twentieth century, they were made into a single dormer under a continuous roof and later were replaced with modern windows of a smaller form than the original. The house is constructed of brick and stone,

the front is of cut stone. Each new addition to the house has been constructed in wood so that the original stone structure remains visible.

The Stone House is historically valuable because of its association with Patrick Kough, who was the builder and original owner. Kough, who came to St. John's from Wexford, Ireland about 1804, was a building contractor noted for his skill and honesty; was the first Superintendent of Public Buildings (a post he held until his death in 1863 and in which he oversaw the construction of many of the principal buildings in St. John's); and was one of the members of the first House of Assembly. He was responsible for the construction of Harbour Grace Court House, St. Thomas' Church and the Colonial Building. He served as a Member of the House of Assembly (MHA) for St. John's in 1834, the same time that the Stone House was built, and was appointed to the Legislative Council in 1861. Keough's descendants occupied the house until 1911 and it was then owned by the Conway family until 1969. The Conways were a noted family in the building trade whose craft was plasterwork.

Source: City of St. John's Council meeting held April 10, 1984

Character Defining Elements

All those elements that reflect the original, vernacular architectural style of the house, executed in stone, including:

- stone and brick construction;
- existing roofline;
- any original door openings;
- any original/ very early remaining windows - 12 pane, 2/2, 6/6, 8/8, oriel window, etc.;
- all window openings and sashes;
- shed-roofed dormer;
- any remaining original interior floors and panelling;
- wooden additions;
- location and orientation and massing;
- massing of the building.

Notes of Interest

Stone was rarely used for construction in St. John's at this time except for a few buildings in the downtown. There were three houses built by Irish stonemasons on the outskirts of St. John's: Micheal Dea's house on Freshwater Road, Eagan's on Kenmount Road and Kough's on Kenna's Hill. Of these only Kough's remains.

Because of the number and variety of changes made to the exterior façade, reference to historic images is particularly crucial for determining the original design elements. A photograph (c. 1885) shows a gambrel roof at the front with a sloped linhay at the rear. This gives the house something of a saltbox profile. Whether or not this was the original roofline has not been satisfactorily determined, as Rev. William Grey's sketch of 1857, and an illustration in the Canadian Illustrated News of 1872 suggest that it was originally a saltbox – a gable roof with a rear linhay. A change from gable to gambrel would have required additional masonry in the gable end of the building, but no such change is readily visible.

A small oriel window is located in the left gable end of the structure.

The large dormer contains three separate windows.

This building is featured in the Newfoundland Historic Trust's book, A Gift of Heritage, and is called Patrick Kough Stone Cottage.

Location and History

Community	St. John's
Municipality	City of St. John's
Civic Address	008 Kenna's Hill
Construction	1834 - 1835
Builder	Patrick Kough
Style	19th Century Vernacular
Building Plan	Rectangular Long Façade



GENERAL NOTES

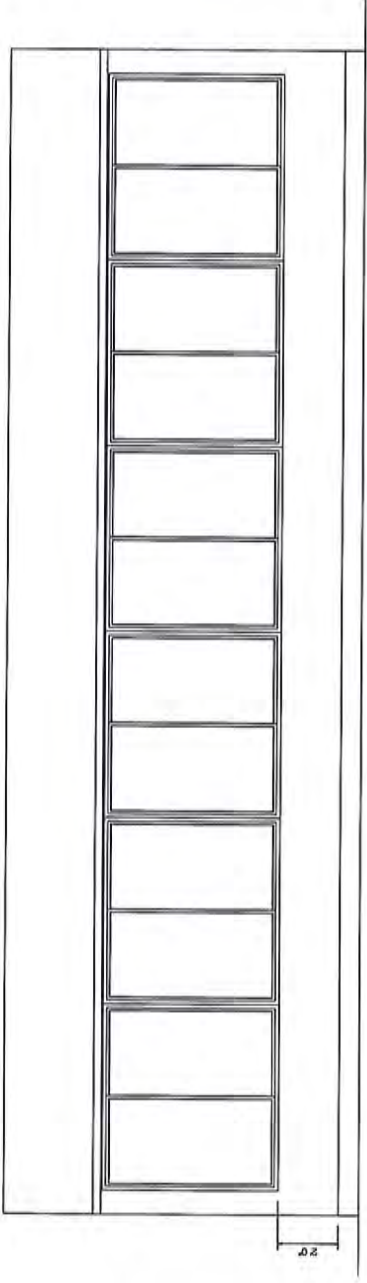
DESIGNER IS NOT RESPONSIBLE FOR THE DESIGN OF THE STRUCTURE, FOUNDATION, MECHANICAL, ELECTRICAL, PLUMBING, AND FLOOR FINISHES. THE CLIENT IS RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL, STATE, AND FEDERAL AUTHORITIES. THE CLIENT IS RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL, STATE, AND FEDERAL AUTHORITIES. THE CLIENT IS RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL, STATE, AND FEDERAL AUTHORITIES.

CLIENT
CraftBilt
 Materials Ltd.
 25 GREEN OAKS
 5000 W. 10TH ST.
 BELLEVILLE, ONTARIO, L2Z
 TEL: 613 568 8530
 E-MAIL: info@craftbilt.com

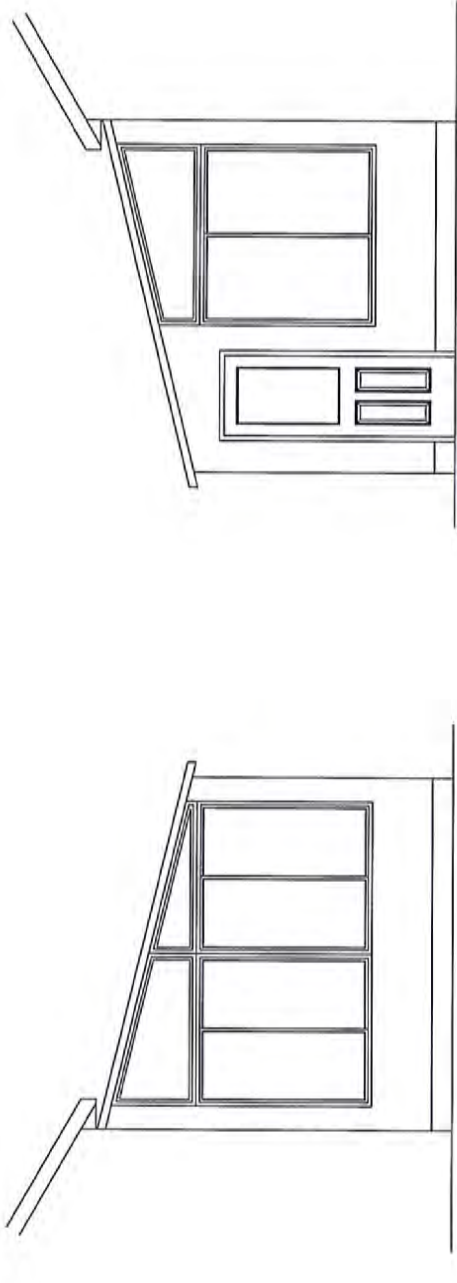
MAGLON
DESIGNS
 5000 W. 10TH ST.
 BELLEVILLE, ONTARIO, L2Z
 TEL: 613 568 8530
 adam@maglondesigns.ca

PROJECT
 8 KENNA'S HILL
 ST. JOHNS, NL
 PROPOSED SUNROOM

ELEVATIONS	
FRONT ELEVATION	A3
LEFT ELEVATION	A3
RIGHT ELEVATION	A3
SECTION	0



1 FRONT ELEVATION
 SCALE: 1/4" = 1'-0"



2 LEFT ELEVATION
 SCALE: 1/4" = 1'-0"

3 RIGHT ELEVATION
 SCALE: 1/4" = 1'-0"

GENERAL NOTES

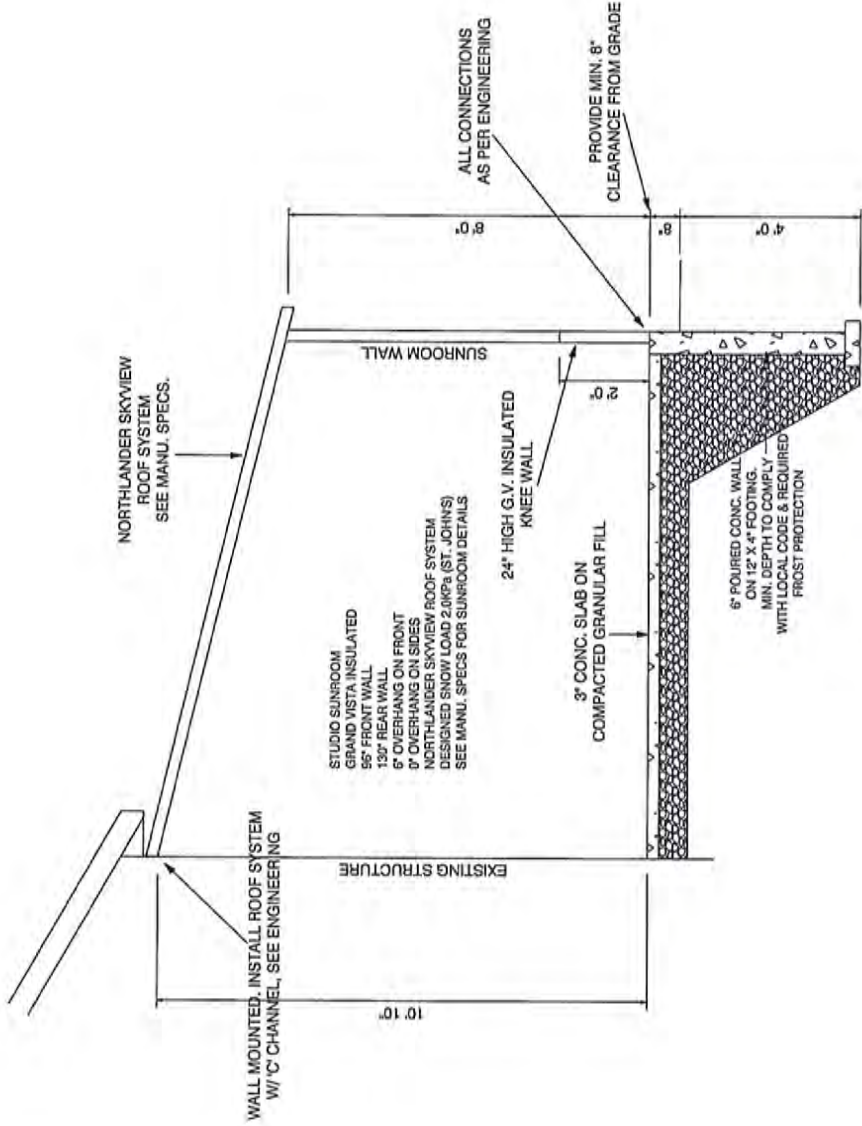
DESIGNER IS NOT RESPONSIBLE FOR THE SELECTION OF ANY SPECIAL COMPONENTS UNLESS SPECIFICALLY INDICATED. THESE PLANS SHALL BE BASED ON PERMIT REQUIREMENTS AND APPLICABLE REGULATIONS. ALL PERMITS AND INSURANCE REQUIREMENTS SHALL BE THE RESPONSIBILITY OF THE CLIENT. THESE PLANS ARE THE PROPERTY OF MAGLAN DESIGNING AND CLEARANCE BY THE BUILDING DEPARTMENT. THESE PLANS ARE THE PROPERTY OF MAGLAN DESIGNING AND CLEARANCE BY THE BUILDING DEPARTMENT. THESE PLANS ARE THE PROPERTY OF MAGLAN DESIGNING AND CLEARANCE BY THE BUILDING DEPARTMENT. THESE PLANS ARE THE PROPERTY OF MAGLAN DESIGNING AND CLEARANCE BY THE BUILDING DEPARTMENT. THESE PLANS ARE THE PROPERTY OF MAGLAN DESIGNING AND CLEARANCE BY THE BUILDING DEPARTMENT.

CraftBilt
Materials Ltd.
25 GREEN COURT
AUXON, IL (618) 919-3468
TEL: 800-647-7798
E-MAIL: INFO@CRAFT-BILT.COM

MAGLAN DESIGNS
3 WATLAND DR.
BELLEVILLE, ON K8N 4Z5
TEL: 613-968-8830
adam@maglancad.com

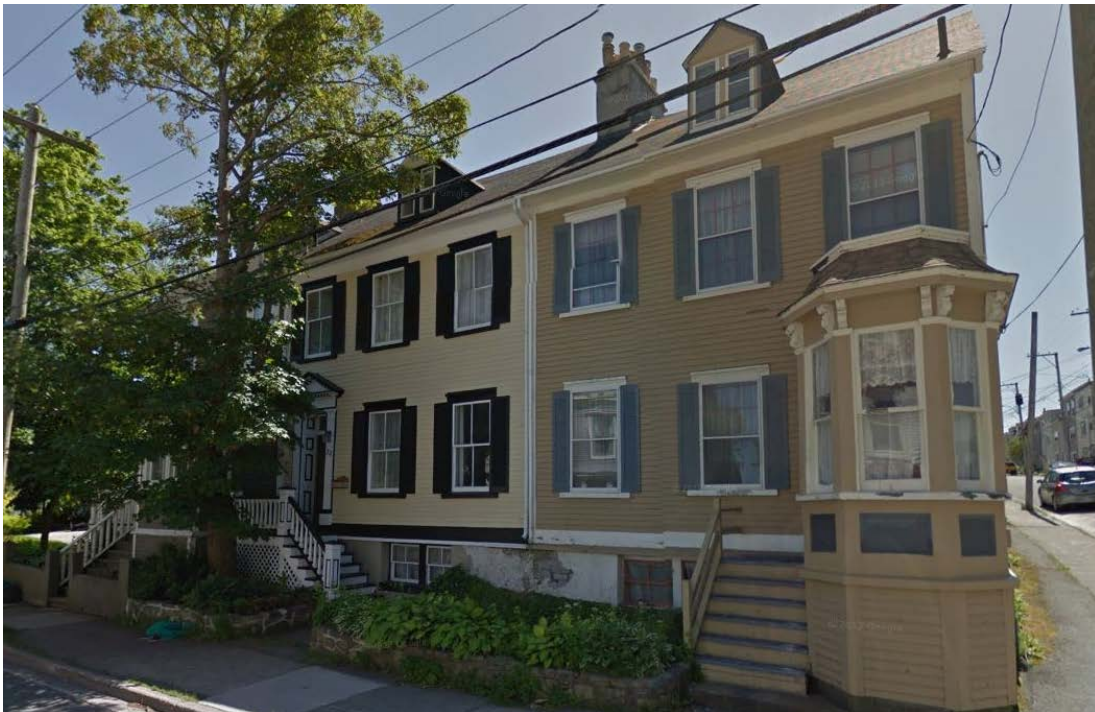
PROJECT: 8 KENNA'S HILL
ST. JOHNS, NL
PROPOSED SUNROOM
TITLE: CROSS SECTION

DATE	REVISED	BY
PROJECT NUMBER	A4	0



1 LEFT ELEVATION
A4 SCALE: 3/8" = 1' 0"

35 Monkstown Road



DEVELOPMENT PERMITS LIST
DEPARTMENT OF PLANNING, DEVELOPMENT AND ENGINEERING
FOR THE PERIOD OF October 9, 2014 TO October 16, 2014

Code	Applicant	Application	Location	Ward	Development Officer's Decision	Date
COM	Ron Fourgere Associates Ltd.	Office/ Warehouse Building	178 Major's Path	1	Approved	14-10-16

* Code Classification:
 RES - Residential
 COM - Commercial
 AG - Agriculture
 OT - Other

INST - Institutional
 IND - Industrial

** 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
Department of Planning

Building Permits List Council's October 20, 2014 Regular Meeting

Permits Issued: 2014/10/09 To 2014/10/15

Permits List

Class: Commercial

500 Topsail Rd	Co	Retail Store	
48 Allandale Rd	Sw	Communications Use	
59 Blackmarsh Rd	Ms	Office	
40 Hebron Way	Sn	Retail Store	
35 Hebron Way	Ms	Office	
2 Stavanger Dr	Sn	Service Station	
28 Stavanger Dr	Ms	Retail Store	
673 Topsail Rd	Ms	Commercial School	
192-194 Torbay Rd	Ms	Eating Establishment	
790 Kenmount Rd	Nc	Accessory Building	
6 Wood St	Co	Storage-Auxillary	
59 Harvey Rd	Cr	Eating Establishment	
115-119 Queen's Rd	Rn	Condominium	
650 Thorburn Rd-Cbc Tower Site	Nc	Accessory Building	
25 Hebron Way	Rn	Retail Store	
428 Empire Ave	Rn	Retail Store	
		This Week \$	632,500.00

Class: Industrial

This Week \$.00

Class: Government/Institutional

This Week \$.00

Class: Residential

8 Aldergrove Pl, Lot 251	Nc	Single Detached & Sub.Apt	
12 Appledore Pl	Nc	Fence	
14 Bartlett Pl	Nc	Accessory Building	
15a Bay Bulls Rd	Nc	Accessory Building	
5 Biscay Pl, Lot 25a	Nc	Single Detached & Sub.Apt	
21 Blue River Pl	Nc	Accessory Building	
139 Castle Bridge Dr	Nc	Fence	
45 Donovan's Road	Nc	Single Detached Dwelling	
100 Elizabeth Ave, Unit 801	Nc	Patio Deck	
190 Green Acre Dr	Nc	Fence	
29 Green Acre Dr	Nc	Accessory Building	
234 Hamilton Ave	Nc	Fence	
16 Heffernan's Line	Nc	Patio Deck	
34 Jennmar Cres	Nc	Accessory Building	
57 Jensen Camp Rd	Nc	Fence	
68-70 Lake View Dr	Nc	Accessory Building	
24 Meeker Pl	Nc	Accessory Building	
48a Quidi Vidi Village Rd	Nc	Single Detached Dwelling	

37 Rosalind St	Nc	Accessory Building
49 Savannah Park Dr	Nc	Accessory Building
27 Skanes Ave	Nc	Accessory Building
9 Tigress St, Lot 632	Nc	Single Detached & Sub.Apt
4 Westview Ave, Lot 2 Base Bld	Nc	Condominium
6 Westview Ave, Lot 3 Base Bldg	Nc	Condominium
8 Westview Ave, Lot 4, Base Bl	Nc	Condominium
10 Westview Ave, Lot 5, Base Bl	Nc	Condominium
12 Westview Ae, Lot 6, Base Blg	Nc	Condominium
21 Winthrop Pl	Nc	Accessory Building
24 Portugal Cove Rd	Co	Office
34 Alexander St	Rn	Semi-Detached Dwelling
15 Boncloddy St.	Rn	Single Detached Dwelling
132 Circular Rd	Rn	Single Detached Dwelling
28 Monkstown Rd	Rn	Single Detached Dwelling
45 Mullock St	Rn	Townhousing
241 Pennywell Rd	Rn	Single Detached Dwelling
96-98 Queen's Rd	Rn	Townhousing
163 Queen's Rd	Rn	Townhousing
34 Meadowbrook Park Rd	Sw	Single Detached Dwelling

This Week \$ 1,791,150.00

Class: Demolition

160 Patrick St	Dm	Semi-Detached Dwelling
5 Hallett Cres	Dm	Warehouse

This Week \$ 130,000.00

This Week's Total: \$ 2,553,650.00

Repair Permits Issued: 2014/10/09 To 2014/10/15 \$ 101,600.00

Legend

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

YEAR TO DATE COMPARISONS			
October 20, 2014			
TYPE	2013	2014	% VARIANCE (+/-)
Commercial	\$79,121,000.00	\$154,298,000.00	95
Industrial	\$131,000.00	\$125,300.00	-4
Government/Institutional	\$78,136,000.00	\$77,760,000.00	0
Residential	\$138,836,000.00	\$122,374,000.00	-12
Repairs	\$4,039,000.00	\$4,637,000.00	15
Housing Units (1 & 2 Family Dwellings)	392	277	
TOTAL	\$300,263,000.00	\$359,194,300.00	20

Respectfully Submitted,

Jason Sinyard, P. Eng., MBA
 Director of Planning & Development

MEMORANDUM

Weekly Payment Vouchers For The Week Ending October 15, 2014

Payroll

Public Works	\$ 394,638.72
Bi-Weekly Casual	\$ 19,968.66
Accounts Payable	\$ 5,770,560.96

Total: \$ 6,185,168.34

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
PETER'S AUTO WORKS INC.	73910	TOWING OF VEHICLES	\$800.00
ELECTRIC MOTOR & PUMP DIV.	73911	REPAIR PARTS	\$56,585.88
IRVING OIL MARKETING GP	73912	GASOLINE & DIESEL PURCHASES	\$13,322.21
HALIFAX SEED	73913	RED MOUND CLAY	\$2,622.15
BELL MOBILITY	73914	CELLULAR PHONE USAGE	\$61.77
BELL ALIANT	73915	TELEPHONE SERVICES	\$7,642.77
HARVEY'S TRAVEL AGENCY LTD.	73916	AIRFARE COSTS	\$1,567.91
GORDON BARNES	73917	PROFESSIONAL SERVICES	\$2,400.00
CARRICK ENGINEERING INC.,	73918	REFUND OVERPAYMENT OF TAXES	\$1,271.25
PUBLIC SERVICE CREDIT UNION	73919	PAYROLL DEDUCTIONS	\$8,049.77
CRANE, CRAIG	73920	AETNL MEMBERSHIP FEE	\$282.50
PF COLLINS CUSTOMS BROKER LTD	73921	DUTY AND TAXES	\$15,791.52
IMPRINT SPECIALTY PROMOTIONS LTD	73922	PROMOTIONAL ITEMS	\$3,290.16
ROYAL BANK VISA	73923	VISA PAYMENT	\$864.66
THYSSENKRUPP ELEVATOR	73924	ELEVATOR MAINTENANCE	\$282.50
THE TELEGRAM	73925	ADVERTISING	\$250.86
SIMPLEX GRINNELL	73926	PROFESSIONAL SERVICES	\$1,167.29
ORKIN CANADA	73927	PEST CONTROL	\$423.21
ORCA BOOK PUBLISHERS	73928	PROMOTIONAL ITEMS	\$173.20
CRUISE INDUSTRY NEWS NISSEN-LIE COMM. IN 841		ADVERTISING	\$6,523.93
M-B COMPANIES INC.	842	REPAIR PARTS	\$1,802.48
OFFICE OF WATER PROGRAMS	843	MANUALS/CDS/VIDEOS	\$206.72
NEWFOUND ROOFING LTD	73929	PROGRESS PAYMENT	\$70,274.70
FIRST CANADIAN GROUP LTD.	73930	PROGRESS PAYMENT	\$891,565.03
JJ MACKAY CANADA LTD.	73931	PARKING METER KEYS	\$11,206.67
BELL MOBILITY	73932	CELLULAR PHONE USAGE	\$184.27
RECEIVER GENERAL FOR CANADA	73933	PAYROLL DEDUCTIONS	\$518,862.10
RECEIVER GENERAL FOR CANADA	73934	PAYROLL DEDUCTIONS	\$156,013.11
ST. JOHN'S TRANSPORTATION COMMISSION	73935	CHARTER SERVICES	\$4,670.00
CLARKE, ELIZABETH	73936	CLASS 3 DRIVERS LICENCE	\$60.00
CBCL LIMITED	73937	PROFESSIONAL SERVICES	\$8,602.13
ROGERS BUSINESS SOLUTIONS	73938	DATA & USAGE CHARGES	\$17,842.70
NEWFOUNDLAND POWER	73939	ELECTRICAL SERVICES	\$47,432.21
ACKLANDS-GRAINER	73940	INDUSTRIAL SUPPLIES	\$1,268.99
ADVANTAGE SIGNS & GRAPHIC DESIGN LTD.	73941	SIGNAGE	\$126.56
MERCURY CUSTOM INTERIORS LTD	73942	PROFESSIONAL SERVICES	\$59.79

NAME	CHEQUE #	DESCRIPTION	AMOUNT
AIR COOLED ENGINE SERVICE LTD.	73943	REPAIR PARTS	\$415.62
PARDY'S WASTE MANAGEMENT	73944	WASTE DISPOSAL	\$846.94
ASHFORD SALES LTD.	73945	REPAIR PARTS	\$380.58
ATLANTIC OFFSHORE MEDICAL SERV	73946	MEDICAL SERVICES	\$904.00
ATLANTIC PURIFICATION SYSTEM LTD	73947	WATER PURIFICATION SUPPLIES	\$117.78
COSTCO WHOLESALE	73948	MISCELLANEOUS SUPPLIES	\$538.95
EASTERN HEALTH	73949	GOBUS ACCESSIBLE TRANSIT	\$6,690.43
KELLOWAY CONSTRUCTION LIMITED	73950	CLEANING SERVICES	\$21,652.38
RDM INDUSTRIAL LTD.	73951	INDUSTRIAL SUPPLIES	\$171.31
ROBERT BAIRD EQUIPMENT LTD.	73952	RENTAL OF EQUIPMENT	\$3,640.44
DF BARNES LIMITED	73953	FLAT BAR	\$35,861.25
HERCULES SLR INC.	73954	REPAIR PARTS	\$817.15
BATTLEFIELD EQUIP. RENTAL CORP	73955	REPAIR PARTS	\$3,527.48
STAPLES THE BUSINESS DEPOT - OLD PLACEN	73956	STATIONERY & OFFICE SUPPLIES	\$1,119.25
GRAND CONCOURSE AUTHORITY	73957	MAINTENANCE CONTRACTS	\$162,316.90
BELBIN'S GROCERY	73958	CATERING SERVICES	\$191.47
CABOT PEST CONTROL	73959	PEST CONTROL	\$1,344.70
TWIN CITIES IMAGING	73960	PROMOTIONAL MATERIALS	\$479.12
CUSTOM SYSTEMS ELECTRONICS LTD	73961	PROFESSIONAL SERVICES	\$11,366.51
BIDGOOD'S WHOLESALE LTD.	73962	REFRESHMENTS - OPENING OF BIDGOOD'S PARK	\$471.96
PIK-FAST EXPRESS INC.	73963	BOTTLED WATER	\$79.75
ROCKWATER PROFESSIONAL PRODUCT	73964	CHEMICALS	\$493.25
PROFESSIONAL PAVING LTD	73965	REFUND SECURITY DEPOSIT	\$2,000.00
ROYAL CANADIAN LEGION NEWFOUNDLAND & I	73966	WREATH	\$56.69
RBC INVESTOR SERVICES TRUST	73967	CUSTODY FEES	\$706.25
PARKINSON SOCIETY NL.	73968	TULIP BULBS	\$550.00
OVERHEAD DOORS NFLD LTD	73969	PROFESSIONAL SERVICES	\$3,314.75
TRACT CONSULTING INC	73970	PROFESSIONAL SERVICES	\$382.53
BRENKIR INDUSTRIAL SUPPLIES	73971	PROTECTIVE CLOTHING	\$1,071.08
ST. JOHN'S SENIOR SOCCER	73972	SPORTS GRANT	\$57,983.71
NEWFOUNDLAND & LABRADOR CONSTRUCTION	73973	REGISTRATION FEE	\$84.75
JLG TRANSPORTATION LTD.	73974	TAXI SERVICES	\$27.75
OFFICEMAX GRAND & TOY	73975	OFFICE SUPPLIES	\$551.78
SPECTRUM INVESTIGATION & SECURITY 1998 L	73976	SECURITY SERVICES	\$5,117.18
BDI CANADA INC	73977	REPAIR PARTS	\$215.15
CO-OP FEEDS/COUNTRY RIBBON INC FEEDS DI	73978	DUCK FEED	\$253.70

NAME	CHEQUE #	DESCRIPTION	AMOUNT
AMEC EARTH & ENVIRONMENTAL	73979	WEATHER REPORTS	\$11,257.07
ATLANTIC TRAILER & EQUIPMENT	73980	REPAIR PARTS	\$367.20
SPARTAN ATHLETIC PRODUCTS	73981	SPORTING SUPPLIES	\$135.60
TRIWARE TECHNOLOGIES INC.	73982	COMPUTER EQUIPMENT	\$4,456.72
NEW WORLD FITNESS	73983	MEMBERSHIP DUES FOR FIREFIGHTERS	\$243.94
CBS RENTALS LTD.	73984	RENTAL OF EQUIPMENT	\$406.80
ST. JOHN'S CLEAN & BEAUTIFUL	73985	TRAFFIC BOX ART PROGRAM	\$500.00
LIFE SAFETY SYSTEMS DIV. OF SAYERS & ASSC	73986	REPAIR PARTS	\$1,155.92
AEARO CANADA LIMITED	73987	PRESCRIPTION SAFETY GLASSES	\$2,387.15
CAMPBELL RENT ALLS LTD.	73988	HARDWARE SUPPLIES	\$47.46
CANADIAN CORPS COMMISSIONAIRES	73989	SECURITY SERVICES	\$6,973.17
AIR LIQUIDE CANADA INC.	73990	CHEMICALS AND WELDING PRODUCTS	\$19,497.70
CANAVAN'S AUTO APPRAISERS LTD.	73991	PROFESSIONAL SERVICES	\$602.67
HISCOCK'S SPRING SERVICE	73992	REPAIR PARTS	\$2,007.45
MILA FOODS INC.	73993	MEAL ALLOWANCES	\$180.85
BLUE WATER MARINE & EQUIPMENT	73994	REPAIR PARTS	\$75.60
NORTRAX CANADA INC.,	73995	REPAIR PARTS	\$4,093.38
NEWFOUNDLAND GLASS & SERVICE	73996	GLASS INSTALLATION	\$186.45
MAC TOOLS	73997	TOOLS	\$781.33
ALLAN MURPHY'S MOBILE WELDING SERVICES	73998	REPAIRS TO EQUIPMENT	\$248.60
NORTH ATLANTIC SUPPLIES INC.	73999	REPAIR PARTS	\$514.15
CBCL LIMITED	74000	PROFESSIONAL SERVICES	\$27,936.43
CLARKE'S TRUCKING & EXCAVATING	74001	GRAVEL	\$3,312.03
WAL-MART 3093-MERCHANT DRIVE	74002	MISCELLANEOUS SUPPLIES	\$249.33
COLONIAL GARAGE & DIST. LTD.	74003	AUTO PARTS	\$5,157.77
PETER'S AUTO WORKS INC.	74004	TOWING OF VEHICLES	\$1,759.40
CONSTRUCTION SIGNS LTD.	74005	SIGNAGE	\$10,522.84
CONTROLS & EQUIPMENT LTD.	74006	REPAIR PARTS	\$2,580.33
PRIME COMMUNICATIONS	74007	REFUND OVERPAYMENT OF TAXES	\$55.69
COUNTRY TRAILER SALES 1999 LTD	74008	REPAIR PARTS	\$781.28
MASK SECURITY INC.	74009	TRAFFIC CONTROL	\$2,443.32
IMAGE FUSION INC.	74010	SELF ADHESIVE FOAM	\$1,074.51
MAXXAM ANALYTICS INC.,	74011	WATER PURIFICATION SUPPLIES	\$101.42
JAMES G CRAWFORD LTD.	74012	PLUMBING SUPPLIES	\$462.77
CROSBIE INDUSTRIAL SERVICE LTD	74013	PROFESSIONAL SERVICES	\$52,348.43
HARTY'S INDUSTRIES	74014	PROFESSIONAL SERVICES	\$2,260.00

NAME	CHEQUE #	DESCRIPTION	AMOUNT
HEALTHQUEST INCORPORATED	74015	ORTHOPAEDIC FOOTWEAR	\$250.00
EASTERN DEMOLITION & RECYCLERS	74016	REFUND SECURITY DEPOSIT	\$7,500.00
CRAWFORD & COMPANY CANADA INC	74017	ADJUSTING FEES	\$594.00
DICKS & COMPANY LIMITED	74018	OFFICE SUPPLIES	\$15,795.68
WAJAX POWER SYSTEMS	74019	REPAIR PARTS	\$3,241.82
MIC MAC FIRE & SAFETY SOURCE	74020	REPAIR PARTS	\$730.13
EAST COAST HYDRAULICS	74021	REPAIR PARTS	\$65.30
REEFER REPAIR SERVICES LTD.	74022	REPAIR PARTS	\$5,969.55
DOMINION RECYCLING LTD.	74023	PIPE	\$720.55
THYSSENKRUPP ELEVATOR	74024	ELEVATOR MAINTENANCE	\$1,858.86
CANADIAN TIRE CORP.-KELSEY DR.	74025	MISCELLANEOUS SUPPLIES	\$575.57
JAMES R EALES EQUIP RENTAL LTD	74026	RENTAL OF EQUIPMENT	\$1,762.80
EASTERN AUDIO LTD.	74027	AUDIO EQUIPMENT	\$1,304.02
EAST CHEM INC.	74028	CHEMICALS	\$113.00
EASTERN TURF PRODUCTS	74029	REPAIR PARTS	\$229.63
ELECTROMEGA LTD.	74030	REPAIR PARTS	\$627.10
ELECTRONIC CENTER LIMITED	74031	ELECTRONIC SUPPLIES	\$26.67
ENTERPRISE RENT A CAR	74032	RENTAL OF VEHICLES	\$1,440.75
ENVIROMED ANALYTICAL INC.	74033	REPAIR PARTS AND LABOUR	\$141.25
THE TELEGRAM	74034	ADVERTISING	\$11,673.27
EXECUTIVE COFFEE SERVICES LTD.	74035	COFFEE SUPPLIES	\$282.49
FACTORY FOOTWEAR OUTLET LTD.	74036	PROTECTIVE FOOTWEAR	\$451.98
DOMINION STORE 935	74037	MISCELLANEOUS SUPPLIES	\$345.50
EMERGENCY REPAIR LIMITED	74038	AUTO PARTS AND LABOUR	\$11,008.37
OMB PARTS & INDUSTRIAL INC.	74039	REPAIR PARTS	\$981.61
FRESHWATER AUTO CENTRE LTD.	74040	AUTO PARTS/MAINTENANCE	\$5,045.29
ABSTRACT & AUXILIARY SERVICES	74041	TITLE SEARCH	\$1,231.50
PRINCESS AUTO	74042	MISCELLANEOUS ITEMS	\$625.31
IMPACT SIGNS AND GRAPHICS	74043	SIGNAGE	\$62.15
C.B.J. ENTERPRISES INC. (STOGGERS PIZZA)	74044	MEAL ALLOWANCES	\$460.64
GLOBALSTAR CANADA SATELLITE CO	74045	SATELLITE PHONES	\$112.95
STELLAR INDUSTRIAL SALES LTD.	74046	INDUSTRIAL SUPPLIES	\$942.14
ENTERPRISE RENT-A-CAR	74047	RENTAL OF VEHICLES	\$14,407.50
NEWALTA CORPORATION	74048	PROFESSIONAL SERVICES	\$19,650.24
PROVINCIAL FENCE PRODUCTS	74049	FENCING MATERIALS	\$2,308.56
PENNEY'S HOLDINGS LIMITED	74050	PROFESSIONAL SERVICES	\$11,300.00

NAME	CHEQUE #	DESCRIPTION	AMOUNT
HARRIS & ROOME SUPPLY LIMITED	74051	ELECTRICAL SUPPLIES	\$508.71
HARVEY & COMPANY LIMITED	74052	REPAIR PARTS	\$11,408.28
HARVEY'S OIL LTD.	74053	PETROLEUM PRODUCTS	\$107,380.24
GRAYMONT (NB) INC.,	74054	HYDRATED LIME	\$20,690.27
A TASTE OF CLASS INC	74055	LUNCHEON	\$4,190.89
CORPUS CHRISTI PARISH	74056	FACILITY RENTAL	\$6,880.00
BELL DISTRIBUTION INC.,	74057	CELL PHONES & ACCESSORIES	\$1,277.91
HISCOCK RENTALS & SALES INC.	74058	HARDWARE SUPPLIES	\$1,390.79
TRIPLE A EXCAVATING	74059	REFUND SECURITY DEPOSIT	\$1,500.00
HOLDEN'S TRANSPORT LTD.	74060	RENTAL OF EQUIPMENT	\$2,276.95
FLEET READY LTD.	74061	REPAIR PARTS	\$566.65
ASHLEY FELTHAM SCHOOL OF DANCE INC.	74062	REAL PROGRAM	\$1,078.02
SOURCE ATLANTIC INDUSTRIAL DISTRIBUTION	74063	REPAIR PARTS	\$1,006.27
CAR GUYS APPEARANCE CENTER INC.	74064	AUTO CLEANING	\$2,675.44
NL NEWS NOW INC.	74065	ADVERTISING	\$286.15
ON GRADE (NL) INC.,	74066	SURVEY EQUIPMENT	\$434.88
PENNECON ENERGY TECHNICAL SERVICE	74067	PROFESSIONAL SERVICES	\$6,517.28
IBM CANADA LTD.	74068	COMPUTER EQUIPMENT	\$729.98
SPARTAN INDUSTRIAL MARINE	74069	SAFETY SUPPLIES	\$158.20
PINNACLE ENGINEERING LTD.	74070	PROFESSIONAL SERVICES	\$9,605.00
IDEXX LABORATORIES	74071	VETERINARY SUPPLIES	\$466.80
KEAN'S PUMP SHOP LTD.	74072	REPAIR PARTS	\$218.06
WORK AUTHORITY	74073	PROTECTIVE CLOTHING	\$475.64
SAFETY-FIRST	74074	PROFESSIONAL SERVICES	\$913.61
UNIVERSAL HELICOPTERS NFLD. LTD.	74075	PROFESSIONAL SERVICES	\$8,695.01
DILLON CONSULTING LTD.	74076	CONSULTING SERVICES	\$3,554.73
ATLANTICA MECHANICAL SERVICES	74077	PROFESSIONAL SERVICES	\$2,384.98
ACE INDUSTRIAL SUPPLIES LTD.	74078	CLEANING SUPPLIES	\$39.60
DATARITE.COM	74079	STATIONERY & OFFICE SUPPLIES	\$84.75
PRO FLEET CARE	74080	PROFESSIONAL SERVICES	\$6,746.10
LAWLOR'S TROPHIES & ENGRAVING LTD	74081	BRASS PLATES	\$355.20
OPEN COMMUNICATIONS	74082	ADVERTISING	\$7,865.93
PURE TECHNOLOGIES	74083	PROFESSIONAL SERVICES	\$441,378.00
CANADIAN AV INC.,	74084	REPAIR PARTS	\$1,233.85
MARK'S WORK WEARHOUSE	74085	PROTECTIVE CLOTHING	\$282.50
JT MARTIN & SONS LTD.	74086	HARDWARE SUPPLIES	\$355.95

NAME	CHEQUE #	DESCRIPTION	AMOUNT
METFAB LTD.	74087	REPAIR PARTS	\$152,716.11
MIKAN INC.	74088	LABORATORY SUPPLIES	\$2,991.57
WAJAX INDUSTRIAL COMPONENTS	74089	REPAIR PARTS	\$653.89
NU-WAY EQUIPMENT RENTALS	74090	RENTAL OF EQUIPMENT	\$14,595.08
NEWFOUNDLAND DISTRIBUTORS LTD.	74091	INDUSTRIAL SUPPLIES	\$297.75
NEWFOUNDLAND DESIGN ASSOCIATES	74092	PROFESSIONAL SERVICES	\$37,186.15
TOROMONT CAT	74093	AUTO PARTS	\$1,118.72
ORNAMENTAL CONCRETE LTD.	74094	CONCRETE/CEMENT	\$56.10
PBA INDUSTRIAL SUPPLIES LTD.	74095	INDUSTRIAL SUPPLIES	\$36.17
PERIDOT SALES LTD.	74096	REPAIR PARTS	\$595.16
THE HUB	74097	MEAL ALLOWANCES	\$735.63
POLAR FARMS LIMITED	74098	KENTUCKY BLUEGRASS SOD	\$393.60
K & D PRATT LTD.	74099	REPAIR PARTS AND CHEMICALS	\$322.05
PROFESSIONAL UNIFORMS & MATS INC.	74100	PROTECTIVE CLOTHING	\$315.83
NAPA ST. JOHN'S 371	74101	AUTO PARTS	\$2,224.00
RW PARROTT SIGNS LIMITED	74102	SIGNAGE	\$65.20
ST. JOHN'S TRANSPORTATION COMMISSION	74103	GOBUS SOFTWARE SUPPORT & MAINTENANCE	\$3,839.50
BIG ERICS INC	74104	SANITARY SUPPLIES	\$108.75
SAUNDERS EQUIPMENT LIMITED	74105	REPAIR PARTS	\$6,237.13
SANSOM EQUIPMENT LTD.	74106	REPAIR PARTS	\$1,005.46
STRONGCO	74107	REPAIR PARTS	\$6,663.77
STEELFAB INDUSTRIES LTD.	74108	STEEL	\$84.75
AETTNL	74109	MEMBERSHIP RENEWALS	\$1,356.00
PAINT SHOP-TOPSAIL DECOR	74110	PAINT SUPPLIES	\$20.32
TRACTION DIV OF UAP	74111	REPAIR PARTS	\$3,464.79
TULKS GLASS & KEY SHOP LTD.	74112	PROFESSIONAL SERVICES	\$271.09
FJ WADDEN & SONS LTD.	74113	SANITARY SUPPLIES	\$240.01
CANSEL WADE	74114	PROFESSIONAL SERVICES	\$37,798.50
WATERWORKS SUPPLIES DIV OF EMCO LTD	74115	REPAIR PARTS	\$2,993.71
WEIRS CONSTRUCTION LTD.	74116	ROAD GRAVEL	\$9,881.48
CONNIE PARSONS SCHOOL OF DANCE	74117	REAL PROGRAM	\$2,658.60
MOUNT PEARL SCHOOL OF DANCE	74118	REAL PROGRAM	\$1,578.56
BLIZZARD DOGS	74119	REAL PROGRAM	\$1,412.50
GIRL GUIDES OF CANADA	74120	REAL PROGRAM	\$736.69
MECHANICAL COMPONENTS LTD.	74121	REPAIR PART	\$593.25
NICKEL INDEPENDENT FILM FESTIVAL	74122	SPECIAL EVENTS HOLDBACK	\$600.00

NAME	CHEQUE #	DESCRIPTION	AMOUNT
MAX ARTS ATHLETICS WELLNESS	74123	REAL PROGRAM	\$968.13
DR. ROBERT WOODLAND	74124	MEDICAL EXAMINATION	\$20.00
DR. ELIZABETH CALLAHAN	74125	MEDICAL EXAMINATION	\$20.00
THE LEYTON GALLERY OF FINE ART	74126	ART PROCUREMENT PROGRAM	\$4,125.75
SKYMARK CONTRACTING LTD.	74127	REFUND SECURITY DEPOSIT	\$4,000.00
BELL MOBILITY INC. RADIO DIVISION	74128	MAINTENANCE CHARGES & REPAIRS	\$550.70
STANLEY N. CLINTON, MCIP	74129	PROFESSIONAL SERVICES	\$480.00
DR. CYRIL RICHE	74130	MEDICAL EXAMINATION	\$20.00
COBALT PROPERTIES LIMITED	74131	REFUND SECURITY DEPOSIT	\$17,000.00
HALLEY, DR. KATHLEEN	74132	MEDICAL EXAMINATION	\$20.00
MOTOR REGISTRATION DIVISION	74133	DRIVING TEST (5)	\$500.00
DR. PAULA WALSH	74134	MEDICAL EXAMINATION	\$20.00
PAM MOULAND	74135	RECREATION PROGRAM REFUND	\$20.00
J SUTTON COMMUNICATION INC.	74136	IWALK POSTERS	\$94.92
MARGARET WALSH BEST	74137	PROFESSIONAL SERVICES	\$481.00
THE DANCE ACADEMY INC.	74138	REAL PROGRAM	\$530.48
KENMOUNT PIZZA INC.	74139	MEAL ALLOWANCE	\$243.34
SNOWIE NEWFOUNDLAND	74140	REFUND TEMP MOBILE VENDING LICENSE	\$200.00
MARY BROWN'S	74141	MEAL ALLOWANCES	\$130.23
LINDA SLANEY	74142	REFUND BUILDING PERMIT	\$33.75
HOMEWEST CONSTRUCTION LTD.	74143	LEGAL CLAIM	\$395.01
BRYANT LAW OFFICE	74144	REFUND OVERPAYMENT OF TAXES	\$500.00
MICHAEL & STEPHANIE EDWARDS	74145	REFUND OCCUPANCY PERMIT	\$2,000.00
SUSAN ROBERTS	74146	REFUND WATER ON/OFF PERMIT	\$50.00
BRIAN CALLAHAN	74147	RECREATION PROGRAM REFUND	\$120.00
PAUL GOSSE	74148	REFUND TEMP MOBILE VENDING LICENSE	\$200.00
BARBARA LAWLOR	74149	REFUND OVERPAYMENT OF TAXES	\$1,665.96
CIBC	74150	REFUND OVERPAYMENT OF TAXES	\$1,929.87
ANDY & GLENDA AVERY	74151	REFUND OVERPAYMENT OF TAXES	\$1,288.41
PAUL MURPHY	74152	REFUND OVERPAYMENT OF TAXES	\$82.68
CORNER POCKET BILLIARD SERVICES	74153	RECREATION SUPPLIES - SOUTHLANDS	\$3,344.79
ROBYN DRODGE	74154	RECREATION PROGRAM REFUND	\$27.50
DAVID HALLIDAY	74155	REFUND ADOPTION FEE	\$60.00
A.F. BRUCE LAW	74156	REFUND COMPLIANCE LETTER	\$150.00
THE ROYAL CANADIAN LEGION BRANCH 56	74157	RENTAL OF PROJECTOR	\$45.20
ROBERT KINSELLA & SHERRY MOORES	74158	REFUND OVERPAYMENT OF TAXES	\$200.83

NAME	CHEQUE #	DESCRIPTION	AMOUNT
RONALD & ROSALIE RYAN	74159	REFUND OVERPAYMENT OF TAXES	\$354.60
ALTUS GROUP	74160	PROFESSIONAL SERVICES	\$3,390.00
ROBERT, THERESA AND LARRY WALSH	74161	LEGAL CLAIM	\$2,770.27
ROBERT, THERESA AND LARRY WALSH & AVAL	74162	LEGAL CLAIM	\$17,630.41
WILLIAM BYRD	74163	REFUND TEMPORARY OCC PERMIT	\$1,000.00
HAYWARD, ELIZABETH	74164	PURCHASE OF SUPPLIES	\$118.09
WILLIAMS, KEITH	74165	REFUND AETNL MEMBERSHIP & EXAM FEE	\$282.50
O'CONNELL, BRENDAN	74166	PURCHASE OF IPAD KEYBOARD	\$114.18
HAYWARD, SARAH	74167	HRPNL MEMBERSHIP RENEWAL	\$60.00
JANES, SEAN	74168	PURCHASE OF BLACK TONER - AUDIT DEPT.	\$112.99
KRISTA BABIJ	74169	MILEAGE	\$66.43
LORI FOOTE	74170	REIMBURSEMENT FOR SUPPLIES & MEALS	\$364.50
MCLOUGHLAN SUPPLIES LTD.	74171	ELECTRICAL SUPPLIES	\$3,247.42
CROWN CONTRACTING INC.,	74172	PROGRESS PAYMENTS	\$32,903.45
MAGNA CONTRACTING & MANAGEMENT	74173	PROGRESS PAYMENTS	\$375,460.04
NEWFOUND ROOFING LTD	74174	PROGRESS PAYMENTS	\$25,153.80
INFINITY CONSTRUCTION	74175	PROGRESS PAYMENTS	\$2,679.24
MODERN HEAVY CIVIL LIMITED	74176	PROGRESS PAYMENTS	\$72,566.72
RAILWAY COASTAL MUSEUM	74177	REPLENISH PETTY CASH	\$443.85
PYRAMID CONSTRUCTION LIMITED	74178	PROGRESS PAYMENTS	\$1,246,345.69
SMITH STOCKLEY LTD.	74179	PLUMBING SUPPLIES	\$45.71
50808 NEWFOUNDLAND & LABRADOR LTD.	74180	REFUND SECURITY DEPOSIT	\$17,500.00
SUSAN HEFFERNAN	74181	REFUND SECURITY DEPOSIT	\$1,500.00
MERCER, PETER	74182	TRAVEL REIMBURSEMENT	\$1,635.89
CAREW SERVICES LTD.	74183	PROGRESS PAYMENTS	\$64,491.53
NEWFOUNDLAND EXCHEQUER ACCOUNT	74184	REGISTRATION OF EASEMENT	\$124.80
CLARKE'S TRUCKING & EXCAVATING	74185	PROGRESS PAYMENTS	\$214,309.26
RICK MAGILL	74186	CLEANING SERVICES	\$80.00
DARLENE SHARPE	74187	CLEANING SERVICES	\$600.00
BRINK'S CANADA LIMITED	74188	DELIVERY SERVICES	\$6,084.00
NEWFOUND CONSTRUCTION LTD.	74189	PROGRESS PAYMENTS	\$215,032.82
SCMA	74190	WORKSHOP FEE	\$819.25
Total:			\$5,770,560.96

MEMORANDUM

Date: October 14, 2014

To: Mr. Kevin Breen, Mr. Rick Squires, Ms. Elaine Henley

From: John Hamilton – Senior Buyer

Re: Council Approval Tender 2014088 Supply and Install Culverts

The results of Tender 2014088 Supply and Install Culverts is as follows:

	Section "A"	Section "B"
Greenwood Services	\$ 69,120.00	\$ 82,339.00
Greenslades Construction	\$ 64,500.00	\$ 139,000.00
Pyramid Construction	\$ 75,000.00	\$ 134,000.00
Infinity Construction	\$ 128,750.00	\$ 145,000.00
Hubert Murphy Ltd.	\$ 158,340.00	\$ 149,049.00

The lowest bidder for section "A" is Greenslades Construction \$ 64,500.00 and section "B" Greenwood Services \$ 82,339.00.

It is recommended to award this Section "A" of this tender to Greenslades Construction \$ 64,500.00 and Section "B" to Greenwood Services \$ 82,339.00 for Supply and Install Culverts the lowest bidders per section that fully meets specification, as per the Public Tendering Act.

Taxes (HST) extra to price quoted

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: October 16, 2014

To: Mr. Kevin Breen, Mr. Rick Squires, Ms. Elaine Henley

From: John Hamilton – Senior Buyer

Re: Council Approval Tender 2014090 Snow Clearing Streets and Lanes

The results of Tender 2014090 Snow Clearing Streets and Lanes is as follows:

	Section "A" West	Section "B" East
Arianna Construction	\$ 24,998.00	\$ No Bid
Mercers Paving	\$ 28,269.00	\$ 39,800.00
Kelloway Investments	\$ 146,664.00	\$ 97,776.00
South PawTransport	\$ 20,796.30	\$ No Bid
Pyramid Construction	\$ No Bid	\$ 44,000.00
Stamps Sod and Landscaping	\$ disqualified	\$ No Bid
Greenwood Services	\$ 110,000.00	\$ 65,000.00

The lowest bidder for section "A" is **South PawTransport \$ 20,796.30** and section "B" **Mercers Paving \$ 39,800.00**.

It is recommended to award section "A" to **South PawTransport \$ 20,796.30** and section "B" **Mercers Paving \$ 39,800.00** for Tender 2014090 Snow Clearing Streets and Lanes the lowest qualified bidders that meet specification, as per the Public Tendering Act.

Taxes (HST) extra to price quoted

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: October 16, 2014
To: Mr. Kevin Breen, Mr. Rick Squires, Ms. Elaine Henley
From: John Hamilton – Senior Buyer
Re: Council Approval Tender 2014091 Supply Mobile Litter Fencing (RHB)

The results of Tender 2014091 Supply Mobile Litter Fencing (RHB) is as follows:

The lowest qualified bidder is Provincial Fence \$ 10,850.00 each section the tender is for 20 sections for a total of \$ 217,000.00.

It is recommended to award Tender 2014091 Supply Mobile Litter Fencing (RHB) to the lowest qualified bidder that met specification, Provincial Fence as per the Public Tendering Act.

Taxes (HST) extra to price quoted

John Hamilton
Senior Buyer

ST. JOHN'S

MEMORANDUM

Date: October 16, 2014

To: His Worship the Mayor and Members of Council

From: Dave Lane, Councillor at Large

Re: Engage! St. John's Task Force Report

Nearly a year ago, the City of St. John's undertook to develop a new framework for public engagement for the City.

To create that framework, I worked closely with the City's Office of Strategy and Engagement. There were a number of pieces of work completed to arrive at this point:

- There was an internal review to determine what we currently do in the area of public engagement and what we could do differently.
- A jurisdictional review was completed to look at what other cities are doing in the area of public engagement and what is working well for them and what they have learned.
- We created the Engage! St. John's Task Force, which I chaired, comprised of 25 citizen-at-large representatives and organizations, to help shape the policy direction for the framework and identify tools and techniques for public engagement that could work for St. John's. Task Force members also consulted with their peers and networks to inform the discussion.

Enclosed is the Engage! St. John's Task Force Report. It includes a new policy direction for the City for public engagement which is based on the International Association for Public Participation values and is built around four principles: commitment, accountability, clear and timely communication and inclusiveness. It also includes a planning and implementing engagement strategy "how to" for staff which will be shared internally in the coming months.

Additionally, there are a number of recommendations that support such things as:

- engagement for development,
- communication and engagement, e.g., websites, portals and social media
- capacity-building for engagement, i.e., providing the foundations and tools for engagement
- neighbourhood associations and partners and the role they can play.

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

This report provides a starting point for trying a new approach to public engagement, one that facilitates dialogue with the right people, using the right tools and at the right time on subject areas of mutual interest.

I am seeking concurrence to proceed with the recommendations as outlined in the report and to adopt the policy.

Dave Lane,
Councillor at Large
Chair, Engage! Task Force

DRAFT Report
Engage! St. John's Task Force
October 2014

Prepared by the Office of Strategy and Engagement



ST. JOHN'S

Table of Contents

Executive summary	3
Proposed timeframe	4
Background information	5
Cities and public engagement	
City of St. John’s restructuring	
Creating a framework	
Task force	
Task force methodology	
Review of other jurisdictions	8
Principles and policy	10
Key themes and recommendations	10
Theme 1 – Engagement around development – before, during and after	
Theme 2 – Effective online engagement: web, portals and social media	
Theme 3 – Increasing the effectiveness of existing city engagement tools	
Theme 4 – Building capacity for engagement in the community	
Theme 5 – Developing and demonstrating a culture of engagement	
Conclusion	19
Appendices	20
Appendix 1 – Scoping document	
Appendix 2 – Presentation of internal review and best practices	
Appendix 3 – “How to” tool for staff	
Appendix 4 – Engage! St. John’s Task Force Terms of Reference	
Appendix 5 – Engage! St. John’s Task Force membership	
Appendix 6 – Update to Economic Development, Tourism and Public Engagement Standing Committee, May 14, 2014	
Appendix 7 – International Association for Public Participation core values	
Appendix 8 – Engage! policy with principles	

Executive summary

Today's cities and other public organizations are incorporating public engagement into their way of doing business. Public engagement allows cities to work more collaboratively with their residents and establish processes for public input that help to inform the decision-making process. The City of St. John's created the Office of Strategy and Engagement (OSE) in 2013 to support the development of a corporate approach to its public engagement work. Based on its mandate, the OSE has undertaken a significant piece of work to determine how the City of John's can effectively incorporate public engagement into the city's culture.

Background information

Following the City's restructuring exercise in 2013, the Office of Strategy and Engagement was established. With a view to enhance client service and build effective corporate strategy, the OSE mandate includes the development of public engagement strategies. Since November 2013, the OSE has been working with the Co-Chair of the City's Standing Committee on Economic Development, Tourism and Public Engagement to help shape a framework for public engagement for the City. An internal review was first conducted to ascertain the current practice of public engagement within the city corporation and to identify areas for enhancement. The establishment of the Engage! St. John's Task Force in April 2014 brought together 25 organizational and citizen-at-large representatives to help shape the city's policy direction for public engagement and identify tools and techniques that could support an engaged city.

Review of other jurisdictions

One of the aspects of the internal review, which was further supported through the work of the Task Force, was a jurisdictional review of best practices in public engagement. As an emerging practice, public engagement is being used effectively to help shape policy and program decisions in a variety of municipalities and effectively supporting the decision-making process where appropriate.

Principles and policy

The Engage! St. John's Task Force was able to hone in on the municipalities that were working within effective public engagement frameworks and noted that they had guiding principles and policies that governed their work. Additionally, most of them were working within the values of the International Association for Public Participation (IAP2) found in Appendix 7. As a result, the Task Force developed four key principles: Commitment; Accountability; Clear and Timely Communication; and Inclusiveness. These principles helped to shape the structure of the draft public engagement policy which captures everything from roles and responsibilities to the continuum of decision making to be followed (Appendix 8).

Key themes and recommendations

Five key themes emerged from the work of the Task Force. These themes were reflective of the comments heard through the internal review as well. This report notes the themes, captures the key discussions and observations that took place around the themes, and provides recommendations to

ST. JOHN'S

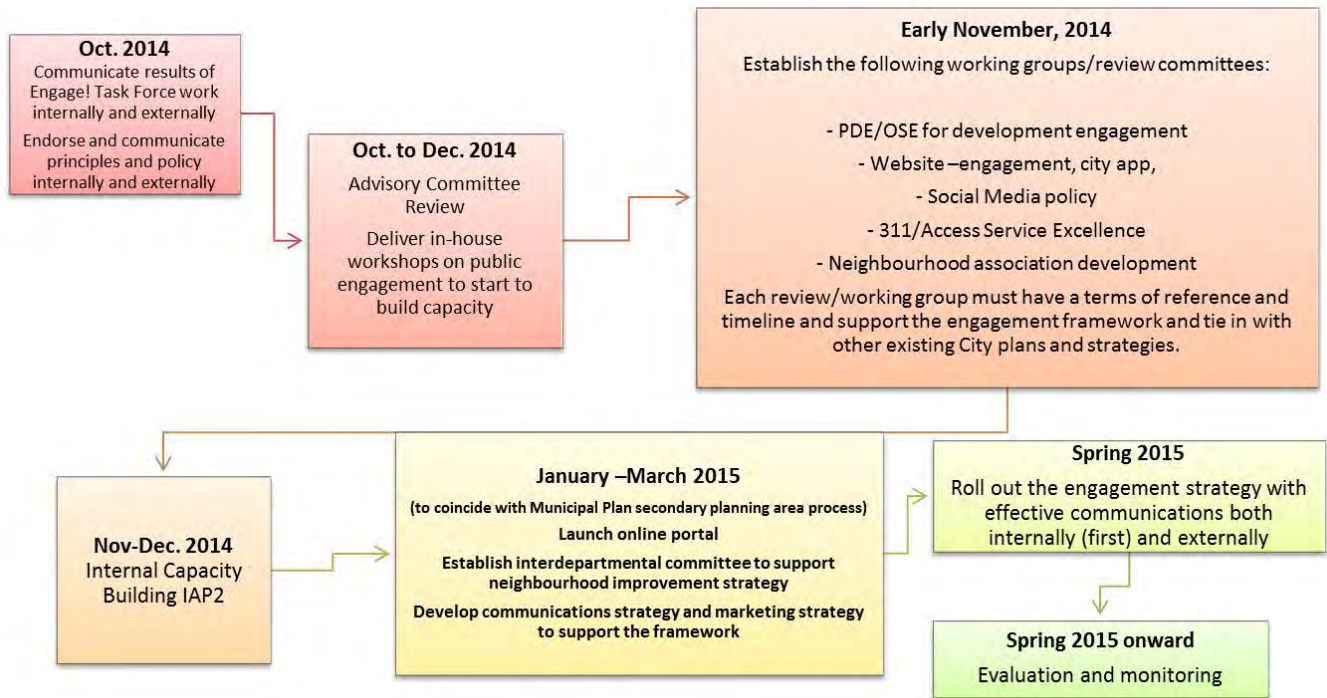
address the concerns noted. Some of these recommendations require further review or the establishment of internal working groups while others are “quick hits” that can be implemented right away. Many of the recommendations require budget considerations which have been noted where possible.

Themes

Engagement around development – before, during and after
Effective online engagement – web, portals and social media
Increasing the effectiveness of existing city engagement tools
Building capacity for engagement in the community
Developing and demonstrating a culture of engagement

Proposed timeframe

Should Council accept this report and its recommendations, the following time frame for implementation is suggested. Once other City departments have an opportunity to review the report, the time frames may require modifications.



Background information

Cities and public engagement

Today's democratic environments have increased pressures from their citizens to be more involved in decision-making processes and to be kept informed of decisions that will impact them. Additionally, research suggests that cities with effective public engagement processes develop plans, strategies, programs and policies that better meet the needs of their residents and key stakeholders which ultimately results in more satisfied residents and stakeholders.

Across the country, and around the world, more and more governments at all levels, and other public sector organizations, are turning to public engagement as a means of connecting to their citizens. Within the Newfoundland and Labrador context, both the Government of NL and Memorial University have created Offices of Public Engagement.

Public engagement is a term that can mean different things to different people and is often interchanged with public involvement, citizen engagement and public participation. While the accepted definition may vary among organizations, many are using some form of public engagement to create a two-way dialogue between themselves and their stakeholders that supports their decision-making process.

City of St. John's restructuring

In March 2013, the City of St. John's undertook a restructuring exercise as a service improvement initiative. The primary objectives of the restructuring were to realign the organization such that it could:

- identify and meet changing customer service expectations and improve service delivery;
- enable an increased focus on, and capacity to undertake, longer term strategic planning;
- identify and establish operational priorities and a related process to monitor progress towards achieving priorities; and
- undertake a review of, and propose revisions to, the Corporate Strategic Plan.

The restructuring resulted in the creation of the Office of Strategy & Engagement which has a focus on long-term strategic planning, citizen/stakeholder engagement and marketing and communications. On May 1, 2013, the new structure was announced through a news release stating that:

“The new structure also includes the creation of a new Office of Strategy and Engagement reporting directly to the City Manager. In addition to leading the strategic planning process, an engagement framework will be developed to improve internal and external communications and enhance the level of public engagement on City issues.”

ST. JOHN'S

Creating a framework

Internal review

On December 2, 2013, St. John's City Council approved a scoping document for the creation of a framework for public engagement within the City of St. John's which was recommended by the Economic Development, Tourism and Public Engagement Standing Committee on November 19, 2013. This document noted that the City's approach to public engagement must be "one that facilitates dialogue with the right people, using the right tools and at the right time on subject areas of mutual interest." It noted that "one size fits all" does not apply to public engagement. Instead, it must be guided by agreed upon principles and a continuum for decision making. This scoping document (Appendix 1) recommended the establishment of a task force as well as an internal review to help shape the appropriate approach.

Between November, 2013 and January, 2014, an internal review was carried out by the OSE. This involved a combination of one-on-one interviews with senior City staff and group discussions with managers across the organization. The purpose of these meetings was to ascertain the level of understanding and practice of current engagement activities as well as their current reach and effectiveness. While the internal review was being conducted, a review of other municipalities was also undertaken to identify emerging trends and best practices in public engagement that the City of St. John's could consider as part of its approach.¹ This presentation was shared with the Economic Development, Tourism and Public Engagement Standing Committee and tabled within the minutes at Council.

The internal findings demonstrated that new approaches to public engagement are needed and that staff are open to working within an agreed upon framework for public engagement. It was also clear that effective public engagement requires that staff be provided with the appropriate tools and training to better understand the public engagement process and how to effectively apply it. The Office of Strategy and Engagement has developed a "how to" conduct public engagement tool for staff which was tested with managers in early summer 2014 (Appendix 3). This tool will provide staff with a process they can follow to determine whether public engagement is required, the appropriate level of engagement, options to consider for engagement tools and activities and an engagement plan template. Additional recommendations for future training and development of staff to support public engagement are covered through this report as well.

Task force

Following the reviews noted above, the creation of the Engage! St. John's Task Force was recommended and approved unanimously by Council on February 24, 2014. It was the recommendation of the Office of Strategy and Engagement that a task force, comprised of a sample of the very stakeholders to be engaged, would add tremendous value to the development of a

¹ A power point presentation outlining the key findings of these reviews can be found in the Appendix 2.

framework. A variety of communications methods were used to invite applications to the task force and of the more than 70 individuals/groups who applied, 25 were selected by a committee of staff representing City departments, with support from the Co-Chair for the Economic Development, Tourism and Public Engagement Standing Committee who would become the chair of the Task Force. There were 15 organization/sectors represented and 10 citizen-at-large representatives, two from each ward. Terms of reference and membership for the task force can be found in Appendices 4 and 5.

The Engage! St. John's Task Force had a mandate to:

- review materials to better understand the public engagement process and best practices;
- develop a proposed public engagement policy document with guiding principles;
- identify effective engagement tools and approaches;
- present draft and final recommendations throughout the work to the Economic Development, Tourism and Public Engagement Standing Committee.

This report includes all aspects of the Task Force's work with recommendations that support the findings. This report is a first step in the creation of the City's new framework; there is still work to be done to develop a culture of engagement for the City and its citizens.

Task force methodology

Once task force members were selected they were invited to attend five meetings which were structured to achieve specific goals.



April 12, 2014

The first meeting provided participants with an opportunity to get to know one another, highlight why they had volunteered their time to participate, review the work that had already taken place as part of the internal review and to discuss public participation – what it is and is not -- and to start researching other municipalities to see how public engagement is being done.

May 3, 2014

The second meeting provided an opportunity to compare practices in public engagement from other municipalities, to look at what they had in common, and to determine if these best practices could be applicable to St. John's. This meeting also provided an opportunity to develop key themes which started to form the basis of principles and areas for further consideration. An update on the Task Force's work was prepared following this meeting and then shared with the Economic Development, Tourism and Public Engagement Standing Committee at their May 14, 2014 meeting (Appendix 6).

May 14, 2014

The third meeting provided Task Force members with an opportunity to identify ‘must haves’ for the public engagement principles and the structure of the principles document which was then drafted and shared for further refinement throughout the work.

May 20, 2014

The fourth meeting allowed for a discussion of the policy document and determination of the type of policy needed to support the principles. Participants helped to shape the structure and content of this document which was drafted and discussed throughout the work.

May 31, 2014

The final meeting provided an opportunity to delve into some key themes that had emerged over the course of the work and to generate ideas and suggestions that could address specific engagement activities. Recommendations follow from these discussions later in this document.

Community/Stakeholder small group discussions

Aside from the scheduled Task Force meetings, members were given a workbook to support small group discussions that would guide them as they conducted mini-engagement sessions with their organizations and communities. Several of the Task Force members arranged for sessions or gathered input electronically. Where relevant, input gathered from these sessions is reflected throughout this report. These reports have also been shared internally with relevant departments where appropriate.

Review of other jurisdictions

The Engage! St. John’s Task Force worked in small groups at two meetings to review the public engagement initiatives of a variety of other municipalities across the country and one in Scotland. These towns and cities were at various stages of their public engagement process development – some had detailed policy documents and frameworks while others had tools and mechanisms for engagement but did not have policies. The municipalities reviewed are noted to the right.

When reviewing these municipalities, task force members were asked to look for potential best practices in public engagement and more specifically:

- the types of issues/ideas that were being addressed through public engagement tools;
- the results being achieved;

Municipalities reviewed

- **Vancouver**
- **Kelowna**
- **Edmonton**
- **Calgary**
- **Guelph**
- **Burlington**
- **London**
- **Waterloo**
- **Winnipeg**
- **Sidney, B.C.**
- **Victoria**
- **Halifax**
- **Surrey**
- **Fort Saskatchewan**
- **Saskatoon**
- **Aberdeen, Scotland**

ST. JOHN'S

- any challenges being encountered in the use of public engagement;
- costs associated with it; and
- how stakeholders were being identified.

Additionally, Task Force members considered the best practices and their relevance to the City of St. John's. Key public engagement practices identified through the jurisdictional review noted for the City of St. John's for consideration included:

Partnerships

- The Task Force noted that some municipalities had established relationships with their universities specific to public engagement goals. It was believed that these relationships would lead to opportunities to tap into talent and knowledge within the university environment to find solutions to common problems – collaborative problem solving – as well as create opportunities to build public engagement capacity in the community.

Website and open communications

- Municipalities with perceived effective public engagement practices also had websites that were service/client oriented and information focused – designed with citizens in mind.
- Some municipalities also had “open” government policies that opened up information channels to enhance public trust and confidence.

Policy focused

- Municipalities doing public engagement tended to have engagement policies with clear purpose to guide their work. These policies identified their agreed upon continuum of engagement for decision making and considered such things as roles and responsibilities, principles, feedback loops, access, and evaluation.

Online portals

- Many municipalities reviewed were making effective use of online portals which provide unique opportunities to bring communities together to connect, share information and ideas, in a manner that cannot be achieved through social media or website. Online portals provide space for surveys, polls, idea generation and more with the added bonus of gathering demographic data on the users. This in turn helps to identify communications and engagement gaps. It was noted that portals should not replace in-person or other forms of engagement activity but be used to support them. Portals can be used for everything from one-off projects to larger visioning exercises. Reward systems can also be established through portals to incentivize participation.

A culture of engagement

- It was noted that many of the municipalities reviewed had made significant efforts to build a culture of engagement within their organizations as well as among the citizens and that staff were supported with tools to do their public engagement work.

ST. JOHN'S

Community capacity building

- The role of the “neighbourhood” as an engagement tool was noted. Neighbourhood-based engagement systems, i.e., associations and groups, were in place in several municipalities.
- Municipalities had community spaces for neighbourhoods to gather and dialogue.
- Municipalities had undertaken capacity building – within the community and within the City – to provide tools for people to better understand what public engagement is, how to do it, how to participate in it and its context in the decision-making process.

These identified public engagement practices were then used to help shape the conversation around principles and policy for the City of St. John’s. Additionally, a number of key themes coming out of these discussions formed the basis for table discussions at the Engage! St. John’s Task Force’s final meeting held on May 31, 2014.

Principles and Policy

As noted, it was the view of the Task Force members that effective public engagement is guided by agreed upon principles and a policy document. The process for developing guiding principles for the engagement framework involved a combination of reviewing other municipalities’ principles, reviewing the International Association for Public Participation Core Values (Appendix 7) and having focused small group, as well as, full group discussions within the task force meetings. There were several iterations of these principles with the result being four key ones:

- Commitment
- Accountability
- Clear and Timely Communication
- Inclusiveness

These are fully explained within the policy document in Appendix 8.

Additionally, Task Force members concurred that a policy document was necessary for the City to ensure accountability for public engagement and that the guiding principles be incorporated into that document. The Engage! Policy document outlines definitions, roles and responsibilities, the continuum of decision-making, as well as the goals to be achieved.

Key Themes and Recommendations

Following the discussions around best practices, principles and policy direction, and from the input generated from Task Force members’ own engagement activities, there were a number of themes that emerged requiring further discussion. These themes connected to the Task Force’s mandate around identification of the tools and techniques for public engagement that could be relevant for the City of St. John’s. Five themes were explored. These are reflected here with recommendations to be considered.



Theme 1

Engagement around development – before, during and after

During the Task Force's work there was a lot of discussion around the engagement process for development within the City and a general lack of awareness and/or understanding of the process for development overall. The Task Force noted that engagement around development needed to happen in a more holistic manner and not be tied to projects only. Looking at the recommendations below, a systematic approach to development engagement would result in increased dialogue and information sharing and provide better support to the development process. It was the Task's Force perspective that the following ideas would improve the development engagement process:

Prior to any development:

- In keeping with the view that neighbourhoods are the building blocks of cities and that neighbourhood associations can support engagement activities between residents and the City, it was suggested that annual updates about development be prepared and shared within neighbourhoods. A communications strategy would further define the breadth and scope of this work. (Note: this could support secondary planning area development plans coming out of Envision, the municipal plan.)
- It was agreed that the notification period for development projects could start earlier in the process to allow residents and other stakeholders an opportunity to understand the project fully and how it fits within the plan for a planning area. While the public meeting is the standard method for sharing information, it was noted that the City could use of a variety of communications and engagement tools to get information out to the public in a timely manner. In today's environment we can no longer rely on website and newspaper as the primary means of communication. This approach misses too many potential stakeholders.
- The City should review the language used in notifications to enhance understanding. Notifications need to use plain language where possible– what does the proposed development mean to me, the resident? And how does the proposed project fit in the municipal plan?
- Consider using community bulletin boards and existing City facilities/programs to promote/share information about development– especially for upcoming meetings.
- Erect signage on proposed development sites with QR codes and links to more information about the project which could be found on the City's website or new web portal.
- Connect with neighbourhood associations for dialogue about upcoming projects as part of annual updates.
- Reconsider the existing notification radius and have a policy that can be adapted based on the size and scope of the project. The larger the project or impact, the bigger the radius.
- Work with developers to draft a development process checklist that includes a clearly defined expectation for engagement based on the City's framework and that supports the Municipal Plan and the Urban and Rural Planning Act requirements.
- Increase public awareness of how the development process works by developing a communication piece for the public around it.

- Clearly articulate before the project, the type of engagement (i.e. purpose) to be undertaken based on the continuum of decision making and how the input will be used.

During development:

- Host development roundtables which include the developer, Council, and residents which are outside of the scope of typical public meetings – these are meant to create dialogue and shared understanding.
- Address the perceived imbalance in public meetings and facilitate them in a more welcoming format by potentially using internal or hired trained facilitators and paying attention to room set up and process design.
- Stream meetings online for those who cannot attend and post videos and archive them for those who are interested.
- Solicit feedback on the various engagement activities undertaken to gauge success and make adjustments where required.
- Provide online public engagement opportunities for stakeholders such as portals and social media.
- Provide effective visuals at meetings and online to demonstrate the proposed developments.

After (overall)

- Task Force members felt that the input the City receives throughout the engagement process should be shared through a feedback loop online prior to the decision going to Council. This would be in keeping with the proposed engagement policy included in this report.
- The City should clearly demonstrate how the input will be used in the spirit of public participation values. This must apply to development projects as well as other program, service and policy initiatives.
- There is a need for ongoing communication between the City and its residents as it relates to development plans – communication should clearly articulate proposed plans, their impact on neighbourhood(s) and overall value to the City and residents.

Recommendations:

Envision, which has as one of its strategic objectives specific references to engagement related to development, was shared with residents in the summer and early fall 2014. It is recommended that a working group be established - comprised of staff from Planning, Development and Engineering and the Office of Strategy and Engagement to consider the discussion outlined above and determine how it could be incorporated into a development engagement process which is in keeping with the proposed engagement policy and meets the needs of the municipal plan objectives.

Recommended immediate actions:

In the meantime, it is recommended that all notifications for public meetings/hearings be promoted through social media as well as existing channels in a timely manner and that minutes or notes from these sessions be posted for public viewing following the meetings, potentially prior to the information being posted in the Council agenda for the meeting where the decision will be made.

Theme 2

Effective online engagement: web, portals and social media

Throughout the review of best practices it was repeatedly noted that cities with the most effective public engagement processes had well developed websites and online portals that clearly communicated how one could be engaged, provided multiple tools for engagement and demonstrated their feedback loop as part of the engagement process. Key points raised in the discussion are organized below.

Website

It is the Task Force's view that the City's existing website is not fully meeting the information needs of the users and is perceived to be difficult to navigate. Suggestions for improvement included:

- More focused content such as tabs that lead to specific requests. For example, an "I want to..." pull down menu
- A better search function
- An option to search/find info based on who is looking, i.e. young people/students, seniors, newcomers, if possible
- Up-to-date online calendars that are inclusive of all activities taking place in the City/organized by the City
- Live streaming of council meetings and archives for past meetings
- A mobile app (that connects all front-face citizen contact and allows for input)
- A separate page for engagement that links from the main page to include everything from the City's policy direction on engagement to tools for involvement and clear directions on the variety of ways to engage
- Interactive City maps where residents can look up what's happening in their ward/neighbourhood such as new developments/improvements including opportunities for engagement and events.
- Use real photos and videos from the City – not stock photos – in general have more appealing visuals.
- Have a community group directory accessible from the City's page.

Recommendation:

The City's Office of Strategy and Engagement work with Information Services and others across the organization to create a new front face for the existing website which would address some of the issues noted above and develop a page specific to engagement that sits on the main page and links to a variety of tools such as an online portal. This work will require a scoping document and require budget considerations for 2015.

Portal

There was agreement amongst Task Force members that an online portal can be a useful tool for two-way engagement if it is used effectively. It is important to note that a portal does not replace ACCESS

online or 311. A portal would provide an opportunity to conduct polls/surveys, generate comments/ideas for specific projects, post ideas and connect to the community through a message board, provide input using budget calculators, and promote social media apps, link to calendars.

Recommendation:

It is recommended that the City outline its portal requirements and issue a Request for Proposals. The portal would link from the proposed engagement page of the website and be managed by the Office of Strategy and Engagement with capacity/training provided by the successful company. Overtime, other departments could be trained in the use of the portal for their engagement work. While several companies have been reviewed, two companies are recommended for consideration: Mind Mixer and Granicus. Each of these companies is working with municipalities across the country to support their online engagement needs. Budget considerations would be in the \$6,000 to \$10,000 per year range. That being said, Mindmixer provides significant discounts when contracting over multiple years. For example, a five-year commitment yields a 48% discount on the cost of the tool.

Social Media

Members of the Task Force agreed that social media must be maximized for its potential as a two-way communications and engagement channel. That being said, to become effective, there must be monitoring and capacity to do this and it must be clear to residents what will happen to their input. It was the view of the Task Force that the City needs to build more capacity for social media use across the organization as an engagement tool within the continuum of decision-making.

Recommendation:

The Office of Strategy and Engagement will review its existing social media policy to determine how it can be used to achieve better engagement results and consider social media in all engagement strategies.

Theme 3

Increasing the effectiveness of existing city engagement tools

During Task Force meetings there were often questions and discussions around existing forms of engagement within the City of St. John’s. Most often these discussions focused on the current state of the public meeting/hearing and its place in development (previously discussed) but there were also questions around entities such as the City’s advisory committees and other communications tools.

Advisory committees

Part of the discussion within the Task Force focused on the ways in which the City currently engages with the public and how to increase the effectiveness of these methods. Many Task Force members were unaware of the City’s advisory committees and the role they play and questioned how they fit within the current decision-making protocols as engagement tools. In fact, many felt that most of the advisory committees were rather low on the public engagement spectrum, their focus may be too narrow, and the terms of reference and appointment processes were unclear. It was suggested that the following points be taken into consideration:



- Make readily available details of the application process, who may apply and how people are selected.
- Clarify and communicate how the work of the committees feeds into the decision-making process – i.e. the continuum of engagement.
- Communicate publically the work of the committees (e.g. meeting minutes) to help clarify their role and effectiveness to the public.
- Consider additional committees, or broader citizen panels, which are open to all and encourage broader participation, to add value to the engagement framework.

Recommendation:

The City under take a detailed review of the role of advisory committees taking into consideration the Task Force’s concerns and suggestions above. As part of this review, the option of a citizen panel should be explored as an alternative and/or support to engagement. It is important to note that during the internal review component of this work, staff also indicated their concerns about the existing structure and format of advisory committees. There is also a current Council Directive which supports this recommendation.

311 and ACCESS Online

It was the Task Force’s perspective that 311 and Access online could benefit from a marketing campaign to better explain how they work. The question was asked: How can 311 better function as a “one-stop shopping” tool? The Task Force felt that 311 could play a role in engaging newcomers better. 311 operators are ambassadors for the City – they are the first point of contact for many and must represent the City accordingly regardless of the type of inquiry being received – service first. It was the perspective of the Task Force that 311 could enhance its service offerings.

Recommendation:

Set up a working group, in consultation with Community Services, to determine how to increase the “one-stop shopping” component of 311 and consider the implementation of a Service Excellence initiative that includes welcoming city/newcomer and engagement components.

Existing mail outs

Task Force members felt that existing “mail” coming from the City is not always clearly focused. The City needs better online tools and apps to connect with residents around programs and services and less reliance on paper.

Recommendation:

Develop a City app which links to online content. Several were noted throughout the best practice review which could be used as guides.

Public meetings

It was agreed that public meetings tend to happen in the context of development, are project specific and are often too late in the decision-making process. Discussions around how to improve the development process before and during the public meetings, and subsequent recommendations, have been captured in the Theme 1 section of this report.

Neighbourhood groups

Task Force members agreed that neighbourhood groups and associations can provide effective engagement connections and need to be better supported and listened to in the engagement context.

Recommendation:

Consider establishing neighbourhood associations/groups within the engagement framework with clearly defined terms of reference and tap into these groups as viable and reliable channels for effective two-way communication and engagement. Groups would require clear roles and responsibilities and be established to represent the whole of a neighbourhood. The City could support these groups with capacity building events and through information sharing activities such as annual forums. This should be considered in the context of the advisory committee review as well.

Theme 4

Building capacity for engagement in the community

One of the challenges discussed throughout the Task Force's work focused on how to build capacity within the community for effective public engagement. This was discussed in the context of internal and external capacity building. The Task Force noted that many municipalities had effective online tools and publications to explain the engagement process and their city's approach and posted their "How to conduct public engagement" manuals on their websites as well. These cities also exuded an engagement culture on their websites and in their communications materials. The following key points were noted for consideration by the City of St. John's:

- Citizens need to understand what public engagement means – the City needs to create and implement an "Engage 101" product and share this with residents.
- Community capacity building may be most effective at the community level through community-based organizations and neighbourhood associations and ambassadors.
- Public engagement needs to take on different forms depending on the demographics and other factors. Consider public engagement strategies for seniors, youth, nexters (19-35 year olds), persons with disabilities, etc... and consider all demographics and factors when deciding on engagement approaches for decisions that impact all.
- The City should think about establishing a Public Engagement Advisory Committee or Citizen Panel to support the establishment of the proposed framework – test ideas, provide feedback for the "before and after stages of engagement."
- The City should work to develop a helping/engaging culture – "how can we help?" The current complaints-based system does not support this culture.

- Partner with other organizations like post-secondary institutions, Office of Public Engagement with the Government of NL, to build capacity.
- People need to understand how the municipality functions – how decisions are made, how residents can play a role, role of Council, etc...
- The engagement feedback loop is essential in building capacity for engagement by creating trust in the community – people need to feel they are listened to and know what will happen with their input and why the decision is being made as it is.
- Task Force members questioned the role of advisory committees as engagement capacity builders. There are many people who want to be involved with the City who do not have an opportunity to do so because they have not been selected for a committee.

Recommendations:

- Connect capacity building to the other themes discussed particularly around the online engagement and existing engagement tools, i.e., website and community and neighbourhood groups.
- Develop Municipal Government 101 communications products which outline how decisions are made in the context of the decision-making engagement continuum. This could be an online tool and be made available to participants in engagement activities. Consider developing a municipal awareness campaign to support this initiative.
- Develop internal understanding and capacity by:
 - Inviting the International Association for Public Participation (IAP2) to conduct two- to three-hour Decision-Makers courses with senior staff and Council.
 - Inviting IAP2 to deliver Foundations and Techniques in public participation course for Office of Strategy and Engagement staff and other key City staff.
 - Continuing to build capacity internally with the in-house “how to” tool. Offer mini workshops to staff and managers using real life cases to increase awareness, understanding and application of public engagement policy, principles and “how to.”

Timing is critical to these recommendations. The internal capacity piece must be completed to ensure a comfort level with the proposed policy and to help shape the engagement culture within the organization. It is recommended that the capacity building training for Decision Makers and key staff take place in November 2014 or early 2015. There are three companies in Canada that supply the IAP2 training, none of which are located in the Atlantic region. Proposals have been received from each company and a budget to be considered for this training would be between \$20,000 and \$30,000. This would include the Decision-Makers course as well as the five-day Foundations and Techniques course for 20 to 25 people (which would be broken down into a three-day product and a two-day product). The City can offset the cost per person by opening up seats to outside groups and other municipalities with an interest in public participation. It is recommended that a company be chosen based on their availability for dates that work for the City since there is limited price differential between the three.

Theme 5

Developing and demonstrating a culture of engagement

Throughout the work of the Task Force it was noted that there is cynicism within the community about the City's current engagement practice and some members wondered if this would impact the outcome of the Task Force's report and recommendations. Therefore, it was suggested that when a new framework is implemented it must be accompanied by an implementation strategy which supports it – one that helps to develop and demonstrate a culture of engagement. This will include effective evaluation strategies to determine what's working and where adjustments would need to be made.

Much of the discussion around this theme has already been captured in previous sections. However a couple of key points are worth noting.

- Stakeholders must be able to see that the input they provide is being taken seriously, know what will happen to that input, and how it will be used in the decision making process, before the decision is made. It is also worth noting here that the “feeling” of involvement is as important as the act of being involved. This includes such things as recognition for submissions rather than simple acknowledgements, the tone and approach to meetings, and regular updates on projects that have engagement components through a variety of channels.
- Council members are ambassadors for a City that operates within a culture of engagement, as outlined in the policy document, so they can “walk the talk.”
- A communications strategy must accompany this framework and it must build relationships with media, and other partners who can be a part of the implementation of the framework.
- Consideration should be given to a grant program which allows for grassroots decision-making and incentives for participating in public engagement for neighbourhood improvement. This has been done effectively in other municipalities, i.e. [London's Strengthening Neighbourhoods Strategy](#) and the [City of Fort Saskatchewan's Neighbourhood Incentive Program](#) and should be considered in partnership with other City departments to support the municipal plan's goal for secondary planning in the 21 planning areas and the engagement framework overall.
- Additionally, consider providing small incentives/tokens for participating in online forums, etc... that can be redeemed for City programs and services. This could include such things as vouchers for Metro bus, swimming passes, etc... This demonstrates value for input.

Recommendations

- Develop evaluation methodology to support the new framework and provide updates on progress.
- Consider the establishment of a fund to support the Inclusiveness principle outlined in the policy. This would support such things as alternative formats for material, transportation support, onsite childcare and other access issues. This could be developed in partnership with community-based groups.

- Establish an interdepartmental committee which would connect the neighbourhood piece to the engagement process and consider the establishment of a neighbourhood improvement strategy similar to ones mentioned here and that supports the municipal plan's goals.
- Develop a comprehensive on-going communications strategy to support the City's new public engagement framework which highlights key deliverables and time lines.

Conclusion

There are a number of recommendations within this report that require discussions with other City departments to determine how they could be implemented, to confirm recommended time frames and detail the appropriate next steps. That being said, this report does provide the basis for the development of a framework. With the adoption of the policy which includes clearly articulated principles and the commencement of the internal capacity piece, an engagement strategy for the City can be established.

Appendices

Appendix 1

Scoping Document -- A Framework for Public Engagement in the City of St. John's

The City of St. John's is interested in building a new approach to public engagement – *one that facilitates dialogue with the right people, using the right tools, at the right time* on subject areas of mutual interest.

“One size fits all” does not apply to public engagement. Instead, public engagement is a systemic process, guided by agreed upon principles, and a continuum of decision making. To achieve success, the City must apply an agreed upon engagement framework consistently and employees using the framework must have a shared understanding of how it is applied. Engagement impacts the whole of the organization and the entire organization must be involved in establishing and using the framework. As well, it must have built in to its application, a means by which to measure success and learn from mistakes. There is a role for everyone in public engagement, from front-line service to Mayor.

The ultimate **goals** of any effective public engagement program include:

- Improving/informing decision making and programming;
- Creating space for ALL citizens to feel involved and listened to;
- Sharing information and welcoming different points of view;
- Generating new ideas and solutions that can be owned by the City and/or stakeholders;
- Building trust;
- Understanding the needs and priorities of the community.

Achieving these goals through public engagement can help the City:

- save time and effort on the back end of projects;
- avoid delays;
- manage expectations;
- inform spending in program areas.
-

Continuum of Engagement

Sharing Information	Consultation Involve - Collaborate		Active Participation Empower	
<i>Public engagement Building Blocks</i>				
Sharing information to build awareness	Testing ideas or concepts to build knowledge	Collaborating to build commitment	Sharing decision making to build ownership	Delegating decision making to build responsibility
<i>The purpose of this level of involvement is</i>				
To present information to the public about issues that may affect them.	To provide information and receive feedback or comment	To involve stakeholders in the development of solutions	To partner with stakeholders in the development of recommendations	To give stakeholders the responsibility for making the decision.

The Office of Strategy and Engagement is proposing that the City of St. John's develop a toolbox to guide the engagement process based on the continuum above. There are many best practices to draw from which will be explored.

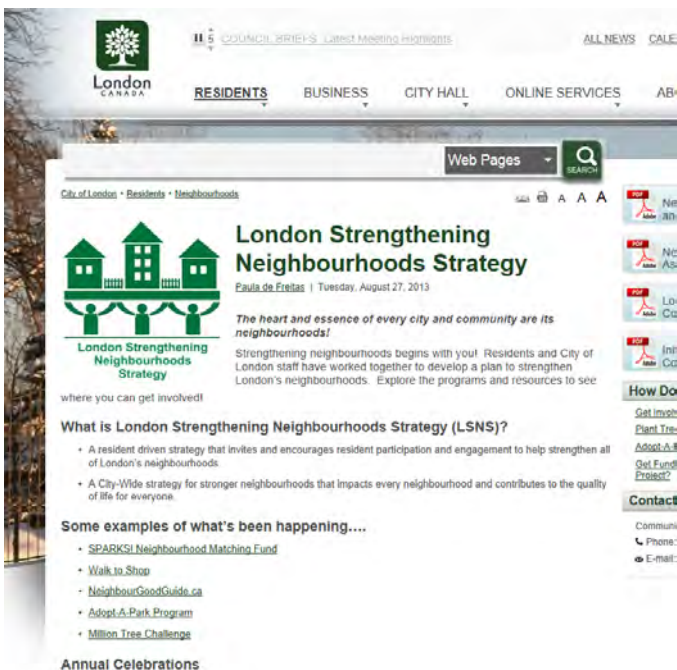


Public
Engagement –
External &
Internal
Inventory

External Inventory

Cities to Watch

London, Ontario



build a budget 2014

PROJECTED PROPERTY TAX INCREASE:

3.1%

IMPACT TO AVERAGE LONDONER:

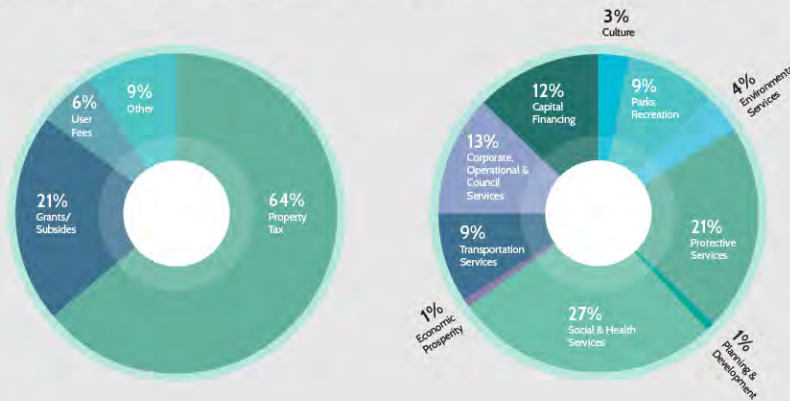
\$75.62/YR

Welcome to the City of London's 'Build a Budget' website.

Here, you can review and make your own decisions on the budget, just like City Council is doing, and see the financial implications of those decisions on property taxes.

We also invite your feedback, through Council or the [many other ways to contact us](#).

If you would like to learn more about the City of London's Proposed 2014 Budget, please visit www.london.ca/budget



SOURCE OF OPERATING REVENUES

\$774.6 Million Revenue

HOW OPERATING DOLLARS ARE SPENT BY SERVICE PROGRAM

\$774.6 million Expenditure

Waterloo

THE CITY OF Waterloo What are you looking for?

LIVING GETTING ACTIVE VISITING BUSINESS GOVERNMENT

HOME / GOVERNMENT / NEWS CENTRE / HAVE YOUR SAY

Contact Department

General inquiries
City of Waterloo
100 Regina St. S.
PO Box 337, Station Waterloo
Waterloo, Ont.
N2J 4A6

Numbers

T. 519-886-1550
TTY. 1-866-786-3941
F. 519-747-8500

Links

Email the City of Waterloo
Map this location

News Centre
eNews
Have Your Say
Comments
Public Sessions
Surveys
Media Contact
News and Public Notices
Open Data
Photo Gallery
Social Media

About Waterloo
Mayor and Council
Council and Committee Meetings
Committees of Council
Bid Opportunities

Text Print RSS Email Share Browse Aloud Transla

Have Your Say

The City of Waterloo wants to hear from you on the programs, services, initiatives and projects that are underway across this city.

There are many ways for you to get involved and have your say, whether you attend a **public session**, take an **online survey** or voice your opinions to **staff and council**.

Public engagement is a pillar in our **strategic plan**, making it a priority for this organization as we move forward over the coming years. Your feedback helps us understand the needs and priorities of the community and better equips us to make the decisions that impact your lives.

Quick Links

- By-laws
- Council and Committee Meetings
- Facilities
- Jobs

Burlington

[Home](#) | [Services](#) | [About Us](#) | [Contact Us](#) | [Site Map](#) | [Accessibility](#)
 Text Size: [A](#) [A](#) [A](#) | Follow us on: [f](#) [in](#) [t](#) [v](#) [r](#)

[For Residents](#) | [Enjoying Burlington](#) | [Business](#) | [City Hall](#) | [I want to...](#)

[City of Burlington](#) > [Home](#) > [City Hall](#) > [Projects and Initiatives](#) > [Initiatives](#) > [Public Involvement](#)
[Home](#) > [City Hall](#) > [Projects and Initiatives](#) > [Initiatives](#) > [Public Involvement](#) > [Burlington Community Engagement Charter Team](#)

City Hall

- City Hall
- Burlington A to Z
- City Budget
- City Hall Calendar
- Committees and Boards
- Contact Us
- Council
- Current Job Opportunities
- Customer Service
- Departments
- Media Centre
- Online Documents
- Projects and Initiatives
- Public Meetings and Notices
- Upcoming Reports to Council



Burlington Community Engagement Charter Tea Meeting

Your Invitation to Get Involved!

The Community Engagement Charter and the Strategic Plan

Achieving improvement in the practice of public involvement begins with the city's newly approved Strategic Plan, 'Burlington Our Future', <http://cms.burlington.ca/Page3199.aspx>.

Strategic direction three, Excellence in Government, states 'implement a **Community Engagement Charter and appropriate policies and tools to support community relationships**'. As stated by a member of Shaping Burlington, a community organization that supports this strategic initiative, *'the Charter is the destination, and the process to develop it is the journey'*. Developing the Charter offers opportunity for working collaboratively with the public, non-governmental organizations, stakeholders, city staff and elected officials to craft a truly 'made in Burlington approach' to community engagement.

See the [Public Involvement main page](#) for more information.

What is a Community Engagement Charter?

A community engagement charter is a 'social agreement' that defines the commitment of the city, its staff and council, to conduct 'good' public involvement activities in municipal processes such as: strategic planning, roads projects, environmental assessments; budget consultations; voter turnout programs; and, community development projects. Ensuring that the Charter has strength can be achieved through endorsement by City Council, and potentially, its adoption as a city policy. Development of the Community Engagement Charter is also dependent on citizens and stakeholders setting specific engagement objectives, providing ideas, and undertaking review of the Charter as it is developed and implemented.

Volunteer to be part of the Charter Development Team!

1. Help create the Burlington Community Engagement Charter.
2. Provide input on the Charter's engagement process and content.
3. Monitor Charter implementation.

Go to the [sign-up form](#).

Three Ways to Get Involved:

Edmonton

The screenshot shows the City of Edmonton website. At the top, there is a search bar and navigation links. Below the search bar, there are several menu categories: ATTRACTIONS & RECREATION, BUSINESS & ECONOMY, BYLAWS & LICENCES, CITY GOVERNMENT, ENVIRONMENTAL, FOR RESIDENTS, and TRANSPORTATION. The main content area is titled "Public Involvement" and includes a "For Residents" sidebar with various service links. The main text explains the City's commitment to public involvement and provides information on how to participate, including a calendar for January 2014 and a list of related documents.

Public Involvement

The City of Edmonton is committed to involving the people affected by the decisions it makes. We seek diverse opinions, experiences and information so that a wide spectrum of information is available to decision makers.

City policy requires that all public involvement define:

- Why the public is being involved
- What the public can expect
- How the public will be involved
- How they will be advised of the outcome of the issue
- How they evaluate the process they took part in

Public involvement calendar

Opportunities to participate in public involvement events can be found on the City of Edmonton [Public Engagement Calendar](#).

Is it information or public involvement?

Information

At times, the City makes a decision and then informs Edmontonians about the decision. For example: Installing new traffic signals to ensure greater public safety.

Public involvement

At times, the City makes a decision and then seeks public involvement about how it will implement the decision. A decision may be made to extend the LRT. The public is involved in testing ideas about impacts such as aesthetics, neighbourhood impacts, or pedestrian access.

At other times, the City has not made a decision. The public is consulted to test ideas and concepts. In this way, decision makers are provided with the widest possible spectrum of ideas, views and experiences to help inform their decision making process.

What is Involving Edmonton?

Involving Edmonton is a framework City of Edmonton staff use to prepare and document their public involvement processes, including the development of specific public involvement plans for each.

The framework supports a consistent and genuine approach that sets

Challenge for impressive actions on climate change.



g Live Performance Reporting

tion p by The Citizen Dashboard provides performance information about municipal services that support the City's Strategic Plan.



Oil Ki

Calgary

THE CITY OF CALGARY

What are you looking for?

Select Language Powered by [Google Translate](#) [SHARE THIS PAGE](#) [PRINT](#)

You are at:

Home
↳ [Get Involved](#)
↳ **About Get Involved**

Did you find what you were looking for?

If you're having trouble searching calgary.ca, try our [search tips](#). If you still need assistance, please [contact us](#) or call 311.

About Get Involved

[Get Involved](#) is your source for information about public engagement opportunities connected to City projects and programs.

What is public engagement?

"Engagement" at The City of Calgary is defined as: Purposeful dialogue between The City and citizens and stakeholders to gather information to influence decision making.

Citizen and stakeholder input helps City leaders and decision makers better understand the perspectives, opinions, and concerns of people potentially impacted by City decisions.

The City's [engage! Policy](#) incorporates the following five principles:

- Accountability
- Inclusiveness
- Transparency
- Commitment
- Responsiveness

For more information about The City's engagement principles and different levels of engagement, check out the [engage! Policy](#).

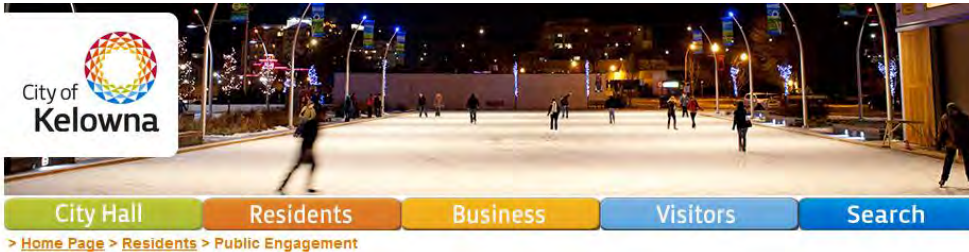
Get Involved with City Council

Did you know that you're welcome to attend any public Council meeting? Find out more about how to [get involved with City Council](#).

Working together to engage Calgarians

We Should Know City Hall was an event co-hosted by [We Should Know Each Other](#), the [Mayor's Committee for Civic Engagement](#), and [CivicCamp](#) which aimed to give Calgarians the tools and resources to build relationships between leaders from local

Kelowna



City Projects
 Civic Properties
 Community Information
 Emergency Services
 Environment
 Parks
 Planning
 Property Taxes
Public Engagement
 Get Involved
 Democracy
 News and Events
 Sport & Recreation
 Transportation
 Utilities

Public Engagement

Engaged Communities are Strong Communities

The City of Kelowna is strengthening the ways in which it engages with the you.

The City of Kelowna is a progressive municipality. We interact with the public in many ways and are accessible to residents.


The City frequently seeks input regarding: priorities for the community, land use planning, projects and initiatives.

Depending on the nature of the project, the City of Kelowna's public engagement includes various means of community involvement:


- We **inform** by making timely information, updates and news available through a variety of channels
- We **consult** with key experts, consultants, effected community members or groups and key stakeholders to bring multiple views and opinions into the process
- We **involve** the public, experts, and special interest groups in planning, analysis and decision-making opportunities
- We **collaborate** with multi-disciplinary teams, external advisors, community members and others to work together on solutions
- We **empower** others to be involved or to lead or contribute to projects or initiatives




Aberdeen


Community Planning
in Aberdeen


- ▶ What is Community Planning?
- ▶ Community Planning Aberdeen and Board
- ▶ Themes
- ▶ Meeting Dates, Agendas and Minutes
- ▶ Community Plan and Single Outcome Agreement 2008-11
- ▶ Neighbourhood Information
- ▼ Community Engagement
 - Aberdeen Civic Forum
 - Aberdeen City Voice**
 - Regeneration Matters
- ▶ Single Outcome Agreement (SOA) Performance Reporting
- ▶ Learning Partnerships
- ▶ Fairer Scotland Fund
- ▶ Community Newsletters
- ▶ Consultations
- ▶ Useful Links
- ▶ Contact Details



Aberdeen City Voice is the name given to a panel of Aberdeen residents who are contacted on a regular basis



*Join the panel and
make your voice heard!*



How did Aberdeen City Voice start?

Aberdeen City Council and the Community Planning Partners were funded by the European Commission in 2002 to set up Voice originally ran for one year (January 2003 – January 2004) as a pilot project. This project was a success and the cou

Who runs the panel?

The panel is a partnership between Aberdeen City Council, Aberdeen Council of Voluntary Organisations (ACVO), Fire Scot Aberdeen City Council are responsible for managing the process of the City Voice, which involves collating questions from and issuing the newsletter. RGU undertake the analysis on the responses you provide.

How do you choose who is on the panel?

Similarities

- PE tied to strategic plans and strategies
- Multiple tools including online engagement tools
- Effective combinations of communications strategies and active engagement strategies
- Policies, frameworks, guidelines for PE
- Results – engaged cities

Internal Inventory

What did we discover?

The Research

- 28 interviews – City Manager, DCMs, directors, managers and other key internal resources
- Reviewed existing tools for engagement
 - E-updates - total of 5762 subscriptions
 - Majority of subscribers for downtown snow and street cleaning
 - Look and feel of e-bulletins are very text heavy right now and written using “city” terminology
 - ACCESS 311
 - Reviewed Information package for a capital works project
 - Public Notices – what and when and how?
 - Use of Social Media for engagement
 - Review of City in the news for the past year
 - Advisory Committees and other committees of Council

General findings

- People are open to looking at ways to do things differently/better
- People need tools/support
- Opportunities exist for front-line service excellence across the organization
- Most engagement activities right now are tied to projects and are not connected to each other and broader 'vision' for the City
- Opportunities to enhance the City's story
- Departments have good sense of their stakeholders and have existing relationships with them

What **staff** see as benefits of a PE framework

- The public has a better understanding of what we do and why we do it
- We have more effective public meetings
- We have more focused dialogue with stakeholders
- The City's story is better communicated
- There are fewer complaints- more satisfaction
- The City understands the public's needs
- The City can validate or test programs and services
- The City can pick up on issues/concerns/ideas in early stage and address them
- We improve coordination
- We build trust

What will **our** engagement story be?

- Task Force March – June 2014
 - Review of best practices
 - Determine which ones work for the City
 - Policy Development
 - Guiding Principles
 - Identification of effective tools and approaches
 - Report to Standing Committee
- Internal capacity building – February-June 2014
 - Develop tool kits for staff who engage
 - Provide engagement training to staff
 - Identify 3-6 projects from internal inventory for 2014 implementation (pilots)
- Develop engagement strategy with ongoing impact and long-term targets Fall 2014

- Questions?

Appendix 3
"How to" tool for staff

Planning and Implementing an Engagement Strategy – a ‘How to’ for Staff

Whether engaging internally or externally, the process for determining whether to engage and the level of engagement is the same.

STEP 1: Understand the overall project/issue/concern/opportunity	<p>What will the project/issue/concern/opportunity entail? Are there decisions to be made? Who will be making them? What is the timeframe? Are there any historical factors or related decisions that you need to keep in mind?</p> <p>Defining the project scope upfront allows everyone involved to stay within a defined framework, work together toward common goals and ensure your objectives are met.</p>
---	---

STEP 2: Is Engagement Necessary?	<p>Is engagement necessary, appropriate, feasible within the timeframe? How will you know?</p> <p>As you begin to develop your project plan, consider whether engaging stakeholders can improve/support the desired outcome(s).</p>	<ul style="list-style-type: none"> Is this a matter of delivering information? Generating ideas? Gathering information and views? Collaborating to make a decision? Delegating decision-making? Are you prepared to hear stakeholder views and what will you do with the input? Are you able to commit the necessary resources (time, money, etc.)? If there is no engagement, what is the implication? 	<div style="border: 1px solid black; padding: 5px; background-color: #f0f0f0;"> Review the Public Engagement Continuum on the back of this page. </div>
	<p>YES, we need to engage. </p>	<p>Proceed with steps 3-9</p>	
	<p>NO, we do not need to engage. </p>	<p>Are you sure? Contact the OS&E (Victoria Etchegary @ 576-8510)</p>	

Develop an Engagement Plan which includes the following: (Some of these steps will need to be considered together.)						
STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
What is the purpose/objective(s) of your engagement activity?	What level of engagement is required?	With whom will you engage? (Identify Stakeholders)	Which engagement tools and techniques will you use?	Develop and implement your plan	Feedback and Reporting – Closing the loop	Evaluation – Was your engagement process effective?
<p>Why are you engaging?</p> <p>What is the promise to the public? Be clear on the ‘why’.</p> <p><u>Possible engagement goals:</u></p> <ul style="list-style-type: none"> Provide information* Learn about views, concerns, interests Inform stakeholders about plans and decisions Gather information Obtain feedback Seek guidance/direction Generate ideas Develop better solutions Make a decision 	<p>Understand the impact of the project/issue on the public, and select the appropriate level of engagement to match the situation</p> <p>In general, the more complex the issue or project, the greater the need for engagement.</p> <p>See the Public Engagement Continuum on the back of this page, and “Assessing the Level of Public Impact” (p.3) to determine level and impact.</p>	<p><i>Stakeholders:</i> those with an interest in or who may potentially be impacted directly or indirectly by the outcome.</p> <p>Who are your internal and external stakeholders?</p> <p>Once you have identified the potential stakeholders, you are better able to decide which engagement tools can be best used for your process.</p>	<p>Based on the level of engagement, what are the most appropriate tools and techniques?</p> <p>Which tools and techniques will maximize participation? And help you achieve results?</p> <p>What will be the most effective way(s) to reach out to stakeholders?</p> <p>See the Public Engagement Continuum on the back of this page for sample techniques.</p>	<p>This is where all the pieces come together.</p> <p><u>Considerations:</u></p> <ul style="list-style-type: none"> Do you have enough time? Resources – budget, personnel, etc. Roles and Responsibilities are clear Operational needs – venue, acoustics, audiovisual, exhibits, catering, etc. for events Marketing – how will you get people to know about the engagement and want to participate? Communications plan – call OS&E for help Follow your action plan for implementation. Conduct the engagement activities. 	<p>It is important to inform internal and external stakeholders of what you heard, outcomes, decisions, and next steps.</p> <p>By closing the loop with stakeholders, they will know how their input has been considered and are more likely to participate in future engagement activities.</p> <p>How will you do this?</p>	<p>How will you measure the effectiveness of your public engagement process?</p> <p>Key questions:</p> <ul style="list-style-type: none"> Did the process reach the right people and ask the right questions? Did participants feel they were listened to? Did the answers tell you what you needed to know, or identify new information? Did the process stay within the allocated time, budget, and resources? What was done well & what could be improved? What did you learn from the experience that could impact future engagement activities?

	Sharing Information*	Consultation		Active Participation	
		Involve	- Collaborate	Empower	
Description	Sharing information to build awareness	Testing ideas or concepts to build knowledge	Collaborating to build commitment	Sharing decision making to build ownership	Delegating decision making to build responsibility
Purpose	To present information to the public about issues that may affect them.	To provide information and receive feedback or comment	To involve stakeholders in the development of solutions	To partner with stakeholders in the development of recommendations	To give stakeholders the responsibility for making the decision.
Sample Tools & Techniques	<ul style="list-style-type: none"> ○ Fact sheets ○ Open house ○ Web site ○ Newsletter ○ Press release ○ Advertising ○ Infographics ○ Videos 	<ul style="list-style-type: none"> ○ Focus groups ○ Surveys ○ Public Meetings ○ Field trips ○ Open house ○ Interviews ○ Small group meetings ○ Expert panels 	<ul style="list-style-type: none"> ○ Workshops ○ Deliberative polling ○ Roundtables ○ Small group processes - brainstorming 	<ul style="list-style-type: none"> ○ Citizen advisory committee ○ Consensus building ○ Participatory decision making ○ Task Force 	<ul style="list-style-type: none"> ○ Ballots ○ Citizen jury
Examples	<ul style="list-style-type: none"> ○ Advising stakeholders of a situation or proposal ○ Informing on a decision or direction ○ Providing advice on an issue <p>Contact Marketing and Communications to discuss the most appropriate approach.</p>	<ul style="list-style-type: none"> ○ Seeking comment on a proposal, action, or issue ○ Seeking feedback on a service or facility ○ Requiring a response but limited opportunity for dialogue 	<ul style="list-style-type: none"> ○ Involving stakeholders in discussion and debate ○ Involving stakeholders at different times in the planning process (e.g. keeping informed and enabling further comment) 	<ul style="list-style-type: none"> ○ Establishing a structure for involvement in decision-making (e.g. committee) ○ Enabling ongoing involvement and keeping informed. ○ Allocating responsibility in achieving initiatives 	<ul style="list-style-type: none"> ○ Establishing a process that allows the public to make an informed decision ○ Placing the final decision-making in the hands of the public
Current Examples – City of St. John’s	<ul style="list-style-type: none"> - Active Living Guide - Garbage and Recycling Guide - Telegram Ad 	<ul style="list-style-type: none"> - After-School Program Survey - Planning and Development Meetings 	<ul style="list-style-type: none"> - Open Spaces Master Plan Ward Sessions - Affordable Housing Forum 	<ul style="list-style-type: none"> - Engage! Task Force - Heritage Advisory Committee 	<ul style="list-style-type: none"> - Arts Advisory Committee (Art Procurement Sub-Committee) - Goulds Recreation Association

ENGAGEMENT READINESS CHECKLIST

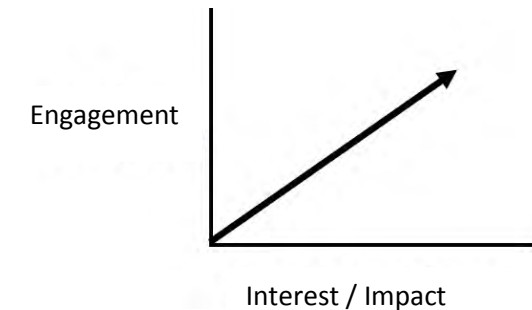
The following checklist is designed to help you determine whether an engagement process will be effective. Before proceeding, you will want to ensure that you can answer 'yes' or 'somewhat' to as many questions as possible. You will need to decide which of these statements are relevant to your project/issue/concern/opportunity and which are not.

	No	Somewhat	Yes
The project/issue/concern/opportunity has been clearly defined.			
The questions to be asked or the decision sought from the public have been identified.			
There are decisions to be made that engagement can support.			
Stakeholders are identifiable and accessible, and there is an expectation that they'd be willing to participate.			
There is an internal commitment to meaningful engagement.			
You are prepared to hear stakeholder interests and positions.			
There is sufficient time to conduct an engagement process.			
There are sufficient internal resources (i.e. human, financial) to conduct an engagement process.			
The potential benefits of involving the stakeholders have been identified.			
The risks of conducting an engagement process have been identified.			
The risks of not conducting an engagement process have been identified.			

ASSESSING THE LEVEL OF PUBLIC IMPACT

Here are some questions to consider when assessing the impact of your project/issue/concern/opportunity:

- What is the anticipated level of conflict, controversy, opportunity or concern on this or related issues?
- How significant are the potential impacts to the public?
- How much do stakeholders care about this issue?
- What degree of involvement does the public appear to want?
- How significant are the potential benefits of involving the public?
- How serious are the potential consequences of not involving the public?
- What is the possibility that the media will become interested?
- What is the probable level of difficulty in solving the problem/addressing the issue?



The higher the level of interest/impact, the higher the level of engagement that is required.

Terms of Reference Engage! St. John's



ST. JOHN'S

Terms of Reference

City of St. John's Public Engagement – Creation of Engage! St. John's Task Force

On November 18, 2013, the City of St. John's Economic Development, Tourism and Public Engagement (EDTPE) Standing Committee endorsed the development of a framework for public engagement for the City. One aspect of the engagement process is the creation of a task force which will allow various stakeholders and the public at large to have an opportunity to help shape this framework.

MANDATE

The mandate of the Task Force is to review work that has already been done in other jurisdictions – best practices – and to work with City officials on the development of a policy and guiding principles for public engagement for the City of St. John's. The Task Force will also suggest effective tools and approaches for public engagement.

SCOPE

For the City of St. John's, "Public Engagement" is the process of facilitating dialogue with the right people, using the right tools at the right time on subjects of mutual interest. This tailored approach to engagement means that the City is looking to create relationships with its varied stakeholders and to work with those stakeholders throughout the engagement continuum from information sharing to active participation. The Task Force will consider all potential and existing engagement opportunities.

LEADERSHIP

The Engage! St. Johns Task Force will be chaired by the City's Economic Development, Tourism and Public Engagement Standing Committee Co-Chair– Mr. Dave Lane, Councillor at Large. Once the Task Force membership is in place, the leadership structure may change to provide an opportunity for community leadership as well.

PARTICIPATION ON THE TASK FORCE

The Engage! St. John's Task Force will be comprised of citizens-at-large as well as organizational stakeholders. Interested participants will be asked to submit an application.

Criteria for participation

Citizen-at-Large

The Engage! St. John's Task Force will reflect the diversity of the community and include a range of citizens reflective of:

- geography (ward),
- age (youth, nexters, seniors),
- gender,
- ethnicity,
- persons with disabilities,
- number of years lived in the city,
- profession,
- interest.

Citizen-at-large members must have a desire to enhance engagement between the community and the City of St. John's and must be able to attend meetings as set out in the proposed timeline.

Organizational Stakeholders

The Engage! St. John's Task Force must also represent organizational stakeholders within the community from a variety of sectors. Groups and organizations that participate must be representative of their sector, e.g. arts, tourism, sports, business, community services, education, etc.... and liaise and engage with their sectors as part of the process.

MEMBERSHIP

Members will be recruited using a variety of communications channels. The Task Force shall not exceed 25 members.

A committee comprised of staff representatives from each department will review all of the applications against the membership criteria and make recommendations to a special meeting of Council where final decisions will be made.

ROLE OF COUNCIL

Council members will participate in the special meeting to make the final selection of task force members and will also be invited to attend all public engagement meetings as part of the task force's work as observers.

ROLE OF STAFF

Staff representatives from all departments will be invited to attend public engagement meetings and will be available to provide clarity or information on various engagement processes as they are discussed.

CONFIDENTIALITY

Members are expected to be open and candid in discussing items as a Task Force. For this reason, it is important to maintain confidentiality. Members must respect the privacy of other members and agree not to disclose information or views expressed by individuals during meetings. Information and deliberations should remain confidential until there is general agreement and consensus by the Committee to make them public. Communication on behalf of the Committee to the media or other outside parties should be through the Chair and only upon the consensus and agreement of the Committee.

SUPPORT

The task force will be supported by staff of the Office of Strategy and Engagement. The Manager of Strategic Development will be the primary contact for the Task Force.

DURATION OF WORK

The Engage! St. John's Task Force will begin its work in early spring, 2014 and finish its final report with recommendations in early summer, 2014. Task Force members may have the option to continue on future engagement committees/working groups later in the process.

DUTIES and PROCESS:

The Engage! St. John's Task Force will report to the Standing Committee on Economic Development, Tourism and Public Engagement. The Task Force shall be responsible for the following:

- Reviewing materials provided (gathered through extensive research about other jurisdictions) to better understand the public engagement process and identify agreed upon best practices, including policy directions,

- Developing a proposed public engagement policy document with guiding principles for engagement for the City of St. John’s,
- Identifying effective engagement tools and approaches for consideration by the Standing Committee,
- Presenting draft and final recommendations throughout the work.

PROPOSED TIMELINE OF MEETINGS – subject to change based on the membership of the task force

Meeting #1	Early April	Step 1	Half -day meeting	Facilitated meeting to share and discuss researched information – internal and external
Meeting # 2	Mid April	Step 1 part 2	Half-day meeting	Facilitated to finalize best practices relevant to St. John’s
Meeting #3	Late April	Step 2	2-hour evening meeting	Facilitated to develop a draft policy document
Meeting #4	Early May	Step 2 part 2	Breakfast meeting	Facilitated to determine draft guiding principles
Meeting #5	Late May	Steps 3 & 4	Full-day meeting	Facilitated to identify effective tools and approaches and develop the final report for the Standing Committee.

Other meetings may be added following the first meeting if additional time is required to complete specific tasks or to present draft materials to the EDTPE Standing Committee.

REMUNERATION

Participation on the Task Force is voluntary and as such there is no remuneration paid to the Engage! St. John’s Task Force members.

Contacts and Communication:

Council:

Dave Lane

Councillor at Large, Co-Chair, Economic Development, Tourism and Public Engagement Standing Committee and Chair, Engage! St. John’s Task Force

dlane@stjohns.ca

Staff:

Victoria Etchegary

Manager, Strategic Development

Office of Strategy and Engagement

engage@stjohns.ca

Appendix 5

Engage! St. John's Task Force Contact Information			
Contact Name	Ward or Organization		
Neil W Dawe	Atlantic Provinces Association of Landscape Architects		
Michael Walsh	Canadian Federation of Students		
Victoria Belbin	Canadian Home Builders' Association - Eastern Newfoundland		
Kelly White	Coalition of Persons with Disabilities Newfoundland and Labrador		
Penelope Rowe	Community Sector Council		
Colleen Quigley	Dance NL		
Chelsey Elizabeth Paterson	Model Citizens		
Elizabeth Oliver	Georgetown Neighbourhood Association		
Josh Smee	Happy City		
Katherine Hann	Newfoundland and Labrador Historic Trust		
Jeff Reardon	Reardon Properties		
Esteban Rivera	Refugee Immigrant Advisory Council		
Rhonda Tulk-Lane	St. John's Board of Trade		
David Penner	St. John's Native Friendship Centre		
Morgan Murray	The Harris Centre - Memorial University		
Peter Wilton	Ward 1		
Melissa Mulrooney	Ward 1		
Lionel West	Ward 2		
Sharon Ho	Ward 2		
Dwight Hutchens	Ward 3		
Nancy Hollett	Ward 3		
Candice Ennis-Williams	Ward 4		
Krista Vincent	Ward 4		
Andrea Kathleen Furlong	Ward 5		
Gina Evoy	Ward 5		

City of St John's Contact Information		engage@stjohns.ca
Victoria Etchegary	576-8510	vetchegary@stjohns.ca
Dave Lane	576-8243	dlane@stjohns.ca

Engage! St. John’s Task Force Update

25 participants – 10 ward reps and 15 organizational/sector reps with a wide range of experiences, ages, skill sets

2 meetings to date (April 13 and May 3)

3 more meetings planned – May 14 (6 p.m.-8 p.m., Foran Room), May 20 (8:00 a.m.-9:00 a.m., Foran Room), May 31 (9:30 to 3:30, MUN, Junior Common Room)

What we have accomplished to date:

- learned about what public participation is and is not
- learned what the members bring to the table and how they can engage within their sectors/wards
- shared information already gathered through internal research and preliminary review of other jurisdictions
- reviewed best practices in public engagement (what’s working well in other jurisdictions and why) and how it can be considered for the City of St. John’s.

There is a shared understanding that significant achievements have been made in the area of public engagement and that we can learn from the failures and successes of others.

Municipalities reviewed include:

Vancouver	Kelowna	Calgary
Guelph	Burlington	London
Waterloo	Aberdeen, Scotland	Winnipeg
Sidney, B.C.	Surrey, B.C.	Saskatoon
Victoria	Fort Saskatchewan	Edmonton
Halifax		

Emerging themes for engagement framework development

Based on the best practice review, the following high level themes were noted as being relevant for the City of St. John’s. Task force members believe these must be considered for the development of larger framework:

- The framework should be policy driven and tied to vision, goals, evaluation – what are we doing and why are we doing it?
- We should look at multi-modal engagement tools based on user needs – considering access and inclusion.
- We should explore a range of methods to participate – online and interactive, in person, citizen panels, surveys, etc...- these should be easy to use.

- We should have clear and open communication – it must be obvious how to be involved and clear what happens when input is gathered – what do we do with it? There must be an effective feedback loop.
- Engagement should have a neighbourhood focus tied to a broader vision for the City/citizen entrepreneurship (this is real empowerment).
- We should look at having reward systems for getting involved – tokens for providing input that are relevant to the users.
- Partnerships are useful tools for engagement– we need win-win opportunities to solve problems and seek input. Examples include partnerships with the university on things such as city quality of life surveys.
- Leadership and learning must be considered– internal and external (councillors/staff and the public) to help build capacity in public engagement. Examples of learning opportunities to enhance knowledge of public engagement include:
 - Planning academies
 - handbooks
 - brochures on how to understand the planning process
 - guidelines for engagement for all
- Engagement involves everyone and roles and responsibilities must be clear.

Next Steps

- May 14 meeting- The task force will determine the principles for engagement the City of St. John's should consider for its framework.
- May 20 meeting – Explore policy directions and make recommendations for a policy document.
- May 31 meeting – Explore tools and topics for engagement to be considered in the context of the guidelines and policy which will help shape the engagement strategy.
- Ongoing -Task force members are using a community engagement tool developed by the Office of Strategy and Engagement to facilitate conversations with stakeholders about the city's current engagement practices and what we can do differently. Councillors are encouraged to attend any of these sessions.
- Currently on track to complete task force work by late June. A full report with recommendations will be prepared for Council's consideration in early summer.



International Association
for Public Participation

IAP2 Core Values of Public Participation

As an international leader in public participation, IAP2 has developed the “IAP2 Core Values for Public Participation” for use in the development and implementation of public participation processes. These core values were developed over a two year period with broad international input to identify those aspects of public participation which cross national, cultural, and religious boundaries. The purpose of these core values is to help make better decisions which reflect the interests and concerns of potentially affected people and entities.

Core Values for the Practice of Public Participation

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

For more information, visit the IAP2 Web site at www.iap2.org.

Appendix 8

Engage! Policy with principles

DRAFT

City of St. John's Engage! Policy

Effective date XXXX

Contact Department: Office of Strategy and Engagement

Background

The City of St. John's believes that public engagement is a process – one that facilitates dialogue with the right people, using the right tools, at the right time on subject areas of mutual interest. Additionally, public engagement allows the City to gather input that will be taken into consideration in decision-making processes.

Purpose

The Engage! Policy outlines the City of St. John's framework for public engagement which includes goals, principles, roles and responsibilities and the continuum of engagement to be used.

Procedure

The City of St. John's will apply the Engage! Policy to all activities and opportunities where information is shared and/or input is sought. This will include mandated and legislative processes.

City of St. John's Public Engagement Goals:

- Improve/inform decision making and programming;
- Create space for everyone to feel involved and listened to;
- Share information effectively and welcome different points of view;
- Generate new ideas and solutions;
- Build trust;
- Understand the needs and priorities of the community.

Definitions

The City of St. John's views public engagement as the process whereby the appropriate tools are used to deliver information and/or receive input from stakeholders to inform decision making.

Stakeholders: For the purposes of this policy, stakeholders refer to those citizens who are impacted by a decision directly or indirectly and may include: residents; community, business and other groups; partners; other levels of government.

ST. JOHN'S

DRAFT Principles:

The City of St. John's recognizes that engagement between the City and its citizens is an essential component of an effective municipal government. Additionally, it values a culture of trust and respect between City Hall and those with whom it interacts.

Using the core values set out by the [International Association for Public Participation](#) as the foundation, the City of St. John's Engagement Framework recognizes that there are key principles required to ensure successful public engagement.

The following principles will apply:

Commitment – The City of St. John's is committed to developing a culture of engagement and providing the appropriate resources to carry out effective engagement work. City projects and plans will incorporate appropriate engagement strategies that take into consideration how best to engage stakeholders in a manner that respects their time and their input.

Accountability - Engagement is built into the City's plans and strategies with the Mayor, Councilors and City Manager ultimately accountable for the development, implementation and evaluation of the engagement framework. Deputy City managers and Directors are responsible for the appropriate application of the framework using a continuum for engagement as a guide. The Office of Strategy and Engagement is responsible for the development and maintenance of the framework including building capacity internally and externally and developing tools and supports for processes.

Clear and timely communication –To ensure effective engagement processes, communication between stakeholders and the City must be accessible, timely, complete, accurate, free of jargon and make clear how stakeholders are being engaged and how the input will be used in the decision-making process. Throughout the engagement process, feedback will be provided in a timely manner on the results – what was heard and how it is being used -- and the next steps. Stakeholders will be able to see the engagement continuum in action.

Inclusiveness – The City of St. John's recognizes that stakeholders are varied. Therefore, the City will employ a variety of methods and tools to connect with those who will be directly and indirectly impacted thereby eliminating barriers to participation wherever possible.

Roles and Responsibilities

Role of Council

The Mayor and Councillors are *accountable* for public engagement within the City of the St. John's and ensuring that the framework is being used. They are the ambassadors for public engagement.

Role of Executives and Directors

Senior staff within the organization are *responsible* for the effective implementation of the framework.



Role of Staff

All staff are to be *informed* about the City's Public Engagement Framework and *understand* how it is being applied to the City's work. The level of understanding will be different depending on the responsibilities of the staff. This role is supported with effective internal communications strategy and capacity building.

Role of Stakeholders

Stakeholders must *understand* the City's framework and how they can use it.

Role of the Office of Strategy and Engagement

The OSE is *responsible* for developing the framework and maintaining it through effective internal and external capacity building, evaluation and support.

Process

The strategies and methods used to guide the engagement process will be informed by the internationally accepted IAP2 Spectrum of Participation. The City of St. John's Toolkit for Engagement designed around this model will support staff in determining the level of engagement required and the most effective tools to use. The OSE will review the Toolkit on an annual basis as a "check -in" to see if adjustments are required.

Spectrum for engagement and purpose of engagement guide

	Sharing Information	Consultation Involve - Collaborate		Active Participation Empower	
Description	Sharing information to build awareness	Testing ideas or concepts to build knowledge	Collaborating to build commitment	Sharing decision making to build ownership	Decision making is delegated to stakeholders to build responsibility
Purpose	To present information to the public about issues that may affect them.	To provide information and receive feedback or comment	To involve stakeholders in the development of solutions	To partner with stakeholders in the development of recommendations	To give stakeholders the responsibility for making the decision.
Sample Tools & Techniques	Fact sheets Open house Web site Newsletter Press release Advertising	Focus groups Surveys Public Meetings Field trips Open house Interviews Small group meetings Expert panels	Workshops Deliberative polling Roundtables Small group processes - brainstorming	Citizen advisory committee Consensus building Participatory decision making Task Force	Ballots Citizen jury
Examples	Advising stakeholders of a situation or proposal Informing on a decision or direction Providing advice on an issue	Seeking comment on a proposal, action, or issue Seeking feedback on a service or facility Requiring a response but limited opportunity for dialogue	Involving stakeholders in discussion and debate Involving stakeholders at different times in the planning process (e.g. keeping informed and enabling further comment)	Establishing a structure for involvement in decision-making (e.g. committee) Enabling ongoing involvement and keeping informed. Allocating responsibility in achieving initiatives	Establishing a process that allows the public to make an informed decision Placing the final decision-making in the hands of the public

The level of engagement increases based on the level of public interest/impact. The toolkit for staff supports this spectrum.

ST. JOHN'S

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

MEMORANDUM

72

Date: September 24, 2014

To: Elaine Henley
City Clerk

From: Gregory Keating
Manager of Geographic Information Systems

Re: **New Street Names**
Bawnmoor Subdivision – Stage 1 (22 Lots)
Located off Walsh's Lane (Ward 5)
Balnafad Co. Ltd.

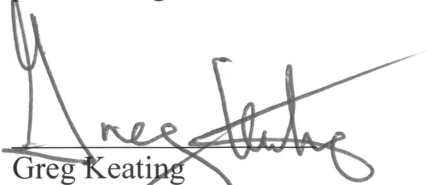
This proposed new subdivision is located off Walsh's Lane in Kilbride. Attached is our street name plan no. 2014-198-SP dated September 22, 2014 showing the location of two (2) proposed new streets. The developer is Balnafad Co. Ltd..

The Nomenclature Committee recommends that the streets be named in keeping with the current theme of names from the Southern Shore region of the Avalon Peninsula for this residential development.

The new recommended street names are as follows:

- 1) **BAWNMOOR STREET** - Street "B" located off Walsh's Lane. This name was specifically requested by Gary Hynes of Balnafad Co. Ltd.. The name "Bawnmoor" refers an area near Calvert, NL where a local swimming hole is located.
- 2) **CAPE BALLARD PLACE** - Street "A" located off Bawnmoor Street and will eventually connect with Cromdale Street, in Stage 2 of this development.

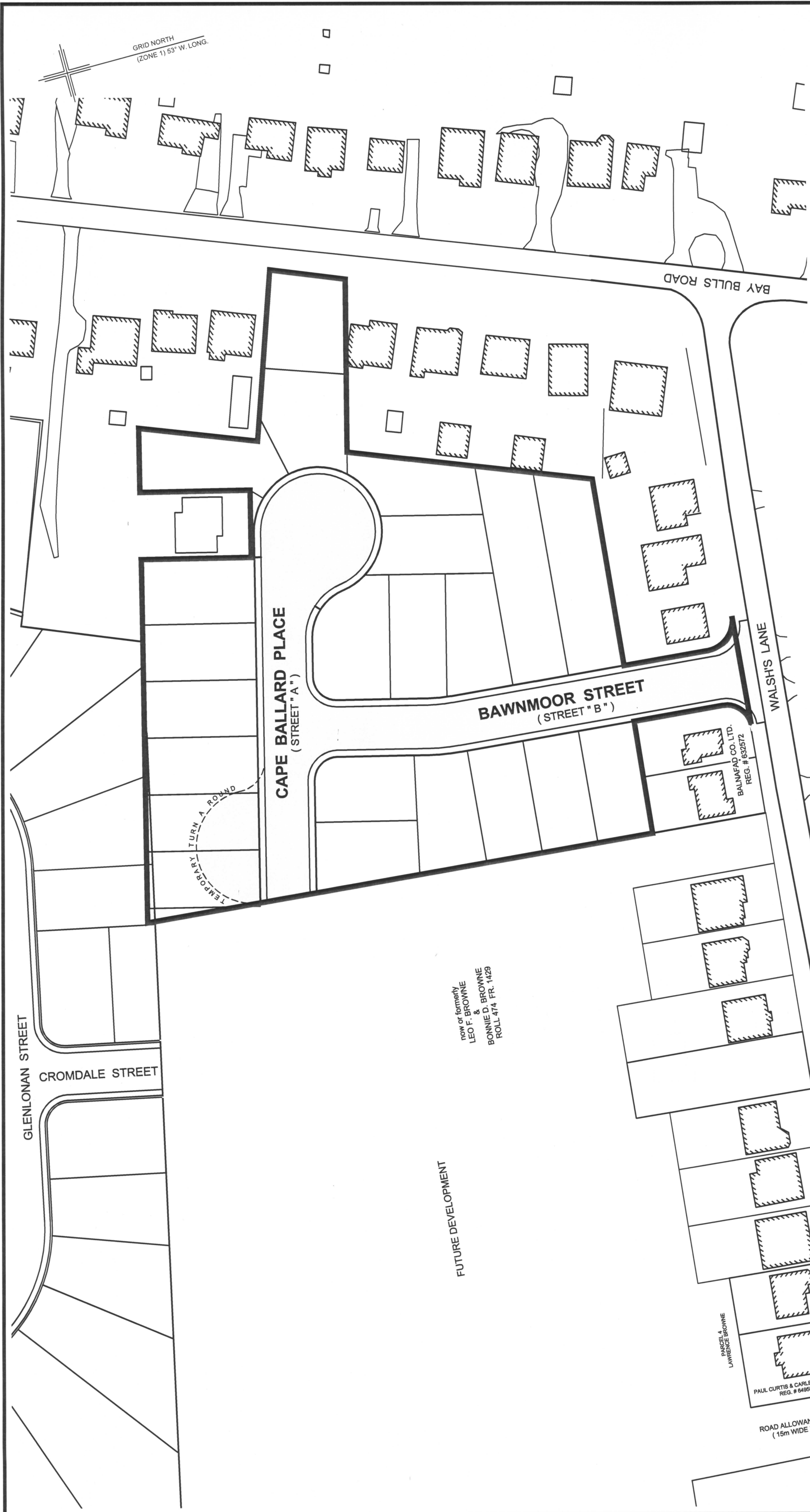
These names have been approved by the St. John's Regional Fire Department. Would you please bring this matter to the next Regular Meeting of Council for their comments and approval.


Greg Keating
Manager of GIS

Enclosure

p. c. Mayor Dennis O'Keefe

ST. JOHN'S



ST. JOHN'S
DEPARTMENT OF CORPORATE SERVICES

STREET NAME
CAPE BALLARD PLACE (STREET "A")
BAWNMOOR STREET (STREET "B")
BAWNMOOR SUBDIVISION (STAGE 1)
BALNAFAD CO. LTD.

DR. BY: M.S.
CHD. BY: G.K.
DATE: SEPT.22,2014
SCALE: 1:1000
DWG. 2014-198 SN
No.: