

# **AGENDA**

## **Committee of the Whole**

**Wednesday, March 20, 2019**

**9 am**

**Council Chambers**

**4<sup>th</sup> Floor, City Hall**

**ST. JOHN'S**

**AGENDA**  
**COMMITTEE OF THE WHOLE**  
**March 20, 2019 – 9 a.m. – Council Chambers, 4<sup>th</sup> Floor, City Hall**

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**1. Call to Order**

**2. Approval of the Agenda**

**3. Adoption of the Minutes**

- a. Committee of the Whole Minutes dated March 6, 2019

**4. Delegations**

- a. St. John's Public Libraries Board – Monique Tobin (Chair) & Hans Rollman (Member)
- b. Space for Everyone - Communities Supporting Breastfeeding Initiative – Tracy English will be present to conduct presentation.

**5. Finance & Administration**

**Consent Agenda**

- a. Information Note dated February 26, 2019 re: Quarterly Travel Report – Fourth Quarter 2018

**6. Housing – Councillor Hope Jamieson**

**Consent Agenda**

- a. Information Note dated March 12, 2019 re: Non-Profit Housing Update
- b. Information Note dated March 14, 2019 re: Affordable Housing Update

**7. Economic Development, Tourism & Culture**

**Items for Discussion**

- a. Decision Note dated March 13, 2019 re: Hosting of the Creative Network of Canada Summit in 2022, 2023 or 2024

**8. Governance & Strategic Priorities – Mayor Danny Breen**

**Items for Discussion**

- a. Decision Note dated February 12, 2019 re: Changes to Corporate Policy Committee
- b. Decision Note dated March 13, 2019 re: New Strategic Plan – Our City, Our Future – and 2019 Action Plan

## **9. Planning & Development**

- a. Decision Noted dated March 6, 2019 re: Ground Sign Approval (Sign By-Law)

## **10. Other Business**

## **11. Adjournment**

**MINUTES  
COMMITTEE OF THE WHOLE  
March 6, 2019 – 9:00 a.m. – Council Chamber, 4<sup>th</sup> Floor, City Hall**

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

**Regrets** Councillor Wally Collins

**Staff** Kevin Breen, City Manager  
Derek Coffey, Deputy City Manager of Finance & Administration  
Tanya Haywood, Deputy City Manager of Community Services  
Jason Sinyard, Deputy City Manager, Planning, Engineering and  
Regulatory Services  
Lynnann Winsor, Deputy City Manager – Public Works  
Cheryl Mullett, City Solicitor  
Elaine Henley, City Clerk  
Karen Chafe, Supervisor – Office of the City Clerk

**Adoption of the Agenda**

**Moved – Councillor Froude; Seconded – Councillor Hickman**

**That the agenda be adopted as presented.**

**CARRIED UNANIMOUSLY**

**Adoption of the Minutes**

**Moved – Councillor Froude; Seconded – Councillor Hickman**

**That the Committee of the Whole minutes dated February 20, 2019 be adopted as presented.**

**CARRIED UNANIMOUSLY**

<b>Public Works &amp; Sustainability – Councillor Ian Froude</b>
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**Items for Discussion****Decision Note dated February 14, 2019 re: Feeding of Wildlife**

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Council reviewed the above noted and the proposed revisions to the St. John's Residential Property Standards By-law. The following concerns were outlined:

- How will the feeding of feral cats be impacted by the proposed revisions and it was questioned whether the proposed by-law should speak to that;
- Is the by-law realistically enforceable? Staff advised of the process wherein residents considered to be in contravention of the by-law would receive a notice to comply by a certain date. Should they fail to do this, they will be summoned to provincial court.
- In response to whether or not someone has to be caught in the act, it was noted that property owners are responsible for the state of their property irrespective of who may litter that property.
- Does the by-law address the scattering of seeds and other foods? Section 5 addresses this.
- It was clarified that the by-law does not address any activity that occurs in public places, i.e. feeding of pigeons in parks. An anti-litter by-law would address that issue.
- Concern was expressed about the practicality of requiring each bird feeder to be wholly inaccessible to rodents and that this would be impossible and therefore not enforceable.

**Moved – Councillor Froude; Seconded – Councillor Hickman:**

**That the draft amendment to the St. John's Residential Property Standards By Law be approved with the the following revision:**

- removal of Section 5.1.1.b as noted below:
  - *(b) Each bird feeder is located so as to be wholly inaccessible to rodents;*

**Further, that Council refer the question of feral cats to staff for further review and consideration.**

**CARRIED WITH MAYOR  
BREEN DISSENTING**

Decision Note dated February 28, 2019 re: Repeal – Policy: 08-04-15 Thawing of Frozen Services Laterals

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**Moved – Councillor Froude; Seconded – Councillor Korab:**

**That Council approve repealing Policy 08-04-15 Thawing of Frozen Service Laterals as it is no longer relevant.**

**CARRIED UNANIMOUSLY**

<b>Community Services &amp; Events – Councillor Jamie Korab</b>
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**Items for Discussion**

Decision Note dated February 27, 2019 re: Grant Allocations 2019

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**Moved – Councillor Korab; Seconded – Councillor Jamieson**

**That Council approve the Capital Grants as outlined in the amount of \$221,500 as per the above cited Decision Note.**

<b>Grant Type</b>	<b>2019 Budget</b>	<b>Recommended</b>
Capital	\$500,000	\$221,500
	Remaining	\$278,500

**CARRIED UNANIMOUSLY**

**Moved – Councillor Korab; Seconded – Councillor Lane**

**That Council approve the 2019 Grant Allocations as outlined below and as per the above cited Decision Note:**

<b>Grant Type</b>	<b>2019 Budget</b>	<b>Recommended</b>
Community Groups	\$730,000	\$708,400
Sport Groups	\$190,900	\$180,450
Artists and Art Organizations	\$263,000	\$263,000
Special Events and Festivals	\$100,500	\$95,500
Total	\$1,284,400	\$1,247,350
	Remaining	\$37,050

**CARRIED WITH COUNCILLORS  
FROUDE AND BURTON ABSTINING**

**Housing – Councillor Hope Jamieson**

**Items for Discussion**

Decision Note dated February 20, 2019 re: Affordable Housing Working Group Membership

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**Moved – Councillor Jamieson; Seconded – Councillor Hanlon:**

**That Council accept Doug Pawson as the End Homelessness St. John’s representative and Emily Timmins as the Department of Children, Seniors and Social Development representative on the Affordable Housing Working Group.**

**CARRIED UNANIMOUSLY**

Decision Note dated January 30, 2019 re: Affordable Housing Catalyst Grant Allocations 2019

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**Moved – Councillor Jamieson; Seconded – Deputy Mayor O’Leary**

**That Council accept the recommended 2019 Housing Catalyst Grant allocations.**

**CARRIED UNANIMOUSLY**

**Governance & Strategic Priorities – Mayor Danny Breen**

**Items for Discussion**

Decision Note dated February 27,2019 re: Dental Coverage – Members of Council

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**Moved – Councillor Burton; Seconded – Councillor Korab**

**That Council approve obtaining dental coverage for members of Council and their families through Desjardins.**

**CARRIED UNANIMOUSLY**

**Adjournment**

There being no further business the meeting adjourned at 9:54 a.m.

Mayor Danny Breen  
Chairperson

# INFORMATION NOTE

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**Title:** Quarterly Travel Report – Fourth Quarter 2018

**Date Prepared:** February 26, 2019

**Report To:** Committee of the Whole (COTW)

**Council/Role:** Dave Lane/Finance & Administration

**Ward:** N/A

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

In accordance with the City's Freedom of Information By-law, the second quarter travel report and budget summary are presented for information, as attached.

The amounts noted include all expenses related to travel, included but not limited to, registration, airfare, accommodations and per diem.

## **Key Considerations/Implications:**

### **1. Budget/Financial Implications**

- Costs for travel is allocated through individual department/program budgets.

### **2. Partners or Other Stakeholders** N/A

### **3. Alignment with Strategic Directions/Adopted Plans**

- Effective Organization (Develop a knowledgeable and engaged workforce)

### **4. Legal or Policy Implications** N/A

### **5. Engagement and Communications Considerations** N/A

### **6. Human Resource Implications** N/A

The logo for the City of St. John's, featuring the words "ST. JOHN'S" in a serif font. The letter "O" in "JOHN'S" is replaced by a stylized graphic of a signal tower or antenna.

**7. Procurement Implications** N/A

**8. Information Technology Implications** N/A

**9. Other Implications** N/A

**Conclusion/Next Steps:** This report is provided to Council for information purposes only.

**Prepared and Approved by:** Derek Coffey, Deputy City Manager of Finance & Administration

**Attachments:** 4th Quarterly Travel Report for 2018 & Budget Summary

CITY OF ST. JOHN'S  
City of St. John's Consolidated  
For the Twelve Months Ending Monday, December 31, 2018

ACCOUNT	ACCOUNT DESCRIPTION	YEARLY BUDGET	Y.T.D. ACTUAL	BUDGET REMAINING
TRAVELLING EXPENSES:				
	City Administration, City Solicitor - TRAVELLING EXPENSES	2,000	4,564	(2,564)
	City Administration, Mayor and Councillors - TRAVELLING EXPENSES	21,762	41,263	(19,501)
	City Administration, Office of the City Manager - TRAVELLING EXPENSES	13,700	7,719	5,981
	Community Services, Administration - Community Services, Economic Dev. Culture and Partnerships - TRAVELLING EXPENSES	35,400	21,219	14,171
	Community Services, City Homelessness Initiatives - TRAVELLING EXPENSES		10,322	(10,322)
	Finance & Administration, Administration - Finance - TRAVELLING EXPENSES	37,090	9,743	27,347
	Other & Fiscal Services, Other Cultural - TRAVELLING EXPENSES	2,900		2,900
	Planning, Engineering, & Regulatory Services, Management and Administration, PERS - TRAVELLING EXPENSES	40,900	25,729	11,781
	Public Works, Public Works Administration - TRAVELLING EXPENSES	15,657	9,294	4,802
	Public Works, Water and Waste Water, Waste and Recycling - TRAVELLING EXPENSES	34,900	14,052	20,848
	St. John's Regional Fire Department, Regional Fire Administration - TRAVELLING EXPENSES	6,800	5,956	844
	Total TRAVELLING EXPENSES	211,109	149,862	56,286

DEPARTMENT/EMPLOYEE	LOCATION	PURPOSE OF TRAVEL	DATES	TOTAL COST	REGISTRATION	AIRFARE	HOTEL	PER DIEM	TRANSPORTATION	OTHER	REIMBURSEABLE BY THIRD PARTY
<b><u>Public Works</u></b>											
Jim Moore	Port Aux Basques, NL	CPWA Conference	Oct. 16-19, 2018	1,019.40	150.00	-	352.80	214.00	302.60	-	-
Lynnann Winsor	Montreal, Quebec	CWWA Conference	Nov. 3-8, 2018	3,398.76	1,006.03	662.68	1,303.05	321.00	106.00	-	-
				4,418.16	1,156.03	662.68	1,655.85	535.00	408.60	-	-
<b><u>Community Services</u></b>											
Elizabeth Lawrence	Halifax, N.S.	Global Affairs Meetings	Oct. 30-31, 2018	774.15	-	472.93	194.72	53.50	53.00	-	-
Justin Mahon	Hamilton, ON	Canadian Alliance to End Homelessness	Nov. 4-7, 2018	-	727.72	956.59	471.21	160.50	11.65	-	(2,327.67)
Julia Von Rhedey	Hamilton, ON	Canadian Alliance to End Homelessness	Nov. 4-8, 2018	-	727.72	960.04	471.21	160.50	11.65	-	(2,331.12)
Jessica Barry	Montreal, Quebec	Local Immigration Partnerships	Nov. 20-26, 2018	1,761.88	395.50	468.20	603.36	160.50	134.32	-	-
Jennifer Tipple	Hamilton, ON	Canadian Alliance to End Homelessness	Nov. 4-8, 2018	-	272.90	939.34	437.31	160.50	166.90	-	(1,976.95)
				2,536.03	2,123.84	3,797.10	2,177.81	695.50	377.52	-	(6,635.74)
<b><u>St. John's Regional Fire Dept.</u></b>											
David Day	Halifax, N.S.	Accident Command System Operations Section Chief Course	Nov. 26-29, 2018	2,213.83	862.50	482.14	421.17	214.00	234.02	-	-
				2,213.83	862.50	482.14	421.17	214.00	234.02	-	-
<b><u>Mayor &amp; Council</u></b>											
Sandy Hickman	Gander, NL	MNL Conference	Oct. 4-7, 2018	1,470.82	475.00	-	472.65	214.00	309.17	-	-
Danny Breen	Gander, NL	MNL Conference	Oct. 3-6, 2018	1,483.74	475.00	-	558.90	214.00	235.84	-	-
Sandy Hickman	Ottawa, ON	FCM Board Meetings	Nov. 19-23, 2018	2,207.24	-	728.35	1,090.60	267.50	120.79	-	-
				5,161.80	950.00	728.35	2,122.15	695.50	665.80	-	-
<b><u>Planning, Engineering &amp; Regulatory Services</u></b>											
Jason Sinyard	Tampa, FL	Smart Cities Conference & Expo	Oct. 21-26, 2018	5,078.51	1,876.61	940.88	1,669.33	420.09	171.60	-	-
Ken O'Brien	Fredericton, NB	National Heritage Conference	Oct. 17-21, 2018	2,366.59	375.00	1,007.69	823.40	160.50	-	-	-
				7,445.10	2,251.61	1,948.57	2,492.73	580.59	171.60	-	-
<b><u>Office of the City Manager</u></b>											
Byron Osmond	Port Aux Basques, NL	CPWA Meetings	Oc. 17-19, 2018	995.89	-	-	315.10	160.50	520.29	-	-
				995.89	-	-	315.10	160.50	520.29	-	-
<b>TOTAL FOR ALL DEPARTMENTS</b>				<b>22,770.81</b>	<b>7,343.98</b>	<b>7,618.84</b>	<b>9,184.81</b>	<b>2,881.09</b>	<b>2,377.83</b>	<b>-</b>	<b>(6,635.74)</b>

Please note travel amounts above may not match totals on attached report due to timing differences between travel dates and recording of expenses as well as calculation of HST rebates.

# INFORMATION NOTE

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**Title: Non-Profit Housing Update**

**Date: March 12, 2019**

**Report To: Committee of the Whole**

**Councillor and Role: Councillor Hope Jamieson, Council Lead, Non-Profit Housing**

**Ward: N/A**

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

**Discussion – Background and Current Status:**

The NPH Audit made recommendation to provide an annual status update to Council on Non-Profit Housing. The following items are provided for Council information.

1. As of December 31, 2018, the vacancy rate for NPH was 8.1%. Most of them 3-bedroom units.
2. In 2018, 67 units were vacated (6.7% of the housing portfolio). Most of these vacancies was the result of updated rental contracts due to End of Operating agreements. In 2018, 43 new households found homes within our NPH units.
3. At the end of 2018, NPH had 102 people on the waitlist. 84% of this waitlist qualified for a rent geared to Income unit or an affordable housing unit based on family income. 62% of these were waitlisted for a one-bedroom unit.
4. NPH staff continue to make the changes with the Lower End of Market Housing units as the properties come out of their 35-year operational agreements. To date we have had 5 agreements expire; Forest Road, Cuckhold's Cove Road, Infill 1982, Rawlins Cross, and Riverhead Towers. There are 6 additional project areas that will come out of operational agreements at different times between 2019 – 2021.
5. Rent Geared to Income housing units (RGI's) – Rental rates for RGI units are determined based on the tenant's income. The rates determined includes the NL Power costs. With the cost of electricity expected to increase, NLHC was contacted to explore options. NLHC partner manages our RGI portfolio therefore any changes must be approved by NLHC. NLHC approved an increase to the heating surcharge of \$5.00 per unit per month. Tenants will see a \$5.00 increase in what they pay for their heating surcharge effective July 1, 2019.
6. 15 Convent Square (to be known as Nagle's Manor) will be ready for new tenants in the coming weeks. This building was gifted to the City by the Presentation Convent for the purpose of converting it to affordable housing for seniors. The selection process has started, and tenants will soon begin to move into the building. A grand opening of Nagle's Manor will occur, date to be determined.

**ST. JOHN'S**

7. End Homelessness St John's (EHSJ) continues to work with several community partners to reduce homelessness in St John's. The City, in partnership with EHSJ has hired a new Executive Director, Doug Pawson who started in this role Mach 4, 2019. The City of St John's has confirmed Reaching Home (formerly Homelessness Partnering Strategy) funding for 2019-2020. Under the leadership of Mr. Pawson, EHSJ will move to an incorporated body separate from the City of St. John's. This incorporation and transition are scheduled to take one year, to be completed by March 31, 2020.

**Key Considerations/Implications:**

1. Budget/Financial Implications:

The City will collect an additional \$9360 per year in heating surcharges for 156 RGI units.

The City of St. John's will receive the Reaching Home funding for 2019-2020 and together with EHSJ will continue in working with Community groups until EHSJ moves to an incorporated entity.

2. Partners or Other Stakeholders:

NHLC, Various community groups in the City of St. John's

3. Alignment with Strategic Directions/Adopted Plans:

Neighborhoods Build our City and Culture of Cooperation

4. Legal or Policy Implications: N/A

5. Engagement and Communications Considerations

Communications support with the grand opening of Nagel's Manor.

6. Human Resource Implications: N/A

7. Procurement Implications: N/A

8. Information Technology Implications: N/A

9. Other Implications: N/A

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

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

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

# ST. JOHN'S

# INFORMATION NOTE

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**Title:** Affordable Housing Update

**Date Prepared:** March 14, 2019

**Report To:** Committee of the Whole

**Councillor and Role:** Councillor Hope Jamieson, Council Lead, Housing

**Ward:** N/A

**Issue:** Affordable Housing Update

**Discussion – Background and Current Status:**

The City of St. John's approved the Affordable Housing Strategy, 2019-2028, in November 2018. The strategy will address the municipality's housing needs by working in step with partners, stakeholders and residents to create and maintain safe, suitable and affordable housing throughout the city. The following is an update on the affordable housing strategy's first quarter and main areas of work:

AHS Ground Plan

A ground plan document has been developed to implement the new affordable housing strategy. Throughout January and February, meetings were held with Transportation, Communications, OPS, Planning, Finance, Family and Leisure Services and Regulatory Services. Implementation strategies have been divided by division responsible for leading action items. Timelines, next steps and priority areas for each have been laid out.

AHS Actions

**Unlocking Resources:**

- Create an Interdepartmental Committee to coordinate internal components of this strategy

Affordable Housing and Development Facilitator has met with all internal departments that were identified leads for implementation strategies. Terms of reference are being drafted for the interdepartmental committee which will report on short term priorities and provide support for affordable housing strategy initiatives.

- Continue to create a list of city-owned vacant land and buildings and evaluate the inventory for potential redevelopment as affordable housing

The Legal Department has been working with Non-Profit to identify parcels of City owned land for potential projects. Once the process of ownership is confirmed, affordable housing recommendations for each parcel will be presented to Council.

- Work with the Provincial and Federal Governments on identifying land and surplus buildings in St. John's

The City of St. John's provided support to the Federal government in the assessment of two parcels of land located in Pleasantville that are now open for application under the Federal Lands Initiative.

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# ST. JOHN'S

## Building Homes

- Make creating successful tenancies a priority

The Your Rights and Responsibilities as a Tenant document developed by the City and our affordable housing partners, has been updated by to reflect the Residential Tenancies Act changes that came in to effect in 2019 (see attached). The document is posted on the City website and was widely circulated through the help of our partners.

- Focus on producing sustainable rental opportunities

There is continued work with NL Housing on their Rent Supplement Inspection Program. The Department of Regulatory Services provides inspections for NLHC rent supplement units upon move in and with any change in tenancy. As a pilot, the Dept. Regulatory Services is now also inspecting all emergency shelters every 6 months. They also provide the inspection for all new shelters as they are established.

## Leading Innovation

- Continue to offer the Housing Catalyst Fund grants yearly for affordable housing projects

Yorabode has completed their Affordable Housing Toolkit project. It can be found at the following <https://www.yorabode.ca/feed/housing-toolkit>. A presentation is being set up with the NL Housing and Homelessness Network to share this new community resource.

- Facilitate an Energy Efficiency Pilot Project, bringing partners together on a collaborative project that is aimed at reducing power costs and increasing affordability.

The Strategic Doing workshop was held on January 15<sup>th</sup>. The question “*What would it look like if energy costs in our homes were falling rather than rising?*” was used as a framing question to link and leverage partner assets and identify strategic opportunities in relation to a nonprofit housing retro fit project. Two project teams are now established, the first is working to complete an energy audit of the housing units and the second project is to bring an energy efficiency curtain system to the units.

## Revitalizing Policy

Envision St. John’s, prepared as a result of a comprehensive review, will replace the current St. John’s Municipal Plan (2003) and Development Regulations (1994). The Envision St. John’s Development Regulations were presented at Council on March 4, 2019 for adoption-in-principle. With the formal adoption-in-principle, the draft Municipal Plan and Development Regulations documents will be sent to Municipal Affairs for provincial review and release.

The implementation strategies reflected in Envision St. John’s include

- ✓ Allow subsidiary dwelling units in as many residential zones as possible
- ✓ Incorporate provisions for tiny homes
- ✓ Support intensification and mixed-use development
- ✓ Allow small apartment buildings in some residential zones
- ✓ Make best use of land base to provide affordable housing

# ST. JOHN'S

- ✓ In new neighbourhoods, plan development around the parks and open space network, with an emphasis on compact, walkable residential neighbourhoods, with a mix of uses and employment areas along primary transportation corridors
- ✓ Continue to require new developments to consult with the St. John's Transportation Commission regarding public transit infrastructure requirements.

- Provide incentives for affordable housing developments.

When affordable housing applications are received, flexibility for parking requirements is considered on a case by case basis.

An exemption of municipal fees is given to private developers of affordable housing who have confirmed 'Investment in Affordable Housing' funding from NLHC and for all registered charities. Information on the potential expansion of this exemption to programs under the National Housing Strategy is being prepared for Council.

### **Cultivating Partnership**

- Continue efforts to align and combine the City of St. John's Non-Profit Housing and NL Housing applications and wait lists.

Work with NLHC and the CRA in an to streamline the application process thereby creating a more seamless application process for the residents of St. John's.

- Continue to act as an affordable housing facilitator.

The affordable housing facilitator continues to share housing related research, contacts and supports within the community.

### **Informing Action**

- Increase the understanding of affordable housing, housing need, and associated best Practices

An Affordable Housing Forum was held in February focused on innovative partnership and development. The Keynote speaker was Natalie Volland, President of Gestion Immobilière Quo Vadis Inc. based in Quebec. Natalie is a private developer that holds a portfolio of approx. 1.5 million sq ft with over 500 small and medium businesses, including start up incubators and advocates for leadership of inclusions. The event was well attended (approx. 65) and well received by developers, service providers, government representatives and community organizations. The affordable housing context, challenges being faced to move projects forward or for partnerships to emerge and creative solutions were discussed.

- Discourage Not-in-my-backyard (NIMBY) attitudes

A social marketing strategy that addresses and alleviates concerns related to affordable housing developments is being developed.

# ST. JOHN'S

- Conduct recurrent housing needs assessments updates every 3 years

A new consultant has been engaged to complete the housing needs study. We anticipate the report to be completed in the first half of 2019.

**Key Considerations/Implications:**

Budget/Financial Implications: N/A

Partners or Other Stakeholders: The City's Affordable Housing Strategy was built upon public and strategic stakeholder engagement, and the implementation continues to be guided and shaped by multi-stakeholder partnerships and processes.

Alignment with Strategic Directions/Adopted Plans: The following City of St. John's Strategic Directions and Goals are directly aligned with the Affordable Housing Strategy and the work of the AHWG; Neighbourhoods Build Our City; A Culture of Cooperation; Fiscally Responsible and Responsive and Progressive.

Legal or Policy Implications: N/A

Engagement and Communications Considerations: N/A

Human Resource Implications: N/A

Procurement Implication: N/A

Information Technology Implications: N/A

Other Implications: N/A

**Conclusion/Next Steps:** Continue to progress the items identified in the affordable housing strategy.

**Prepared by/Signature:** Simone Lilly, Affordable Housing Development Facilitator

**Approved by/Date/Signature:** Judy Tobin, Manager of Housing Division  
Tanya Haywood, Deputy City Manager – Community Services

Attachments:

Your Rights and Responsibilities as a Tenant Guide

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# ST. JOHN'S

# YOUR RIGHTS & RESPONSIBILITIES AS A TENANT



As a tenant, you have the right to live in a safe and clean environment. Your home should be in good repair and should have adequate water, heat, light, and toilets.

Your home should be safe.

The **City of St. John's** has prepared this guide to help tenants to understand their rights and responsibilities.

The City of St. John's is committed to ensuring that there are acceptable standards of housing for all citizens. We urge tenants and lodgers to report any/all unsafe conditions.

If you have a concern about the standard of the housing where you are living, you may call:

**City of St. John's  
Building Inspections**

**Call: 311**



## IN THIS GUIDE:

Tenant Rights	2
Tenant Responsibilities	3
Landlord Responsibilities	4
Property Standards	5
Family Violence	6
What to Look For Before You Sign...	7
What is Tenant Insurance?	9
Late Paying Rent?	9
Terminating an Agreement	10
Having Problems?	11
Contacts and Information	12

*This document is intended to be used as a guide only and is not a substitute for legal advice. While every effort has been made to ensure that the information found in this guide is correct and up-to-date the City of St. John's cannot guarantee its accuracy.*

# ST. JOHN'S

# Tenant Rights



- ✓ Rent cannot be increased for the first year you live in a new rental unit.
- ✓ Rent can only be increased once in a 12-month period, with 6 months written notice.
- ✓ If you sign a written rental agreement, the landlord **MUST** provide you with a copy.
- ✓ If you enter into a verbal rental agreement, the landlord must provide you with a written notice containing all of the information found in the Rental Agreement Notice Regulations (<https://www.assembly.nl.ca/Legislation/sr/regulations/rc180120.htm>).
- ✓ Landlords are required to provide you with a copy of the Residential Tenancies Act. This can be a paper copy, or an electronic format such as a PDF if you have provided an electronic address for receiving documents.
- ✓ The most a landlord can charge for a security deposit is  $\frac{3}{4}$  of the monthly rent amount. Deposits must be returned within 10 days of your rental agreement ending, unless a claim is filed with Service NL.
- ✓ Any rent increases or other notices from the landlord must be in writing and state the section of the Act under which the notice has been given.
- ✓ A landlord cannot change the locks, or disconnect any service, while you are living in the rental unit.
- ✓ Except in an emergency, a landlord must provide 24 hours notice, in writing, if they wish to enter the rental unit.
- ✓ Landlords must make necessary repairs in a timely manner. Requests for repairs must be made in writing.

Knowing your rights is important, so we have put together some information about your most common rights as a tenant. You may have other rights as well. If you have questions about your rights as a tenant, please see Page 12 of this guide.

## Definitions

<b>Landlord</b>	The person or company you are renting from.
<b>Tenant(s)</b>	Person(s) who are entitled to occupy a rental unit under a rental agreement.
<b>Roommates</b>	People you share common space with, like a kitchen or bathroom.
<b>Rental Agreement</b>	A written agreement that states the rules and conditions of renting.
<b>Fixed-Term Rental Agreement</b>	A rental agreement that covers a period that is not less than six months and not more than twelve months.
<b>Rental Unit</b>	The house, apartment, or room that you are renting.
<b>Termination Notice</b>	Notice from the landlord that you must move out of the rental unit.



**The Residential Tenancies Act does NOT apply in some situations, including:**

- ⇒ Hotels, motels, inns, tourist homes, hostels, vacation homes, etc.
- ⇒ Accommodations for penal, correctional, rehabilitative or therapeutic purposes
- ⇒ Emergency shelters
- ⇒ Hospitals, nursing homes or personal care homes
- ⇒ Educational institutions
- ⇒ Transient accommodations provided by a religious, charitable or non-profit organization
- ⇒ Co-operative housing where its members or shareholders occupy the living accommodations

There may be some other cases in which the Residential Tenancies Act does not apply. If in doubt, contact Service NL using the information found at the end of this guide.

# Tenant Responsibilities

Having a good relationship with your landlord, roommates, or other tenants is important while renting. Being respectful towards each other can help improve the rental experience.

By following the guidelines found here you can avoid many of the common problems faced by tenants.



## Tenants MUST

- ✓ Pay rent on time, and as agreed to in the rental agreement. For more information on what could happen if you are late paying rent, please see Page 9 of this guide.
- ✓ Keep the rental unit clean. Garbage should be removed often and not be left inside or outside of the rental unit for long periods of time. Tenants should do regular housekeeping such as cleaning the floors and bathroom, etc.
- ✓ Repair any damage caused by the tenants or their guests. If damage has been caused that the tenant cannot repair, they should tell the landlord right away.
- ✓ Report any problems requiring maintenance to the landlord right away. It's important to report things like leaking pipes to the landlord as soon as possible to minimize the amount of damage.
- ✓ Provide proper written notice to the landlord if they plan to move out.
- ✓ Put any notices to the landlord in writing and state the section of the Act that the notice has been given under.

## Tenants must NOT

- ✗ Do anything that keeps the landlord or other tenants from being able to enjoy the rental property.
- ✗ Break any rules that were agreed upon or are found in the rental agreement, such as rules about pets or smoking inside the rental unit.
- ✗ Change the locks on the rental unit without permission from the landlord.
- ✗ Disconnect heat, water, or electrical while living in a rental unit. Tenants also should not transfer electrical service back into the landlord's name until the end of the rental agreement.
- ✗ Rent out any part of the rental unit to someone else without first asking for permission from the landlord.
- ✗ Allow anyone else to live in the rental unit without asking for permission from the landlord.
- ✗ Withhold rent from the landlord for any reason unless permitted by the Residential Tenancies Act or authorized in advance by Service NL.



- ⇒ If you do not follow these rules, the landlord may give you a written notice asking you to fix the problem. If you do not fix the problem after getting a written notice from the landlord you can be evicted.
- ⇒ You must follow these rules even if you are having problems with your landlord. If you are having problems with your landlord you should refer to Page 12 of this guide for information about who to contact for help.

# Landlord Responsibilities



The law sets out some rules and procedures that all landlords must follow. When landlords and tenants work together many issues can be resolved quickly and easily.

As a tenant, understanding your landlord's obligations can help you protect your rights. We've listed some of the most common issues here.

If you have questions about your rights as a tenant, or the obligations of your landlord, you can find more information on Page 12 of this guide.

## Landlords MUST

- ✓ Keep the rental unit in a good state of repair. Landlords should address maintenance requests in a timely manner.
- ✓ Comply with all health, safety, and housing laws.
- ✓ Put any notices to the tenant in writing and state the section of the Act that the notice has been given under.
- ✓ Ensure they are treating tenants fairly and in accordance with the Human Rights Act.
- ✓ Provide a signed copy of the rental agreement to the tenants or a written notice containing all the information found in the Rental Agreement Notice Regulations (<https://www.assembly.nl.ca/Legislation/sr/regulations/rc180120.htm>) if entering into a verbal rental agreement, along with a copy of the Residential Tenancies Act.
- ✓ Submit an application to Service NL if there is a claim for any of the security deposit.

## Landlords must NOT

- ✗ Do anything that keeps tenants from being able to enjoy the rental property.
- ✗ Change the locks on the rental unit without permission from the tenant. The tenants must be given keys to the new locks immediately.
- ✗ Disconnect heat, water, or electrical service, while tenants are living in a rental unit.
- ✗ Enter a rental unit without providing twenty-four hours notice in writing, except in an emergency (fire, flood, etc.)
- ✗ Increase rent during a fixed-term rental agreement, or more than once in a twelve-month period for month-to-month tenants.
- ✗ Terminate a rental agreement or threaten, intimidate, or harass a tenant, a member of a tenant's family, or a guest in retaliation for a tenant asking about, or enforcing, their rights under the law.



- ⇒ If a landlord is unsure of the rules or procedures to follow in a specific case, they should seek clarification **BEFORE** making any decisions that may impact their tenants. It's easier to do the right thing the first time than it is to fix a mistake after!
- ⇒ If a property is sold to a new owner all the same rules apply to the new owner. The new owner is also responsible for returning the security deposit upon termination of the rental agreement.

# Property Standards

In the Residential Property Standards By-Law the City of St. John's sets out the minimum standards for residential properties within the city. All residential property owners are required to follow these standards, including residential landlords.

The Residential Tenancies Act requires landlords to comply with all laws relating to health, safety, and housing. Following these standards can help ensure the safety of all occupants and visitors.



## Outside

Property owners must ensure the exterior of their property does not appear neglected. This includes, but is not limited to:

- ⇒ Keeping exterior walls of a dwelling maintained in good repair and free from holes or excessively worn surfaces
- ⇒ Painting or treating exterior surfaces
- ⇒ Fixing broken or missing windows and doors
- ⇒ Not allowing accumulation of garbage and debris
- ⇒ Not storing wrecked or inoperative vehicles
- ⇒ Removing materials that are likely to attract rodents
- ⇒ Ensuring grass is cut
- ⇒ Keeping exterior stairs to a dwelling in good repair
- ⇒ Keeping railings and handrails for stairs or patios in good condition
- ⇒ Keeping fences and accessory buildings in good repair

## Inside

Property owners are responsible for maintaining the interior of the dwelling unit. This includes, but is not limited to:

- ⇒ Having operable smoke alarms on all floors of the dwelling, and located adjacent to sleeping rooms
- ⇒ Keeping floors, walls, ceilings and other surfaces in good condition, free from holes
- ⇒ Ensuring sleeping areas have at least one window that opens and meets minimum escape requirements (areas not less than 0.35 m<sup>2</sup> (3.8ft<sup>2</sup>)). The opening must be big enough to crawl out of in an emergency.
- ⇒ Repairing or replacing defective or missing window or door hardware
- ⇒ Keeping all electrical components such as outlets, switches, and lights in good working order
- ⇒ Ensuring there is no excessive use of extension cords
- ⇒ Keeping all plumbing fixtures in good working order
- ⇒ Ensuring every dwelling unit has hot and cold running water and adequate heat



- ⇒ Landlords or tenants that have questions about Property Standards, or anyone wishing to report a Property Standards violation, can contact the City of St. John's by calling 311 or 709-754-2489
- ⇒ The City of St. John's Residential Property Standards By-Law can be found at <http://www.stjohns.ca/bylaws.nsf/nwByLawNum/1140>

# Family Violence



If the safety of you or your children is at risk because of family violence you may apply to Service NL for permission to terminate your rental agreement early if you need to leave the abusive situation. This only applies if you have a fixed-term rental agreement.

If you need to terminate a rental agreement for this reason you must apply to Service NL for a certificate first, and give the landlord a copy of the certificate with the termination notice.

Before a certificate to terminate your rental agreement will be granted you must provide **ONE** of the following, along with your application, to the Director of Residential Tenancies:

## Court Order

If you already have any of the following court documents you may file with Service NL for permission to terminate your rental agreement without requiring any further documentation:

- ⇒ a copy of an emergency protection order granted under the Family Violence Protection Act
- ⇒ a restraining order
- ⇒ a peace bond or other court order that is in place to prevent a person who is alleged to have committed family violence against the tenant or a child residing with the tenant from contacting or communicating with the tenant or a child residing with the tenant

OR

## Statement of Professional

If you do not have a court order you will require a statement from one of the following, acting in his or her professional capacity, indicating his or her opinion that the tenant or a child residing with the tenant has been the subject of family violence:

- ⇒ a medical practitioner, registered nurse or nurse practitioner, practical nurse, social worker, psychologist
- ⇒ a member of the Royal Newfoundland Constabulary or the Royal Canadian Mounted Police
- ⇒ an individual employed by an agency or organization to assist individuals for whom the agency or organization provides accommodation in an emergency or transitional shelter because of violence or abuse



- ⇒ The Director of Residential Tenancies has five business days after receiving an application to either issue a certificate or deny the application. A decision by the director is final and not subject to review or appeal. If an application is denied you can apply again if the circumstances change.
- ⇒ A certificate issued by the Director for this reason is only valid for 90 days after it is issued. Once 90 days has passed you would need to apply again for a new certificate.
- ⇒ A landlord must ensure that any information received in connection with a notice or certificate provided as a result of family violence is kept confidential.

# What to Look For



Before you come to an agreement over a rental unit it is important to make sure it is a good fit for you and the unit is in good repair. We've put together a list of things you can check for while viewing a rental unit to help you make a better choice about where you rent.

When viewing a rental unit view it during daylight hours since problems are easier to spot during the day. You can bring a trusted friend or family member when you view the rental unit since they may notice problems that you may have missed.

## Kitchen

- Is the kitchen in good condition? (hot/cold running water, clean cupboards/drawers, no leaky faucets, enough water pressure, etc.)
- Are appliances provided? (fridge, stove) If so, are they clean and working?
- Do the doors and controls on appliances work properly?
- Is there an exhaust fan, or a window that opens?

## Outside

- Is the building well kept on the outside? (cleared walkways, enough parking, etc.)
- Is the entrance well lit?
- Is the entrance easily and safely accessed?
- Are the stairs/porch in good condition?
- Who is responsible for clearing snow from the walkways/driveways?
- Who is responsible for mowing the grass?
- Who is responsible for garbage removal?

## Inside

- What floor is your unit on?
- Will you be sharing your unit?
- Is there an elevator?
- Are all stairs and landings in good, firm condition with secure railings and handrails?
- Are there working locks on the doors? (main door, apartment/bedsitting room door)
- Are there enough windows to allow good light and air circulation? In each bedroom, there should be at least one window which is large enough to exit through in an emergency.
- Do the windows open/close properly and easily?
- Do the windows have fly screens that are in good condition?
- Are there unpleasant smells, cracks or water stains on walls/ceilings? (may mean leaks)
- Are the rooms damp (i.e. mould) or cold? When was the unit last painted?
- Is there an air exchanger or de-humidifier?
- Is there a working thermostat to control heat in your unit?
- Is there a fuse box or breakers? Is it located in your unit? If not, can you get to it easily?

# What to Look For... (continued)

## Safety

- Are there working smoke detectors? (push the test button to see if they are working)
- Is there a working fire extinguisher and is it within reach? Who is responsible for keeping the fire extinguisher in working condition?
- Is there any kind of safety/alarm system? Is the neighbourhood generally safe? (i.e. is vandalism common?)
- Is there an emergency exit? (i.e. another way out if the main door is blocked?)
- Is there a clear, well lit pathway to all emergency exits?
- Is there a proper and secure railing on fire escapes and stairwells?
- Are electrical cords running under carpets, over/under doors and windows or through walls creating a potential safety issue?

## Bathroom & Laundry

- How many people will be sharing the bathroom?
- Is the bathroom clean?
- Is the plumbing in good working order (no leaky faucets, enough water pressure, properly flushing toilets, etc.)?
- Is there a shower?
- Does the bathroom have a fan or a window that opens?
- Is there a washer and dryer or a laundry room? Can you access it at all times?
  - If not, is there a laundromat nearby?

## Other Questions

- What is the most you can afford to pay for rent?
- What is included in the rent?
  - Hot water?
  - Heat?
  - Cable?
  - Internet?

*If not, remember to include these costs in your budget.*
- Is the area close to school, work, or public transit?
- Is smoking allowed in the residence? Are pets allowed?
- What is the earliest move-in date and at what exact time?
- If sharing a rental unit with roommates, who is responsible for cleaning common areas and who supplies cleaning materials?

## Important to Know

- ✓ A rental agreement, or lease, is a legal contract between you and the landlord. It is important to understand your lease, and ask any questions, **BEFORE** you agree to it!
- ✓ Notices may be sent electronically, if:
  - ⇒ The notice is substantially similar to the paper version.
  - ⇒ The other person has provided an electronic address for receiving notices.
  - ⇒ The notice is sent to the electronic address that was provided.



# Reading the Fine Print

## Before You Sign A Rental Agreement or Move In

- ❑ Make sure you understand your rental agreement and any rules that are in place.
- ❑ Be clear on what is included in the rent (electricity, hot water, cable, internet, etc.)
- ❑ Be clear on the length of the rental period. (weekly, monthly, yearly, etc.)
- ❑ Find out how much rent will be, when it is due, and how to make payments. Also find out how much the security deposit is.
- ❑ **Always get receipts for any money you pay your landlord.**
- ❑ Do an inspection of your unit with your landlord. You and your landlord should sign your list of existing damages before you pay security deposit and you and your landlord should have a copy of that list.

The **Rental Premises Condition Report** can be used for this purpose:  
[http://www.servicenl.gov.nl.ca/landlord/condition\\_report.pdf](http://www.servicenl.gov.nl.ca/landlord/condition_report.pdf)

- ❑ Make sure that you understand your responsibilities and those of your landlord as outlined in this guide.
- ❑ **If a landlord or tenant wishes to end a tenancy written notice is required. Find out how much notice is required and make sure it is stated in the rental agreement.**



## What is Tenant Insurance?

Tenant insurance, sometimes called renter's insurance, is something every tenant should consider. Some landlords even require their tenants to have this type of insurance.

Tenant insurance can cover things like replacing your belongings if they are stolen or damaged, repairing any accidental damage you cause to the rental unit, and protects you if someone is injured on your property and sues you. Tenant insurance can also cover expenses like staying in a hotel while repairs are made to your rental unit.

You may be able to bundle tenant insurance with your car insurance to save money!

## Late Paying Rent?

It is important that you pay your rent on time each month. Your landlord can charge a late fee for each day rent is late. The landlord can also begin the eviction process if rent is not paid.

- ⇒ Landlords can charge a late fee of \$5 for the first day rent is late, and \$2 for each additional day, to a maximum of \$75.
- ⇒ If rent has been late for five days or more the landlord can serve a termination notice and begin the eviction process. The notice **MUST** be in writing.
- ⇒ You have ten days from the date of the termination notice to either pay rent, including any late fees, or move out. **If rent is paid in full within those ten days the termination notice is automatically void and you do not need to move!**
- ⇒ If you receive three written termination notices within a twelve-month period you can be evicted, even if you pay your rent in full the third time.
- ⇒ A landlord cannot change the locks on a rental unit, to evict the tenant, without applying for and receiving permission from Service NL.

# Terminating a Rental Agreement

## Standard Terminations

A landlord or tenant can terminate a rental agreement if proper notice is given in writing. The amount of notice that is required in each case is listed below, unless you have agreed in writing to a longer notice period.

### Week to Week

Tenant must give 7 days notice to the landlord.  
Landlord must give 4 weeks notice to the tenant.

### Month to Month

Tenant must give 1 month notice to the landlord.  
Landlord must give 3 months notice to the tenant.

### Fixed Term

Tenant must give 2 months notice to the landlord that they will be moving out when the agreement expires. Landlord must give 3 months notice to the tenant that they will need to move out when the agreement expires.

## Material Breach

If a landlord or tenant breaks any of the rules or conditions of the rental agreement the other party may serve them a written notice explaining the problem.

If the problem is not corrected within a reasonable amount of time the rental agreement can be terminated by providing written notice at least one month before the rent is normally due.

## Unfit for Habitation

If a rental unit is no longer fit for habitation a landlord or tenant can **terminate the rental agreement immediately**. Notice must be in writing and must be given at that time.

A rental unit can be made unfit for habitation due to lack of maintenance by the landlord, damage caused by the tenant, or an unforeseeable situation like a flood or fire.



## Enjoyment and Privacy

Landlords and tenants are not supposed to do anything that keeps others from being able to enjoy the rental property. Failure to follow this rule could lead to a termination of the rental agreement if an issue is ongoing or serious in nature.

If a tenant is terminating a rental agreement for enjoyment or privacy reasons they need to give the landlord between five and fourteen days notice in writing. If a landlord is terminating a rental agreement for these reasons they must give the tenant at least five days notice in writing.

## Health

A tenant can terminate a fixed-term rental agreement with one month notice for the following health-related reasons:

- ⇒ The tenant's income is reduced as a result of ill health, or the income of a person who has been providing financial assistance towards the payment of the tenant's rent is no longer able to provide financial assistance due to ill health.
- ⇒ The tenant is required to reside with a family member because of the ill health of the family member.
- ⇒ The tenant is admitted permanently into a home that provides personal care for the aged.
- ⇒ The tenant dies.

In these cases the rental agreement can be terminated by providing written notice to the landlord, along with supporting documentation, at least one month before rent is normally due.

*There are forms available on the Service NL website that you can use to terminate a rental agreement. They can be found at: [https://www.servicenl.gov.nl.ca/landlord/residential\\_tenancies.html](https://www.servicenl.gov.nl.ca/landlord/residential_tenancies.html)*

# Having Problems?



## Dispute Resolution

Service NL has a process in place to help tenants and landlords who are having a disagreement.

Before filing a formal complaint you should try to work the problem out with your landlord. You should put your complaints in writing and give them to the landlord.

If you come to an agreement that solves the problem you should get the agreement in writing.

If you are not able to come to an agreement you can ask Service NL to help.

The first step of the formal dispute resolution process requires you to file an application with Service NL. You can find a copy of the Dispute Resolution Application form on the Service NL website. A link has been provided at the bottom of Page 10 in this guide.

The tenant and landlord then have the option to try to sort out their disagreement through mediation before the matter goes to a hearing.

## Mediation

Mediation is one final chance to come to an agreement before the matter goes to a full hearing in front of an Adjudicator.

If you and the landlord agree to try the mediation process a Residential Tenancies Officer will discuss the issues with you to try to help you come to an agreement. If you do reach an agreement it is legally enforceable.

If you cannot come to an agreement, or you and the landlord did not agree to use the mediation process, the matter will move on to a formal hearing before an Adjudicator.

## Formal Hearing

At a Service NL hearing, the tenant and landlord will each present their case to an Adjudicator, along with any supporting documentation such as rental agreements or photos.

The Adjudicator will look at all the information and evidence that was presented at the hearing and make a decision. You will receive a copy of the written decision and Order. The Order can be enforced through the court system if the other person fails to follow it.

Hearings may be conducted in person, over the phone, or by written submissions.

When deciding on your case the Adjudicator has several options available to resolve the problems. These are known as "remedies". Some remedies available through a formal hearing include:

- ⇒ Directing a landlord or tenant to pay money to the other person.
- ⇒ Requiring a landlord or tenant to comply with the rental agreement.
- ⇒ Directing a tenant to move out of the residential premises on a specified date.
- ⇒ Ordering the return personal property or to pay for the value of the personal property taken.
- ⇒ Directing a tenant to pay rent or a percentage of rent to the Residential Tenancies Office to be held until the dispute is settled.
- ⇒ Determining if a notice of termination is valid.
- ⇒ Determining the outcome of claims related to the security deposit.
- ⇒ Imposing terms and conditions to ensure compliance with the Act and the rental agreement.

## Provincial Offence

Under Section 51 of the Residential Tenancies Act, a person found guilty of violating the Act, the regulations, or an Order made under the Act can be issued fines of up to \$10,000.

To invoke Section 51 of the Act, you would need to make an application to the Provincial Court.

# Contacts and Information

## Safety & Support

### City of St. John's Property Standards Complaints

Phone: 311  
Phone: (709) 754-CITY (2489)

### HealthLine

Toll-free: 811

**811 is for non-emergency situations only.**  
*For medical emergencies, please call 911.*

### Mental Health Crisis Centre

Toll-free: 1-888-737-4668  
Phone: (709) 737-4668

### Newfoundland Power (Outages)

<https://www.newfoundlandpower.com/en/Outages/>

Toll-free: 1-800-474-5711

### Sexual Assault Crisis Line

<http://nlsacpc.com/>

Toll-free: 1-800-726-2743  
E-mail: [info@endsexualviolence.com](mailto:info@endsexualviolence.com)

### Royal Newfoundland Constabulary

<http://www.rnc.gov.nl.ca/>

Phone: (709) 729-8000

### St. John's Regional Fire Department

Phone: (709) 576-3905

## Housing Options

### Memorial University Off Campus Housing

<https://www.stuaff.mun.ca/ochl>

Phone: (709) 864-4796  
E-mail: [och@mun.ca](mailto:och@mun.ca)

### NL Housing Corporation

<https://www.nlhc.nl.ca/>

Phone: (709) 724-3000

### City of St. John's Non-Profit Housing

<http://www.stjohns.ca/living-st-johns/city-services/non-profit-housing>

Phone: (709) 576-8196  
E-mail: [housing@stjohns.ca](mailto:housing@stjohns.ca)

### SeniorsNL

*Produces a list of housing options for seniors*

<http://seniorsnl.ca/>

Toll-free: 1-800-563-5599  
Phone: (709) 737-2333  
E-mail: [info@seniorsnl.ca](mailto:info@seniorsnl.ca)

## Rights & Legislation

### Service NL (Residential Tenancies Office)

<https://www.servicenl.gov.nl.ca/landlord/>

Toll-free: 1-877-829-2608  
E-mail: [landlordtenant@gov.nl.ca](mailto:landlordtenant@gov.nl.ca)

### Residential Tenancies Act

*You can read the actual rental law here:*

<http://www.assembly.nl.ca/legislation/sr/statutes/r14-2.htm>

### Public Legal Information (NL)

<http://publiclegalinfo.com/>

Toll-free: 1-888-660-7788  
Phone: (709) 722-2643  
E-mail: [info@publiclegalinfo.com](mailto:info@publiclegalinfo.com)

# DECISION/DIRECTION NOTE

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**Title:** Hosting of the Creative City Network of Canada Summit in 2022, 2023, or 2024

**Date Prepared:** March 13, 2019

**Report To:** Committee of the Whole; March 20, 2019

**Ward:** N/A

## **Decision/Direction Required:**

To consider whether the City of St. John's should become the host city for the Creative City Network of Canada (CCNC) Summit being held in the fall of either 2022, 2023, or 2024.

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

The Creative City Network of Canada (CCNC) held its first Summit in 2002 in Vancouver. Since then, the CCNC has organized 17 successful annual Summits (including its second annual summit, in 2003, here in St. John's). The Summit provides an opportunity to connect face to face with peers across Canada working in the field of cultural planning, policy, and all aspects of cultural development including public art, special events and festivals, programming and facility management. It provides attendees a platform to exchange ideas and learn from their peers and experts in the field.

Previous host city organizers confirm that being the host for a Creative City Summit is valuable, extremely rewarding and worth the effort. Hosting a Creative City Summit puts the host municipality in the spotlight. The Summit raises the profile of your community across Canada and encourages people to visit and experience the community's cultural resources.

The Summit also strengthens supports for culture within the community by bringing expertise in local cultural development to the community and shining a spotlight on local achievements. Each Creative City Summit offers content that is national in scope and addresses the breadth of issues within the practice of local cultural development for cities of different sizes and geographies.

## **The Summit includes six core-programming elements:**

1. Host City Welcome Reception,
2. Local arts and culture study tours,
3. Peer-to-peer presentations,
4. Public Art and Special Event & Festival Roundtables
5. Keynote speeches, and
6. CCNC Annual General Meeting.

The Summit is three days in length and typically takes place between October 1st and November 30th. Its registration includes up to 250 delegates from across Canada, keynote speakers, elected officials from all levels of government, government officials, cultural leaders, cultural managers, artists, etc.

## **The host city is responsible for two core-programming elements:**

- 1) **Host City Welcome Reception, and**
- 2) **Study Tours**

# ST. JOHN'S

**Both of these programming elements are an opportunity to highlight the local community's unique history, stories and achievements. Additionally, the host city may choose to offer additional evening excursions to enhance the delegate's experience.**

**Key Considerations/Implications:**

**1. Budget/Financial Implications:**

The CCNC will contribute revenues through delegate registration fees and sponsorship opportunities, which will go towards the delivery of the Summit. The host city will commit to a host fee as proposed in their bid.

The CCNC is financially responsible for the overall delivery of the Summit including, but not limited to, promotion, pre-Summit site visit, all contracts with vendors, speakers and hotels, delegate registration, catering, programming coordination including audio visual, and any additional administrative aspects of the Summit coordination including Summit evaluation and vendor follow-up post Summit. All contracts entered into for the provision of services will be with the CCNC. The host city is not responsible for any financial losses due to the Summit.

The host city organizes the Welcome Reception and local arts and culture study tours at their expense. In the past, host cities have also been able to provide municipally run venues (theatre, studio, art gallery spaces), technical staff, A/V equipment and catering in-kind support for the welcome reception, study tours and artistic animation.

The host city should also provide at least one staff person, in-kind, that will be the primary contact for the Creative City Network staff and serve on the Creative City Summit Committee as the Host Municipality Coordinator.

In addition, host cities will fund artistic animation for the Summit that highlight the local cultural community during breaks, evening events, etc.

**In 2018, the host city's budgeted financial contribution was \$35,000, plus in-kind contributions (e.g. City staff liaison with Summit planning committee). We anticipate a similar contribution; this would cover costs such as performer fees for artistic animation, study tour transportation and related costs, welcome reception venue and catering costs. The final dollar amount may be reduced through securing of financial assistance, sponsorships, in-kind contributions and/or discounts from suppliers, and partnerships with participating organizations.**

**2. Partners or Other Stakeholders:**

Destination St. John's will provide assistance with the development of the bid application.

The City will explore possible partnerships with neighbouring or regional municipalities, academic, business, not-for-profit organizations and provincial agencies, to leverage resources towards the Creative City Summit. This may be in the form of financial assistance, in-kind venue and event planning, committee work, and related support, as well as sponsorship.



### 3. Alignment with Strategic Directions/Adopted Plans:

**Strategic Plan 2015-2018**; Strategic Direction: Responsive and Progressive: The general direction is to explore options to host significant national events with a specific initiative being seek opportunities to host municipal government related events.

This initiative also supports several Goals of **Roadmap 2021: A Strategic Economic Plan for St. John's**: Goal 2 – A magnetic and desirable city for newcomers and young professionals; Goal 4 – A destination of choice for people seeking authentic visitor experiences, and Goal 5 – A leading Canadian artistic metropolis.

This initiative also supports **Planning for a Creative Future: The City of St. John's Municipal Arts Plan**, especially Strategic Direction D: Public Engagement with the Arts, and Strategic Direction E: Artist as Entrepreneur.

### 4. Legal or Policy Implications:

None at this time.

### 5. Engagement and Communications Considerations:

Assistance from the Marketing and Communications Division would be needed for this event.

### 6. Human Resource Implications:

The host city is responsible for providing a municipal staff person that will act as the Host Municipality Coordinator. The City's Arts and Cultural Development Coordinator was a member of the 2018 Summit Planning Committee for the summit that took place in Mississauga, ON, and would be well-positioned to fill this role, with as-needed support from staff in the Economic Development, Culture and Partnerships division.

The City will also coordinate provision of volunteers for the summit to support registration areas, study tour sign-up, welcome reception and general hosting duties.

### 7. Procurement Implications:

None at this time.

### 8. Information Technology Implications:

None at this time.

### 9. Other Implications: N/A

#### Recommendation:

That the City of St. John's bid to become the host city for the Creative City Network of Canada (CCNC) Summit being held in the fall in one of 2022, 2023, or 2024.

#### Prepared by/Signature:

Théa Morash, Arts and Cultural Development Coordinator; Economic Development, Culture & Partnerships Division, Department of Community Services

#### Approved by/Date/Signature:

Elizabeth Lawrence, Director; Economic Development, Culture & Partnerships Division, Department of Community Services

# ST. JOHN'S

# DECISION/DIRECTION NOTE

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Title: Changes to the Corporate Policy Committee

Date Prepared: February 12, 2019

Report To: Committee of the Whole

Councillor and Role: Mayor Danny Breen, Governance and Strategic Priorities

Ward: N/A

Decision/Direction Required: Seeking approval to modify the composition and processes of the Corporate Policy Committee.

## Discussion – Background and Current Status:

The Corporate Policy Committee (CPC) was approved by Council in November 2015 (R2015-11-09/5 refers) to provide a consistent policy review and approval process for all corporate policies for the City of St. John's.

The CPC and corporate policy development are managed by the Office of the City Clerk. Since 2015, the policy process has evolved and in April 2018, a permanent Policy Analyst was hired. As detailed in the attached documents, to support and enhance ongoing policy development, the following key changes are recommended:

- The CPC membership will include:
  - Two Co-Chairs (City Clerk and Manager - HR Advisory Services)
  - Policy Analyst
  - Senior Legal Counsel
  - Internal Auditor
  - Strategic and Economic Development Officer
- Draft policies will be streamed via the Senior Executive Committee (SEC) for departmental feedback.
- The Office of the City Clerk will continue to oversee the corporate policy development process and manage the CPC. All policy notes, policies and procedures will be developed in coordination with the Policy Analyst, as the main liaison for policy development.
- The Office of the City Clerk will consult with the Office of the City Solicitor throughout the policy development process, including a preliminary consultation prior to policy development and sign-off by the Office of the City Solicitor (along with the Policy Analyst, CPC Co-Chairs, and Policy Sponsor) prior to submission for SEC approval.
- A streamlined policy note template has been developed to provide simplified guidance to departments.

# ST. JOHN'S

## Key Considerations/Implications:

1. Budget/Financial Implications  
Not applicable.
2. Partners or Other Stakeholders  
The Office of the City Clerk will continue to implement the corporate policy development process and manage the CPC. The SEC will continue to review/approve the CPC's recommendations prior to forwarding them to the Committee of the Whole (and then Council) for approval.
3. Alignment with Strategic Directions/Adopted Plans  
The proposed approach aligns with the "Effective Organization" Strategic Direction of the Strategic Plan.
4. Legal or Policy Implications  
These changes are designed to enhance the policy development process.
5. Privacy Implications  
Not applicable.
6. Engagement and Communications Considerations  
These changes have been developed based on discussions and feedback among the SEC, the CPC Co-chairs and CPC members.
7. Human Resource Implications  
There are no human resources implications with these changes, which will be implemented with existing staffing levels.
8. Procurement Implications  
Not applicable.
9. Information Technology Implications  
Not applicable.
10. Other Implications  
Not applicable.

Recommendation: It is recommended that Council approve the modifications to the composition and processes of the Corporate Policy Committee.



Prepared by: Trina Caines, Policy Analyst

Approved by/Date: Elaine Henley, City Clerk, CPC Co-Chair; Roshni Antony, Manager  
- HR Advisory Services, CPC Co-Chair / February 12, 2019

Attachments: Revised Terms of Reference – Corporate Policy Committee  
Revised Policy Proposal Submission Procedure  
Revised Policy Note Template

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**ST. JOHN'S**

## Terms of Reference – Corporate Policy Committee

The Corporate Policy Committee is a **staff committee** with members from the following areas of the City of St. John's.

- City Clerk (or designate)
- Human Resources (Manager, HR Advisor Services)
- Policy Analyst
- City Solicitor
- Internal Auditor
- Organizational Performance and Strategy Representative

**Chairing:** The committee shall be co-chaired by the City Clerk and the Manager, HR Advisor Services. The Office of the City Clerk will have ownership of the policy approval process.

**Frequency of Meetings and Quorum:** The Corporate Policy Committee shall meet not less than **four times** in each year, and as and when called by the Chair. A quorum at each meeting shall be **four** members.

**Record of Meetings:** The Committee shall ensure that written minutes of each meeting are recorded and available for reference by the Senior Executive Committee (SEC) as and when requested. The Policy Analyst will be responsible for taking the minutes. In the absence of the Policy Analyst, one of the co-chairs will designate a minute-taker for the meeting.

### Role of the Committee

- a) Develop and refine the processes for policy conversion, new policy development, and policy retirement;
- b) Recommend processes for effective policy administration;
- c) Provide a forum for aggregating ideas and improvements for creating, vetting and maintaining consistency of city-wide policies;
- d) Ensure that policies have been vetted through all appropriate city departments and other key stakeholders prior to seeking final approval by Council.
- e) Review and provide overview of policy to ensure employee implications are considered while formalizing City policy and procedures on an ongoing basis;
- f) Ensure that any new or amended policy and related programs are consistent with legislation and applicable collective agreements.

**ST. JOHN'S**

- g) Support the creative implementation and communication of City policies and practices.
- h) Provide guidance for policy sponsors on such matters as process management, refinement of procedures, resolution of emerging issues, and additional communication or training requirements. These responsibilities include but are not limited to guidance on:
  - Policy Format: Ratification of a uniform format for all city policies.
  - Policies Index: Implementation of a comprehensive policies index for ease of policy search and identification by users of the intranet.
  - Administrative Procedure: Implementation of a comprehensive procedure to follow when creating, amending or repealing policies. Such procedure addresses:
    - Scope of responsibility for policy creation, review, and enforcement;
    - Proper approval path for policy routing;
    - Templates and tools to be used for uniform policy documents;
    - Legal review;
    - Official approval and communication of policies to City residents and/or employees; and
    - Periodic review cycles for policies.
- i) Ensure that the policies on the City of St. John's Internet and intranet are reviewed and updated as required by the appropriate policy review schedules.
- j) Provide the SEC and, as required, the Committee of the Whole, with recommendations on matters related to new and existing policies.

### **Role of Committee Members**

The success of the Committee relies on the active participation of its members. Individual members are expected to:

- a) Attend and participate in Committee meetings,
- b) Review materials provided and provide feedback within timelines specified,
- c) Advise the Policy Analyst of any issues related to feedback timelines so that mitigation activities may be considered,
- d) Work with departmental staff and Policy Analyst in the development of policy notes,
- e) Work with departmental staff and Policy Analyst in the development of policies and procedures.

**ST. JOHN'S**

## Policy Proposal Submission Procedure

### Purpose

This document outlines the procedure for developing a policy proposal and the process thereafter for policy vetting and approval.

The Corporate Policy Committee (CPC) will review all policies in line with the terms of reference of the Committee and provide feedback and guidance to the policy proposers and sponsors. Policy proposers and sponsors should consult the following for more information regarding the policy approval process:

- Policy Note Template
- Policy Template
- CPC Terms of Reference

### Submission Procedures

- 1) **Identification of Policy Need:** Any employee wishing to (i) create a new policy, (ii) amend an existing policy, or (iii) repeal an existing policy must contact the Policy Analyst with the Office of the City Clerk.
- 2) **Recommended Approach:** Following discussion with the employee (the policy proposer), the Policy Analyst will recommend whether a policy note should be developed, or another approach would be more appropriate (e.g., procedure development).
- 3) **Preliminary Consultation:** Before the policy note development process begins, the Policy Analyst will contact (via email) the CPC Co-Chairs and a representative from the Office of the City Solicitor providing a brief synopsis of the planned policy development to determine if there are any major issues (e.g., need for a by-law, constraints of the City of St. John's Act, pending litigation, etc.) that may affect the decision or timing to proceed.
- 4) **Policy Note Development:** Following feedback from the preliminary consultation, if deemed appropriate, the Policy Analyst will work with the policy proposer to develop a policy note.

- a) A policy sponsor shall be identified and confirmed by the policy proposer. The Policy Analyst will advise the policy sponsor of the expected timeframe for policy note development.
  - b) A working group will be established with appropriate staff to develop the policy note (for some policy notes, this may consist only of the policy proposer and the Policy Analyst).
  - c) A policy note will be drafted based on discussions, research and/or consultation by the working group.
  - d) Policy notes shall be sent to the CPC for review and feedback via email.
    - i. If deemed necessary by the CPC Co-chairs, a CPC meeting will be scheduled for further discussion.
    - ii. At the CPC Co-chairs' and/or the Policy Analyst's discretion, the policy sponsor and any relevant staff may be invited to attend relevant committee meetings regarding the policy proposal in question.
  - e) Based on feedback, the following outcomes (including more than one of the following) may occur:
    - i. Sending the policy note to the Senior Executive Committee (SEC) seeking confirmation/clarification of policy approach. (Prior to sending to the SEC, the policy note shall be signed off by a representative of the Office of the City Solicitor, the policy sponsor, the CPC Co-chairs and the Policy Analyst.)
    - ii. Gathering more information and returning with revised policy note.
    - iii. Postponing/cancelling policy/procedure development.
    - iv. Proceeding with policy and/or procedure development.
  - f) The policy sponsor shall be advised of the outcome and planned actions.
- 5) **Policy Development:** The working group will develop the draft policy and/or procedures.
- a) The draft policy (and/or procedures as determined by the CPC Co-chairs and/or the Policy Analyst) will be provided to the CPC members

for feedback via email and/or at a CPC meeting (as determined by the CPC Co-chairs and/or the Policy Analyst).

- b) The draft policy (and/or procedures, if appropriate) will be provided to the SEC for distribution to their relevant departmental staff for review and feedback.
  - c) Both the CPC members and relevant departmental staff will have a minimum of three weeks to provide feedback (this may be longer for more complex policies or shorter in extenuating circumstances).
  - d) Following the incorporation of all feedback provided, the draft policy (and/or procedures) shall be circulated to the members of the CPC for a final review.
  - e) Once this review is complete, the final policy draft and any related documents shall be signed off by the Policy Analyst, CPC Co-Chairs, Policy Sponsor, and a representative of the Office of the City Solicitor.
- 6) **Policy Approval:** The signed draft shall be referred to the SEC for approval. Once approved by SEC, the policy shall be submitted to the Committee of the Whole for approval and subsequent Council approval.
- 7) **Policy Implementation:** Once the policy is approved, the policy sponsor shall ensure that implementation and communication is completed as previously agreed to in the policy note. The approved policy will be posted on to the Corporate and Operational Policies Manual by the Office of the City Clerk.

**Corporate Policy Committee Co-Chairs**

Elaine Henley, City Clerk (ehenley@stjohns.ca / 576-8202)

Roshni Antony, Manager, HR Advisory Services (rantony@stjohns.ca / 576-3179)

**Policy Analyst**

Trina Caines (tcaines@stjohns.ca / 570-2155)

## Policy Note

[Remove **ALL** text in square brackets, including this line, and replace with your own text, where applicable]

[This Policy Note is to be presented to the Corporate Policy Committee **prior to beginning to draft any policy.**]

**Date:** [Click here to enter a date.](#)

**Policy Title:** [Name of existing policy or proposed new policy]

**Policy Proposer:** [State the Policy Proposer (name and position)]

**Policy Sponsor:** [State the Policy Sponsor, normally a Division / Department Manager to be involved in the policy implementation]

Check all that apply:  New Policy  Revision to Existing Policy  
 Deletion of Existing Policy

[In cases where a new policy requires revision and/or deletion of other policies, please check all relevant boxes and provide details under “Existing / Related Policies” below.]

Will the above be [select all that are relevant]

Directional AND/OR  Instructional

Descriptive AND/OR  Procedural

Require the audience to perform  Conceptual AND/OR  Concrete tasks.

Supported with

Procedures  Checklists  Forms  Guidelines  Legislation.

## **Background/Discussion Report**

[Give a brief summary of the history of the topic and other background information. Write in paragraph form. **Not every single question needs to be answered**, just the ones that are relevant to the topic.]

- [Why is this new policy or policy revision or policy deletion needed?]
- [What previous problems or decisions have related to this issue?]
- [What are the benefits of introducing a new policy or changing the policy?]
- [Identify the 5 W's where applicable: Who, What, When, Where, Why.]
- [What options/alternatives have been considered?]
- [What are the implications for not making this change?]
- [Provide information on best practices and benchmarking with other similar organizations/jurisdictions. Additional details may be attached.]

**Scope:** [State those individuals, groups, units, and/or entities to which the policy would apply. (e.g., all city employees, contractors, citizens, employees of public works only, etc.)]

### **Existing Related Policies:**

[List any existing policies, legislation, regulations, collective agreements, etc., that may be related to the policy and which will need to be reviewed during policy drafting to ensure consistency.]

[In cases where introduction of a new policy requires revision and/or deletion of other policies, **please provide details here.**]

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

[Key considerations are listed in the subsections below. Present all the details required to facilitate decision-making. Depending on the policy and its scope, not all of these subsections will be relevant. **If they are not relevant, please state “not applicable”.**]

## 1. Audience Analysis

- [How will readers use the policy?]
- [Have you considered both concrete tasks (physical activity) and conceptual ones (understanding)?]
- [Is there prior information needed before using/reading this document? What is the knowledge required?]
- [Will there be resistance to the policy content? To what and why?]

## 2. Budget/Financial Implications

- [What are the financial implications of implementing this policy, including direct and indirect costs?]
- [Is this already included in your department or program budget? If not, how will budget or financing matters be addressed?]
- [What is the time commitment for the implementation?]

## 3. Partners or Other Stakeholders

- [Who will this policy impact?]
- [Who needs to be part of the review and recommendation process?]
- [Are other levels of government involved?]
- [Are there other key stakeholders? Internal stakeholders? What is their role: have they provided funds, do they sit on a committee, etc.?]

## 4. Alignment with Strategic Directions/Adopted Plans

- [Cite the relevant Strategic Direction or Goal from the Strategic Plan]
- [Does it support or align with specific directions in other City approved plans? e.g., Engage, Envision, Parks and Open Spaces, etc.?]

## 5. Legal or Policy Implications

- [Are there any legal or matters of risk which need to be considered?]
- [Have you considered existing policies and by-laws?]
- [Is there any new legislation that should be considered?]
- [Are there occupational health and safety implications?]

## 6. Privacy Implications

- [Indicate whether a Preliminary Privacy Impact Assessment (PPIA) is required. One must be completed for any new or substantially modified program, service, or activity involving personal information.]

## 7. Engagement and Communications Considerations

- [Have you reviewed the public engagement “How To” document?]
- [What level of engagement is required? Have you prepared a public engagement plan?]
- [Are there any internal or external partners that need to be engaged?]
- [If public engagement has already taken place, did it inform the note and recommendations?]
- [What communication is planned? Has a communications plan been drafted, or will one be drafted? Are other communications materials being prepared?]
- [Are there any implications for Access Centre (i.e., will this result in increased calls/requests for them and have they been consulted)?]
- [Identify the groups or individuals to be consulted during policy development or who have been consulted to date. Consideration should be given to the following:]
  - [People: DCMs, directors, managers, other groups of employees, unions, etc., as appropriate]
  - [Departments and Divisions: Strategy and Engagement, Human Resources, Corporate Services, other as appropriate.]

## 8. Human Resource Implications

- [Are there any staffing, training or related requirements? Will managers/supervisors need additional toolkits?]
- [Are there any labor relations implications?]

## 9. Procurement Implications

- [Is there a need to contract services, products, equipment, etc.?.]
- [Are there existing contracts that may be impacted?]
- [Have you considered procurement timeline implications and impact?]

## 10. Information Technology Implications

- [Will you need support of IT services? Have you consulted Corporate Information Services to ensure they have resources to assist?]
- [Is there a need for new software or IT systems?]

## 11. Other Implications

- [What else needs to be considered?]

### **Key Recommendations in the Policy:**

[Based on the above discussion and review of key considerations, what is being recommended to the CPC?]

- [Make sure the recommendation is clear, direct and substantiated by the facts you have put forward.]
- [Don't introduce new information in this section.]
- [Clarify the stakeholders and advisory support needed to draft the policy (e.g., Internal Audit, HR, etc.)]

### **Proposed Timeline for Development and Approval:**

[Using the format of yyyy-mm, state the proposed timeline for the various phases, including the anticipated approval date as the final End Date in the table below. Normally, the timeline is completed within twelve months. Note that the consultation period must be a minimum of four weeks.]

<b>Activity</b>	<b>Start Date</b>	<b>End Date</b>
Research and Planning		
Consultation		
Drafting based on consultation feedback		
Preparation of final submission for CPC approval		

Project Proposer      [Signature]  
Project Sponsor        [Signature]  
Department Head      [Signature]

[This proposal requires the support of the appropriate Department Head/DCM before submitting to the CPC.]

# DECISION/DIRECTION NOTE

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Title: New Strategic Plan – **Our City, Our Future** – and 2019 Action Plan

Date Prepared: March 13, 2019

Report To: Committee of the Whole

Councillor and Role: Mayor Danny Breen, Governance and Strategic Priorities

Ward: N/A

Decision/Direction Required: Approve new Strategic Plan and 2019 Action Plan

Discussion – Background and Current Status:

In 2018 the City began the work to build a new Strategic Plan. The plan launched in 2015 was set to expire and it was important to have a new plan that would better align with the City's budget process. A 2018 report and list of accomplishments from the 2015-18 plan was tabled at COTW on Feb. 28, 2019.

The Strategic Plan is the City's overarching strategy document, created to shape and direct our strategic decisions. The vision and the strategic directions are the drivers for change, developed through our year-long **Our City, Our Future** initiative, and they provide the foundation for the plan. The four directions are pillars, each one including goals that translate into specific strategic actions every year. The directions are designed to be longer term, for a period of ten years, with the goals designed for the life of Council with each new Council reviewing and adjusting them to reflect emerging and changing priorities.

Annually, the City will identify strategic activities through a departmental planning process which will result in an annual list of strategic activities to turn the intention of the plan into a reality. The City will publish these annual priorities and report on achievements online.

## Building **Our City, Our Future**

As we started work on a new Strategic Plan, there were several considerations:

- The City has several other plans and strategies, some of which are dated, some of which are new and some of which are evolving including a new economic development plan. We needed a new strategic plan that could set out higher-level directions and goals but would be nimble enough that it could incorporate activities from these other plans, all driving towards a common vision.
- We wanted the plan to be a living document. Therefore, we considered how best to align it to the three-year budget cycle ensuring the initiatives undertaken each year have the necessary resources to make them happen; tying the annual strategic initiatives that advance the plan into our daily work and building that in to our ongoing accountability.

# ST. JOHN'S

In March 2018 the City undertook its first [citizen satisfaction survey](#). The survey provided us with a benchmark of how we are currently performing, and a snapshot of what residents think about the services they receive, value for money, capital spending, and engagement and communications. The survey results provided for good conversation during much of the year-long engagement work and set a benchmark for how we are doing as a City. As part of our strategic planning framework, the City will undertake this type of survey every two years, the next one being in 2020.

Over the past five years, the City has made great strides in public engagement, building a framework and growing internal capacity. For the new strategic plan, it was important to hear from a variety of voices. Between April and October 2018, through a series of nearly 50 in-person and on-line engagement activities, there were several thousand points of engagement. We created an ad hoc Budget and Strategy Advisory Committee comprised of a cross section of members from existing City committees to provide advice and guidance on both the development of the new plan and the budget process.

Regardless of the stakeholder, key themes started to emerge from the engagement process and people indicated what was truly important to them. A [What we Heard](#) document was released in July 2018.

The next piece of the process was to review everything that had been gathered internally and externally and determine how best to position the plan going forward. Four directions were outlined, each one including two to three goals. The plan is both future focused and nimble with a broader statement of our vision for St. John's as well as a new mission statement. Our core values remain the same.

Every year we will table and report on new strategic initiatives that advance the goals and directions of the plan and later in 2019 will launch a public dashboard to allow for easy access to updates and information about our progress including indicators.

#### Key Considerations/Implications:

1. Budget/Financial Implications

Initiatives to be outlined year over year will be considered within the budget planning process. The cost for an enterprise software solution to allow for effective monitoring and reporting on the plan has been budgeted (See #7 - Procurement Implications).

2. Partners or Other Stakeholders

The City has set a guiding principle in the plan recognizing that we need to work with our partners and municipal neighbours to advance our directions.

3. Alignment with Strategic Directions/Adopted Plans

The Strategic Plan is the overarching plan for the City. All other plans and strategies should align with the vision, directions and goals outlined here.

4. Legal or Policy Implications

N/A



5. Engagement and Communications Considerations

A significant year-long engagement process was carried out in the development of this plan and included both internal and external stakeholders. There were public sessions, a project page on [engagestjohns.ca](http://engagestjohns.ca), by invitation sessions, workshops with staff and Council as well as targeted conversations with key stakeholder groups. Additionally, the City established an ad hoc advisory committee comprised of representatives of existing City committees focused on both the new Strategic Plan and the budget process. The committee provided feedback and advice on the public engagement process, what we heard and draft versions of the plan.

6. Human Resource Implications

Strategic planning is the responsibility of the division of Organizational Performance and Strategy, Department of Finance and Administration.

7. Procurement Implications

A procurement process is underway to secure an enterprise software solution for strategic planning and public reporting to allow the implementation and monitoring process to be streamlined and information made more easily available to the public.

8. Information Technology Implications

As per above.

9. Other Implications

Recommendation: Accept the new Strategic Plan and Action Plan for 2019

Prepared by Victoria Etchegary, Manager, Organizational Performance and Strategy

Reviewed by Derek Coffey, Deputy City Manager, Finance and Administration

Approved by Kevin Breen, City Manager

Attachments:

Our City, Our Future Strategic Plan 2019-2029

2019 Action Plan





# 2019-2029

CITY OF ST. JOHN'S

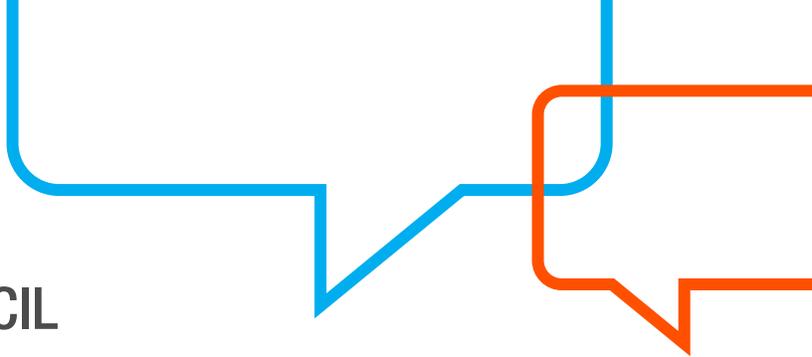
# STRATEGIC PLAN

**OUR CITY.  
OUR FUTURE.**

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

# MESSAGE

## FROM THE MAYOR AND COUNCIL



In 2018 the City of St. John's set out to build a new Strategic Plan, one that would transition us as we see changes in our demographics and economy. Maintaining affordability for residents is a major priority for Council given our current environment. As a Council, we aspire to position the City as a place where people want to live and work and where everyone feels they belong. However, not only do we want people to choose St. John's as a place to live and do business, we want them to love St. John's and feel connected to this place and the people who live here.

**Our City, Our Future** sets forth such a vision. Its intention is to build on the success and learning from our 2015-18 Plan and to keep us focused on our longer-term directions namely to be a **Sustainable City**, a **City that Moves**, a **Connected City** and an **Effective City**. Working with staff, and using input from our residents and stakeholders, Council has identified the goals we want to focus on for the next three years. These are ambitious goals that hold us accountable and ensure the strategic activities we put our efforts into are also important to you. As well, we want to build a City organization where our policies and processes drive high performance and where our continuous improvement efforts make things better every day.

To realize our vision and achieve our goals we must work closely with our partners, our staff, and our residents. Together we can build a city that is sustainable today and in to the future.





# OUR CITY

St. John's is a vibrant city unlike any other. From iconic Signal Hill and the Narrows to our beautiful parks and historic downtown, we offer residents and visitors alike a one-of-a kind experience. We are known for our friendly people, our thriving arts scene, our ocean expertise, our innovative post-secondary community, and our constantly emerging culinary appeal.

## HOUSEHOLD CHARACTERISTICS

(2016)

**108,860**

TOTAL POPULATION

**47,625**

TOTAL HOUSEHOLDS



**61.4%**

OWN

**38.6%**

RENT

IT IS ANTICIPATED THAT AS WE MOVE TOWARDS 2036:



THE AGE GROUP OF

**25 TO 34**

WILL SHOW THE STRONGEST DECLINE

THE POPULATION

**65 AND OVER**

WILL SHOW LARGE POPULATION INCREASE

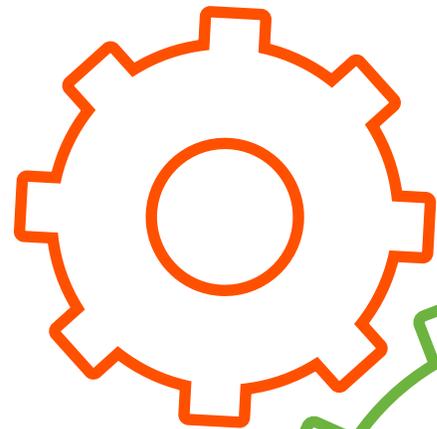
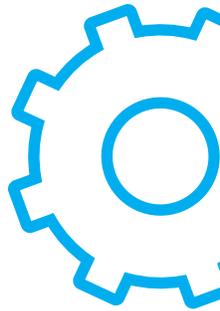


# STRATEGIC PLAN FRAMEWORK

The Strategic Plan is the City's overarching strategy document, created to shape and direct our strategic decisions over the next ten years. The vision and the strategic directions are the drivers for change, developed through our year-long **Our City, Our Future** initiative, and they provide the foundation for the plan.

The four directions are the strategic pillars, each one including goals that translate into specific strategic actions every year. The directions are designed to be longer term, for a period of ten years, with the goals designed for the life of Council with each new Council reviewing and adjusting them to reflect emerging and changing priorities.

Annually, the City will identify strategic activities to focus on which will help achieve the goals outlined here and turn the intention of the plan into a reality. The city will publish these annual priorities and report on achievements online.



# BUILDING OUR CITY, OUR FUTURE



When the City tabled its 2015-2018 Strategic Plan it set out ambitious directions and goals that we have been working and reporting on every year. During this time there was a significant shift in the economy, the city undertook a year-long program review exercise, and a new Council was elected. As we started work on a new Strategic Plan, there were several considerations:

- The City has several other plans and strategies, some of which are dated, some of which are new and some of which are evolving including a new economic development plan. We needed a new plan that could set out higher-level directions and goals but would be nimble enough that it could incorporate activities from these other plans, all driving towards a common vision.
- We wanted the plan to be a living document. Therefore, we considered how best to align it to the three-year budget cycle ensuring the initiatives undertaken each year have the necessary resources to make them happen; tying the annual strategic initiatives that advance the plan into our daily work and building that in to our ongoing accountability.

# Engage! St. John's

## CITIZEN SURVEY

In March 2018 the City undertook its first **citizen satisfaction survey**. The survey provided us with a benchmark of how we are currently performing, and a snapshot of what residents think about the services they receive, value for money, capital spending, and engagement and communications. We learned that residents believe St. John's is a good place to live, where they have good quality of life and enjoy a variety of services. We also heard where residents believe we need to make improvements. The survey results provided for good conversation during much of the year-long engagement work and set a benchmark for how we are doing as a City. As part of our strategic planning framework, the City will undertake this type of survey every two years, the next one being in 2020.

## PUBLIC ENGAGEMENT

Over the past five years, the City has made great strides in public engagement, building a framework and growing internal capacity. For the new Strategic Plan, it was important to hear from a variety of voices. While the citizen survey provided perspective, opportunity for more robust dialogue was necessary. Between April and October 2018, through a series of nearly 50 in-person and on-line engagement activities, there were several thousand points of engagement. We created an ad hoc budget and strategy advisory committee comprised of a cross section of members from existing City committees to provide advice and guidance on both the development of the plan and the budget process.

Regardless of the stakeholder, key themes started to emerge from the engagement process and people indicated what was truly important to them. Words such as affordability, engagement and communication, how we get around, inclusion and access, the importance of places to go and things to do, the environment, land use and public spaces, efficiency, feeling connected and accountability were heard often. Combined with the feedback from the citizen survey, this information helped shaped the vision and directions outlined in this plan.



# VISION

St. John's is a progressive city, shaped by its geography and history, where people want to live and feel they belong.

# MISSION

Guided by our vision, values and strategic directions, we are a team of Councillors and employees delivering valued programs and services in a fiscally responsible manner, for the betterment of the entire community.

# GUIDING PRINCIPLE

We will work with partners and municipal neighbours to advance our strategic directions through cooperative and innovative approaches.





## CONTINUE TO DO THINGS BETTER

We will continue to find ways of doing things better with the aim to be the best we can be in the provision of programs and services.

Improvements can be made when there is an understanding of how things are currently working. There is a commitment to learning, and continuous quality service delivery.



## BE INNOVATIVE

We will be agile, introduce and adopt new ideas, operating methods and new ways of delivering services. We will find ways of maximizing resources by engaging with citizens and employees, taking informed and managed risks and harnessing technology. In being innovative, change must be positive, decrease time and effort, increase efficiency and/or increase simplicity.



## CREATE A POSITIVE ENVIRONMENT

By establishing policies, practices and protocols that support a healthy, safe and secure workplace we will develop a service-focused climate where employees and the public feel supported and secure.



## BE RESPECTFUL

A respectful environment nurtures a culture grounded in the principles of respect and service and advances policies and initiatives in support of that culture.



## TAKE OWNERSHIP

Taking ownership means taking responsibility and following through on responsibilities. We are motivated and take pride in our work and the work of the organization.



# STRATEGIC DIRECTIONS



## 1 A SUSTAINABLE CITY

A city that is sustainable today and for future generations; economically, environmentally and financially.

## 2 A CITY THAT MOVES

A city that builds a balanced transportation network to get people and goods where they want to go safely.

## 3 A CONNECTED CITY

A city where people feel connected, have a sense of belonging, and are actively engaged in community life.

## 4 AN EFFECTIVE CITY

A city that performs effectively and delivers results.



# A SUSTAINABLE CITY

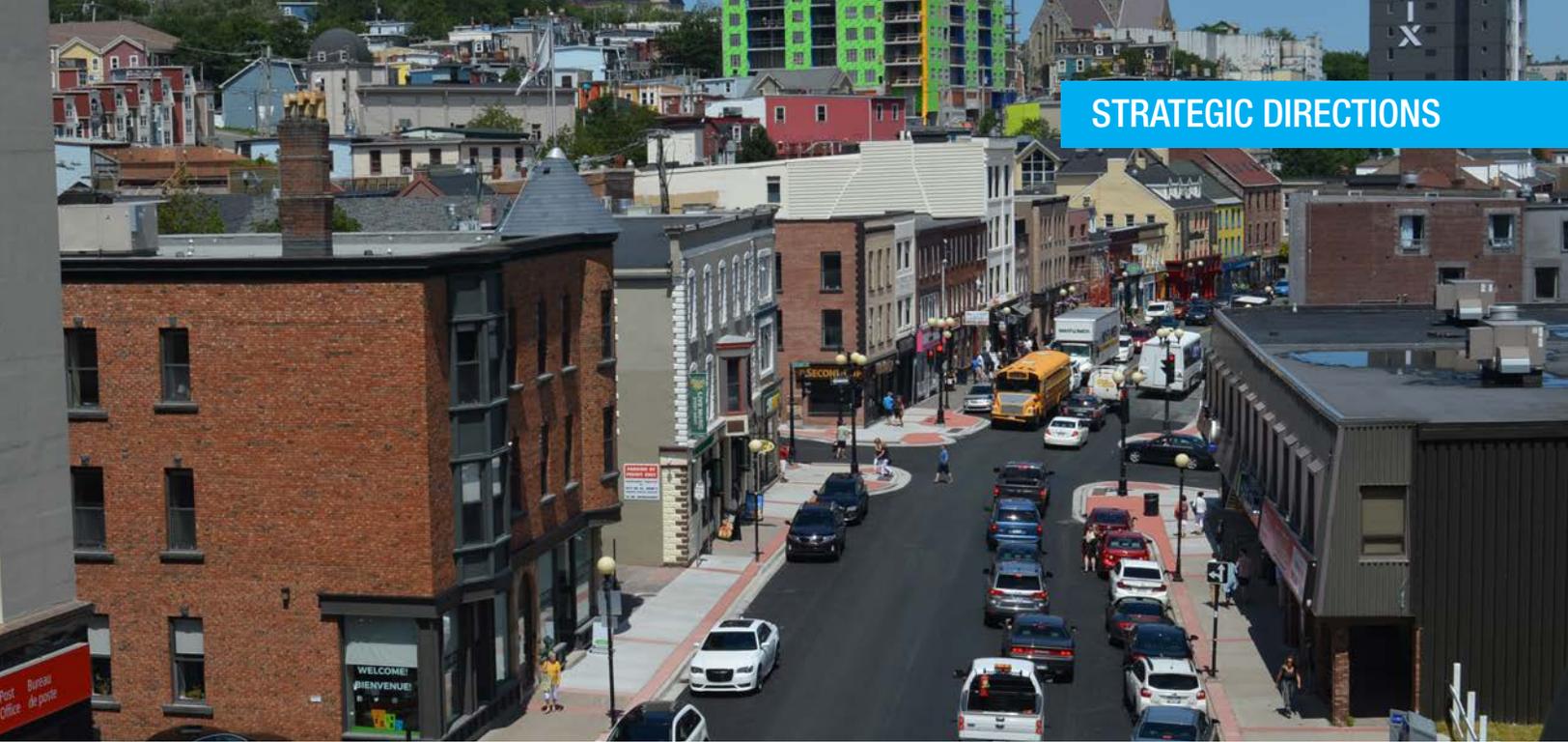
A CITY THAT IS SUSTAINABLE TODAY AND FOR FUTURE GENERATIONS; ECONOMICALLY, ENVIRONMENTALLY AND FINANCIALLY.



Every decision the City makes impacts sustainability today and into the future. By focusing on policy and strategy that supports a vision for a strong economy, values the environment we live in, supports progressive land use planning, and clearly demonstrates value for money to residents, St. John's will be an affordable and sustainable place to live and do business.

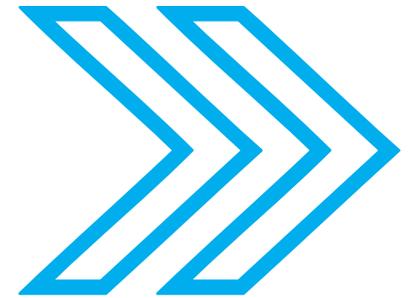
## GOALS

- Be financially responsible and accountable
- Plan for land use and preserve and enhance the natural and built environment where we live
- Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors



# A CITY THAT MOVES

A CITY THAT BUILDS A BALANCED TRANSPORTATION NETWORK TO GET PEOPLE AND GOODS WHERE THEY WANT TO GO SAFELY.



Changing demographics mean the way people move around the city is shifting. Our transportation network needs to provide all people and businesses access to options for travelling where they want to go. By focusing on safety and balance this direction attempts to make a safer transportation network for everyone, regardless of their mode of travel.

## GOALS

- Create a sustainable and accessible public transportation system
- Improve safety for all users on a well-maintained street network
- Expand and maintain a safe and accessible active transportation network



# A CONNECTED CITY

A CITY WHERE PEOPLE FEEL CONNECTED, HAVE A SENSE OF BELONGING, AND ARE ACTIVELY ENGAGED IN COMMUNITY LIFE.



Connections build cohesion, pride and ownership of place. This direction speaks to the City's work within the community to enhance a sense of pride, belonging, place, and engagement and supports how we connect with each other, within our neighbourhoods, within the larger community, and with the city organization and Council.

## GOALS

- Increase and improve opportunities for residents to connect with each other and the City
- Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities



# AN EFFECTIVE CITY

## A CITY THAT PERFORMS EFFECTIVELY AND DELIVERS RESULTS.



The City needs to have the right strategies, policies, procedures and tools in place to ensure a focus on the right things, while delivering the best services possible, and making decisions for the benefit of the community. Good governance and accountability drive performance.

## GOALS

- Work with our employees to improve organizational performance through effective processes and policies
- Ensure accountability and good governance through transparent and open decision making

## CONCLUSION

Implementation of the Strategic Plan is managed by the City's Senior Management Team. Every year, the City will work to identify new initiatives that advance the goals and directions outlined here. Progress made on the plan will be available online on the city's website with annual reporting on the strategic initiatives outlined for that year.



**CITY OF ST. JOHN'S**

P.O. Box 908 | St. John's NL | A1C 5M2

For more information visit: [www.stjohns.ca](http://www.stjohns.ca)



# 2019 ACTION PLAN

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



# STRATEGIC DIRECTIONS

## 1 SUSTAINABLE CITY

A city that is sustainable today and for future generations; economically, environmentally and financially.

## 2 A CITY THAT MOVES

A city that builds a balanced transportation network to get people and goods where they want to go safely.

## 3 A CONNECTED CITY

A city where people feel connected, have a sense of belonging, and are actively engaged in community life.

## 4 AN EFFECTIVE CITY

A city that performs effectively and delivers results.



## A Sustainable City

### GOAL: S1 - Be financially responsible and accountable

Initiative		Lead Department(s)	Also relates to Strategic Direction
S1.1	Develop effective policies and procedures including: <ul style="list-style-type: none"> <li>• Fraud Policy</li> <li>• Sponsorship Policy</li> <li>• City-wide Cash Handling and Petty Cash Policy</li> <li>• Collection of Accounts Receivable Policy</li> </ul>	City Manager, Community Services, Finance & Administration	Effective City
S1.2	Initiate a corporate wide asset management plan. Establish a working group, parameters, timelines	Finance & Administration	
S1.3	Formalize a long-term partnership agreement with the St. John's International Airport Authority	Office of the City Manager	

### GOAL: S2 - Plan for land use and preserve and enhance the natural and built environment where we live

S2.1	Commence the development of a sustainability plan	Public Works	
S2.2	Launch energy efficient pilot project for City-owned affordable housing	Community Services	

Initiative		Lead Department(s)	Also relates to Strategic Direction
S2.3	Divert waste from the landfill by: <ul style="list-style-type: none"> <li>Increasing overall tonnage in curbside recycling</li> <li>Enhancing yard waste and City backyard composting initiatives</li> <li>Increasing Industrial, Commercial &amp; Institutional waste diversion</li> <li>Increasing waste diversion through the Furniture Diversion Program</li> </ul>	Public Works	
S2.4	Review to modify the existing Litter Can Collection and clean-up programs to improve cleanliness in the Downtown	Public Works	Connected City
S2.5	Develop alternatives to traditional snow disposal	Public Works	
S2.6	Complete the Envision St. John's Municipal Plan and Development Regulations and: <ul style="list-style-type: none"> <li>Undertake staff, public and developer education</li> <li>Use Envision and Neighbourhood Profile data to advance the development of a Downtown specific area plan; develop terms of reference</li> </ul>	Planning, Engineering & Regulatory Services	Connected City
S2.7	Initiate a City-wide wetland report to delineate all wetlands within municipal boundary for protection	Planning, Engineering & Regulatory Services	
S2.8	Stormwater Management <ul style="list-style-type: none"> <li>Review current Stormwater Detention Policy to enable more efficient design of stormwater detention facilities</li> <li>Implement new stormwater management design criteria to account for climate change</li> </ul>	Planning, Engineering & Regulatory Services	

**GOAL: S3 - Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors**

Initiative		Lead Department(s)	Also relates to Strategic Direction
S3.1	Deliver on a regional Themed Signage Strategy as outlined in Roadmap 2021	Community Services	Connected City
S3.2	Complete a new Economic Development Plan, review and prioritize recommendations	Community Services	
S3.3	Reduce development fees in intensification areas to stimulate growth within the City core	Planning, Engineering & Regulatory Services	
S3.4	Amend development regulations to make minimum parking requirements discretionary in the Downtown	Planning, Engineering & Regulatory Services	
S3.5	Develop a City branding initiative	Office of the City Manager	

## »» A City That Moves

### GOAL: M1 - Create a sustainable and accessible public transportation system

Initiative		Lead Department(s)	Also relates to Strategic Direction
M1.1	Transit Priority - Make traffic signal modifications at select intersections to allow transit vehicles to pass with priority	Planning, Engineering & Regulatory Services	
M1.2	Complete the Public Transit Operational Review, review and prioritize recommendations	Office of the City Manager, St. John's Transportation Commission	

### GOAL: M2 - Improve safety for all users on a well-maintained street network

M2.1	Pilot recessed pavement markings in targeted areas	Public Works	
M2.2	Complete a city-wide collision report	Planning, Engineering & Regulatory Services	
M2.3	Implement recommendations and actions from the Paid Parking Management Strategy, specifically: <ul style="list-style-type: none"> <li>• Install new meters and pay stations</li> <li>• Begin issuing e-tickets</li> <li>• Complete changes affecting Churchill Square</li> <li>• Begin consultations on changes to Residential and Visitor Permit Program</li> </ul>	Planning, Engineering & Regulatory Services	Sustainable City

Initiative		Lead Department(s)	Also relates to Strategic Direction
M2.4	Implement the Transportation Master Plan: <ul style="list-style-type: none"> <li>• Complete household travel survey</li> <li>• Install permanent count stations</li> </ul>	Planning, Engineering & Regulatory Services	
M2.5	Complete Hebron Way street extension to Major's Path	Planning, Engineering & Regulatory Services	Sustainable City
M2.6	Implement small traffic and road improvement projects throughout the city to address concerns of residents and improve road safety	Planning, Engineering & Regulatory Services	
<b>GOAL: M3 - Expand and maintain a safe and accessible active transportation network</b>			
M3.1	Complete the Bike St. John's Master Plan to support cycling in the city, review and prioritize recommendations	Planning, Engineering & Regulatory Services	Connected City
M3.2	Implement the Accessible Pedestrian Signals (APS) Program, specifically: <ul style="list-style-type: none"> <li>• Install APS at select intersections</li> </ul>	Planning, Engineering & Regulatory Services	Connected City
M3.3	Build an infill sidewalk program for areas currently lacking sufficient sidewalks	Planning, Engineering & Regulatory Services	Connected City



## A Connected City

### GOAL: C1 - Increase and improve opportunities for residents to connect with each other and the City

Initiative		Lead Department(s)	Also relates to Strategic Direction
C1.1	Create a Community Connections communications strategy to promote sense of belonging and pride of place	Office of the City Manager	
C1.2	Advance a new City website <ul style="list-style-type: none"> <li>Develop a scope of work and create internal working group</li> </ul>	Office of the City Manager	
C1.3	Implement Phase 1 of online neighbourhood profiles initiative improving access to information to residents	Community Services	
C1.4	Launch Corporate Community Outdoor Program	Community Services	Sustainable City
C1.5	Implement a new 311 Call Center Solution to improve client experience	Finance & Administration	Effective City
C1.6	Undertake a Youth Engagement Strategy to improve youth participation in City engagement efforts	Finance & Administration	

**GOAL: C2 - Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities**

Initiative		Lead Department(s)	Also relates to Strategic Direction
C2.1	Advance Healthy Communities and Healthy City strategies <ul style="list-style-type: none"> <li>• Complete a Terms of Reference to advance Northeast Avalon Healthy Communities Alliance</li> <li>• Develop workplan to advance Healthy City St. John's Strategy</li> </ul>	Community Services	
C2.2	Acquire HIGH FIVE <sup>®</sup> quality assurance accreditation for recreation programming	Community Services	
C2.3	Develop a Port of St. John's risk mitigation program to improve safety and response from St. John's Regional Fire Department	St. John's Regional Fire Department	
C2.4	Complete site selection and initiate detailed design work for new H.G.R Mews Community Centre	Planning, Engineering & Regulatory Services	



# An Effective City

## GOAL: E1 - Work with our employees to improve organizational performance through effective processes and policies

Initiative		Lead Department(s)	Also relates to Strategic Direction
E1.1	Explore alternative service delivery models	Office of the City Manager	Sustainable City
E1.2	Develop effective policies and procedures including: <ul style="list-style-type: none"> <li>• Procurement</li> <li>• Privacy Management</li> <li>• Respectful Workplace</li> <li>• Employee Learning and Development</li> </ul>	Finance & Administration; Office of the City Manager; Planning, Engineering & Regulatory Services	
E1.3	Scope the parameters for an Information Management Strategy; create a working group and outline requirements to consider records management policy, digitization and archives	Office of the City Manager	
E1.4	Identify and implement process improvements for: <ul style="list-style-type: none"> <li>• Purchasing land from the City</li> <li>• Operational processes at St. John's Regional Fire Department</li> <li>• Outreach initiatives at St. John's Regional Fire Department</li> <li>• Building permit process to reduce wait time for applicants</li> <li>• Administrative processes related to building permits to reduce time spent on file management</li> <li>• Purchasing process</li> <li>• Public notification process - planning &amp; development applications</li> <li>• Work order process for City Buildings</li> <li>• Collection of Accommodation Tax</li> </ul>	Legal; Community Services; St. John's Regional Fire Department; Finance & Administration; Planning, Engineering & Regulatory Services	Sustainable City Connected City

<b>Initiative</b>		<b>Lead Department(s)</b>	<b>Also relates to Strategic Direction</b>
E1.5	Review and update existing by-laws, including: <ul style="list-style-type: none"> <li>• Residential property standards</li> <li>• Commercial maintenance</li> <li>• Sanitation regulations</li> <li>• Heritage</li> </ul>	Office of the City Manager; Legal, Planning, Engineering and Regulatory Services, Public Works	Sustainable City
E1.6	Develop policies, procedures and service standards to enhance divisional processes in Regulatory Services	Planning, Engineering & Regulatory Services	
E1.7	Identify and source a tool for paperless workflows to improve efficiency	Finance & Administration	
E1.8	Design a management development program to advance core management competencies	Finance & Administration	
E1.9	Complete a jurisdictional scan and establish an internal working group to advance a Service Excellence Framework	Finance & Administration	
E1.10	Create a culture of continuous improvement (CI) through continued CI training and development	Finance & Administration	Sustainable City
E1.11	Pilot an employee performance management initiative	Office of the City Manager	

## GOAL: E2 - Ensure accountability and good governance through transparent and open decision making

Initiative		Lead Department(s)	Also relates to Strategic Direction
E2.1	Initiate a communications strategy to share decisions of Council from Council meetings and Committee of the Whole to improve awareness and understanding	Office of the City Manager	Connected City
E2.2	Implement vendor performance module for bids and tenders software	Finance & Administration	Sustainable City
E2.3	Upgrade Council technology to provide improved access to agendas, minutes and decisions of Council	Finance and Administration	Connected City
E2.4	Implement tools and systems to track and report on organizational performance	Finance & Administration	Connected City

# DECISION/DIRECTION NOTE

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**Title:** Ground Sign Approval  
**Date Prepared:** March 6, 2019  
**Report To:** Committee of the Whole  
**Ward:** 5

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**Decision/Direction Required:**

For consideration of Council to approve a Ground Sign which exceeds the maximum allowable tolerances under the Sign By-Law.

**Discussion – Background and Current Status:**

An application was made to Inspection Services for the installation of a ground sign to be installed at 48 Danny Drive which will advertise a portion of “The Shoppes at Galway”. The applicant is requesting a deviation of the Sign By-Law for the purpose of allowing the maximum height of 8 meters to be increased to 10.7 meters and the maximum allowable area of 20 square meters to be increased to 32.5 square meters.

A review of the submitted plans was conducted, and all other requirements of the Sign By-Law have been satisfied. As well, a Professional Engineer has stamped the design drawings and will be certifying the installation of the sign.

Section 15 and 16 of the St. John’s Sign By-Law grants Council the flexibility to exceed the allowable tolerances at its discretion.

**Key Considerations/Implications:**

1. Budget/Financial Implications: Not Applicable
2. Partners or Other Stakeholders: Not Applicable
3. Alignment with Strategic Directions/Adopted Plans: Not Applicable
4. Legal or Policy Implications: Not Applicable
5. Engagement and Communications Considerations: Not Applicable
6. Human Resource Implications: Not Applicable

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The logo for the City of St. John's, featuring the words "ST. JOHN'S" in a serif font. The letter "O" in "JOHN'S" is replaced by a stylized graphic of a signal tower or antenna.

- 7. Procurement Implications: Not Applicable
- 8. Information Technology Implications: Not Applicable
- 9. Other Implications: Not Applicable

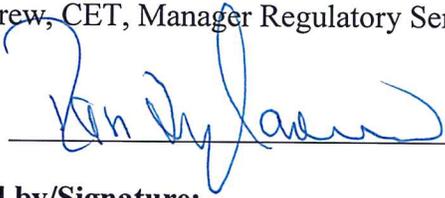
**Recommendation:**

It is recommended that Council approve the request to exceed the maximum allowable tolerances as stipulated in the Sign By-Law as proposed.

**Prepared by/Signature:**

Randy Carew, CET, Manager Regulatory Services

Signature: \_\_\_\_\_



**Approved by/Signature:**

Jason Sinyard, P. Eng., MBA,  
Deputy City Manager, Planning, Engineering & Regulatory Services

Signature: \_\_\_\_\_



RJC/amw

**Attachments:** Not Applicable