AGENDA

Committee of the Whole

Wednesday, October 24, 2018
9am
Council Chambers
4th Floor, City Hall
AGENDA
COMMITTEE OF THE WHOLE
October 24, 2018 – 9 a.m. – Foran/Greene Room, 4th Floor, City Hall

1. Call to Order

2. Approval of the Agenda

3. Adoption of the Minutes
   a. Committee of the Whole Minutes – October 10, 2018

4. Delegations
   a. Seamus O'Keefe will be present to discuss the proposed Iceberg Alley Concert at Pleasantville

5. Community Services & Events – Councillor Jamie Korab
   Items for Discussion
   a. Decision Note dated September 5, 2018 re: Recreation Proposed Revenue Fee Increases Budget 2019-2021
   b. Decision Note dated October 18, 2018 re: Appointments to Shea Heights Community Centre Board of Directors.

6. Planning & Development – Councillor Maggie Burton
   Items for Discussion
   a. Decision Note dated October 12, 2018 re: Amendment to Rezone Land to the Commercial Downtown (CD) Zone for a Multi-Building Development; MPA1800003; 150 New Gower Street; Applicant: Lat 49 Architecture Inc. for Manga Hotels (New Gower) Inc.
   b. Decision Note dated October 15, 2018 re: Text Amendment to Enable Distillery as a Discretionary Use REZ1800015, 140 Harbour Drive

7. Governance & Strategic Direction – Mayor Danny Breen
   Consent Agenda
   a. Information Note dated October 15, 2018 re: Continuous Improvement (CI) Project Results and Next Steps
Items for Discussion

b. Decision Note dated October 15, 2018 re: Appointment to Youth Advisory Committee

c. Decision Note dated October 15, 2018 re: Appointment to Inclusion Advisory Committee

<table>
<thead>
<tr>
<th>8. Transportation – Councillor Debbie Hanlon</th>
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Items for Discussion

a. Decision Note dated September 6, 2018 re: Public Parking on Convent Square

<table>
<thead>
<tr>
<th>9. Other Business</th>
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<table>
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<th>10. Adjournment</th>
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MINUTES
COMMITTEE OF THE WHOLE
October 10, 2018 – 9:00 am – Council Chamber, 4th Floor, City Hall

Present
Mayor Danny Breen
Deputy Mayor Sheilagh O’Leary
Councillor Ian Froude
Councillor Jamie Korab
Councillor Wally Collins
Councillor Deanne Stapleton
Councillor Hope Jamieson
Councillor Sandy Hickman
Councillor Maggie Burton

Regrets
Councillor Dave Lane
Councillor Debbie Hanlon

Staff
Kevin Breen, City Manager
Cheryl Mullett, City Solicitor
Derek Coffey, Deputy City Manager of Finance & Administration
Jason Sinyard, Deputy City Manager, Planning, Engineering & Regulatory Services
Tanya Haywood, Deputy City Manager, Community Services
Judy Tobin, Manager of Housing
Simone Lilly, Affordable Housing & Development Facilitator
Susan Bonnell, Manager of Communications and Office Services
Ken O’Brien, Chief Municipal Planner
Karen Chafe, Acting City Clerk
Maureen Harvey, Legislative Assistant

Four members of the media and one member of the public were present.

ADOPTION OF AGENDA

Moved – Councillor Jamieson; Seconded – Councillor Froude

That the agenda be adopted.

CARRIED UNANIMOUSLY

ADOPTION OF THE MINUTES

Moved – Councillor Hickman; Seconded – Councillor Stapleton

That the Committee of the Whole minutes dated September 26, 2018 be adopted as presented.

CARRIED UNANIMOUSLY
Mr. Sheldon Pollett – Young Parents Resource Centre Project for Pleasantville and Social Enterprise

Mr. Pollett and his team from Choices for Youth were welcomed to the meeting and proceeded to deliver a presentation regarding the above noted project.

The project is two-fold with the first being the development of a Social Enterprise Innovation Hub and the second being the construction of a Young Parents Resource Centre.

Social Enterprise Innovation Hub

A recent shift across sectors and across the labour market towards social enterprise, has identified the need of using a sustainable business model to create social change.

CFY, in cooperation with federal, provincial and municipal partners is playing a significant role in this shift, addressing these issues through the development of its social innovation agenda and a focus on the evolution of its existing social enterprise capacity.

Much work has been done with the following next steps being identified:

- Building on positive engagements with ACOA and Canadian Heritage to formalize future commitments;
- Building on relationship with the McConnell Foundation to explore funding and partnership opportunities;
- Continue engagement with ecosystem of stakeholders to inform building plans, design and core services within the space;
- Secure a physical space.

The organization is asking the City of St. John’s to begin working with CFY as it plans the Social Enterprise Innovation Hub, similar to other successful City led facilities such as the Farmer’s Market, Anna Templeton, Quidi Vidi Plantation. Such partnership would serve as a catalyst to create a pioneering space that would position St. John’s as an Atlantic Canadian leader in social innovation.

Discussion took place with members of the Committee expressing much gratitude for the work of CFY in the City. By way of consensus, the Committee is supportive of the initiative and welcomes open dialogue and consultation.

Young Parents Resource Centre

The Committee was reminded of the work that CFY carries out with at-risk and homeless youth in the city. CFY hopes to induct an important addition to the
Pleasantville community through the construction of 14 units of modern, high efficiency and universally designed affordable housing for young, pregnant and parenting women and their children. This centre would be an integrated family resource facility for tenants and broader community with day care, health clinic and multi-purpose spaces. It would act as a home base for the CFY Momma Moments Program and serve as a space to focus on prevention.

As with the Social Enterprise Hub much work has been carried out with land being secured and drawings for building design.

The Committee was informed that CFY will be applying for funding under the National Housing Strategy’s Co-Investment Fund Program, the NLHC Investment in Affordable Housing Program, and the Department of Education’s Early Childhood and Family Resource Funding Program. It also intends to apply to the City through its Capital Grants Program.

Again, the Committee thanked the presenters for the tremendous amount of work they have done and continue to do in the community and in particular the initiative taken to address specific needs for at-risk youth. They were reminded that the deadline for application to the City’s Capital Grants Program is November 30th.

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### HOUSING – COUNCILLOR HOPE JAMIESON

**Information Note dated October 4, 2018 re: Draft 10-Year Affordable Housing Strategy to Open for Public Comment**

Councillor Jamieson spoke in-depth to the above cited Information Note noting that the proposed draft strategy was built on a strong foundation of public engagement and research.

A public participation process occurred between May and June 2017. Methods included the online ‘Engage’ portal, public information and consultation sessions, focused conversations and written submissions. Several themes emerged throughout this process and are reflected within our implementation strategies, some of these themes include: The importance of universal design/accessibility, energy efficiency as a function of affordability, and that collaboration and partnerships are imperative for success.

To ensure this strategy reflects the current local housing situation and emerging trends, thorough research was conducted using data from Statistics Canada Census and from Canada Mortgage and Housing Corporation housing market reports and publications.

A question/answer period followed wherein members sought clarification and additional information about the strategy.
Discussion concluded with the Committee being informed that the draft document will be published online starting today until October 23, 2018 so that feedback from the community can be received. It is hoped that the final housing strategy will be completed and presented to Council for final approval by the end of November.

The Committee commended staff on the work undertaken to prepare such a comprehensive and informative document.

**PUBLIC WORKS & SUSTAINABILITY – COUNCILLOR IAN FROUDE**

Decision Note dated September 21, 2018 re: Windsor Lake Water Treatment Capital Reserve Fund Expense Procurement of Membrane Modules

Approval is being sought with respect to proceeding with a purchase from the Capital Reserve Fund to replace existing membrane modules at the Windsor Lake Water Treatment Plant.

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

Given the membranes are essential filtration equipment for the Windsor Lake Water Treatment Plant, it is recommended that funding be made available through the Capital Reserve Fund to support the purchase of the replacement modules in the amount of $64,000 USD.

CARRIED UNANIMOUSLY

**GOVERNANCE & STRATEGIC PRIORITIES – MAYOR DANNY BREEN**

Decision Note dated October 2, 2018 re: Request for Reception – 50th Anniversary of the Writer’s Guild of NL

Mayor Breen spoke to the above cited Decision Note.

**Recommendation**  
Moved - Councillor Jamieson; Seconded - Councillor Burton

Recognizing that consideration is being given to the development of a policy to address requests for the City’s sponsorship of civic receptions, luncheons, etc. for external organizations, and recognizing the connection of the Writers Guild to Council, it is recommended that approval of a casual (coffee/tea, snack) reception in the Wyatt Great Hall be approved for the Writer’s Guild of NL in the range of $1,200 to $1,500

MOTION CARRIED WITH COUNCILLORS FROUDE AND KORAB DISSENTING.
**DATE OF NEXT MEETING**

The next meeting will be held Wednesday, October 24, 2018 at 9:00 a.m. in Council Chambers.

**ADJOURNMENT**

There being no further business the meeting adjourned at 10:32 a.m.

Mayor Danny Breen
Chairperson
DECISION/DIRECTION NOTE

Title: Recreation Proposed Revenue Fee Increases Budget 2019-2021

Date Prepared: September 5, 2018

Report To: COTW

Councillor and Role: All

Ward: All

Decision/Direction Required: Approve recommended fee changes

Discussion – Background and Current Status:

As part of the 2019-2021 budget process, please find attached recommended recreation fee rates. Fee recommendations are reviewed each budget cycle and are developed in line with market values and industry standards.

Key Considerations/Implications:

1. Budget/Financial Implications –
   a. The changes will result in an overall increase in revenues of approximately $116,000

2. Partners or Other Stakeholders
   a. Not-for-profit rates continue to apply in many areas

3. Alignment with Strategic Directions/Adopted Plans
   a. Fiscally Responsible

4. Legal or Policy Implications – N/A

5. Engagement and Communications Considerations
   a. Rates advertised in City Guide and RECconnect in accordance to seasonal offerings of programs and services.

6. Human Resource Implications – N/A

7. Procurement Implications – N/A

8. Information Technology Implications – N/A

9. Other Implications – N/A
Recommendation: Approve 2019-2021 Recreation Fees as per attached

Prepared by/Signature: Carla Squires, Manager – Facilities
Natalie Godden, Manager – Family and Leisure Services
Karen Sherriffs, Manager – Community Development

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

Attachments:
<table>
<thead>
<tr>
<th>Area</th>
<th>2019-2012 Recreation Recommended Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>After School Program - With Transportation</td>
<td>$330.00 $350.00 $350.00 $350.00</td>
</tr>
<tr>
<td>After School Program - Without Transportation</td>
<td>$205.00 $225.00 $225.00 $225.00</td>
</tr>
<tr>
<td>PD - Full Day</td>
<td>$18.00 $22.00 $22.00 $22.00</td>
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<tr>
<td>PD - Half Day</td>
<td>$10.00 $12.00 $12.00 $12.00</td>
</tr>
<tr>
<td>Preschool - Daily Rate</td>
<td>$12.00 $14.00 $14.00 $14.00</td>
</tr>
<tr>
<td>Drop In - Children</td>
<td>$3.00 $2.00 $2.00 $2.00</td>
</tr>
<tr>
<td>Drop In - Youth / Adult / Senior</td>
<td>$3.00 $2.00 $2.00 $2.00</td>
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<tr>
<td>Drop In - Youth (Community Centres) &amp; Adult - (Walking / Non Staffed Sport) - Gym</td>
<td>$0.00 $0.00 $0.00 $0.00</td>
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<tr>
<td>Activity Centre - Full Day</td>
<td>$52.50 $70.00 $70.00 $70.00</td>
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<tr>
<td>Activity Centre - Half Day</td>
<td>$26.25 $35.00 $35.00 $35.00</td>
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<tr>
<td>Daycamp - Full Day</td>
<td>$112.50 $125.00 $125.00 $125.00</td>
</tr>
<tr>
<td>Daycamp - Full Day Outdoor</td>
<td>$127.50 $140.00 $140.00 $140.00</td>
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<tr>
<td>Daycamp - KB/SH</td>
<td>$112.50 $112.50 $112.50 $112.50</td>
</tr>
<tr>
<td>Outings (All Ages)</td>
<td>→ → → →</td>
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<tr>
<td>Home Alone</td>
<td>$50.00 $55.00 $55.00 $55.00</td>
</tr>
<tr>
<td>Babysitter</td>
<td>$50.00 $55.00 $55.00 $55.00</td>
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<tr>
<td>Leadership (Children, Fire, Inclusion, Outdoor, Municipal)</td>
<td>$48.00-$81.00 $60.00 $60.00 $60.00</td>
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<tr>
<td>Instructional General - Bridge</td>
<td>$3.00 $4.00 $4.00 $4.00</td>
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<tr>
<td>Instructional Creative - Art (With Supplies)</td>
<td>$4.00-$8.00 $6.00 $6.00 $7.00</td>
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<tr>
<td>Instructional Creative - Music</td>
<td>$3.60 - $4.30 $4.50 $4.50 $4.50</td>
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<tr>
<td>Instructional Creative - Dance</td>
<td>$4.00 $4.50 $4.50 $4.50</td>
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<tr>
<td>Instructional Physical</td>
<td>$2.50-$2.87 $4.00 $4.00 $4.00</td>
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<tr>
<td>Outdoor Courses</td>
<td>$8.00 $8.00 $8.00 $9.00</td>
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<td>Seniors Special Events</td>
<td>$17-19 $19-22 $19-22 $19-22</td>
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<td>Lifelong Learners</td>
<td>$2.50 $4.00 $4.00 $4.00</td>
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<tr>
<td>Community Centre Facility Rentals</td>
<td>$25.00 $30.00 $30.00 $30.00</td>
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<tr>
<td>ROTARY PARK</td>
<td>$10.00 $15.00 $20.00 $20.00</td>
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<tr>
<td>Overnight - Non Profit (12a.m.-8a.m.)</td>
<td>$50.00 $60.00 $60.00 $60.00</td>
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<tr>
<td>Hourly-Family/Corporate</td>
<td>$25.00 $30.00 $30.00 $30.00</td>
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<tr>
<td>Over night Family/Corporate (12a.m-8a.m)</td>
<td>$100.00 $120.00 $120.00 $120.00</td>
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</tbody>
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**Rationale**
- In keeping with sector fees
- Non-refundable deposit will be implemented at a cost of $30
- In keeping with sector fees. Non-refundable deposit will be implemented at a cost of $15
- Fees were just increased over a 3 year period
- Daily Rate = $22.50 plus bus ($6) Add food and admissions to this cost
- $25 to $30 increase to help cover an increase in meals by $1-4
- In keeping with sector fees
- In keeping with sector fees
- Non-refundable deposit will increase from $25 to $30
- Moving forward all programs will be based on 16 hours of content
- Hourly Fee - Technology, Animal Care, robotics, Pursuing Active Lifestyles
- Hourly Fee - Add any additional costs such as - Art, Food will be added to the base fee
- Hourly Fee - Guitar, Keyboard, Accordian
- Hourly Fee - Line, Ballroom, Irish, NL (Add for live music)
- Hourly Fee - 1hr programs, 1.5hr as per handball association
- Plus Certification Fees
- In keeping with sector fees
<table>
<thead>
<tr>
<th>Service</th>
<th>Winter 2019</th>
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<tbody>
<tr>
<td>Rotary Groups - per booking</td>
<td>$60.00 $60.00 $60.00 $60.00</td>
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<tr>
<td><strong>Swimming &amp; Water Safety Instruction</strong></td>
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<tr>
<td>Private Lessons (1 x 25 min)</td>
<td>$16.00 $20.00 $20.00 $20.00</td>
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<tr>
<td>Tiny Tot (No parent Ages 1 - 3), must be walking.</td>
<td>$0.00 $6.50 $6.50 $6.50 $6.50 $6.50</td>
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<tr>
<td>Parent and tot</td>
<td>$4.00 $4.50 $4.50 $4.50 $4.50</td>
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<tr>
<td>Pre-school swim lessons</td>
<td>$6.00 $6.50 $6.50 $6.50 $6.50</td>
</tr>
<tr>
<td>School Age / Teen Basic / Teen Stroke (45 min class)</td>
<td>$6.00 $6.50 $6.50 $6.50 $6.50</td>
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<tr>
<td>Adult Lessons / Masters Club (50 Minute Class)</td>
<td>$7.00 $7.50 $7.50 $7.50 $7.50</td>
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<tr>
<td>Low ratio lessons / Adapted lessons (45 min class)</td>
<td>$12.00 $13.00 $13.00 $13.00 $13.00</td>
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<tr>
<td>Canadian Red Cross Lifeguard</td>
<td>$280.00 $225.00 $225.00 $225.00</td>
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<tr>
<td>Canadian Red Cross Assistant Lifeguard</td>
<td>$175.00 $175.00 $175.00 $175.00</td>
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<tr>
<td>Canadian Red Cross Water Safety Instructors</td>
<td>$425.00 $425.00 $425.00 $425.00</td>
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<td>Canadian Red Cross Water Safety Instructors Recertification</td>
<td>$100.00 $125.00 $125.00 $125.00</td>
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<tr>
<td>Canadian Red Cross Standard First Aid with CPR C</td>
<td>N/A $125.00 $125.00 $125.00</td>
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<tr>
<td>Canadian Red Cross Lifeguard Transfer</td>
<td>N/A $125.00 $125.00 $125.00 $125.00</td>
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<tr>
<td>Canadian Red Cross Lifeguard Recert / Retake</td>
<td>$100.00 $100.00 $100.00 $100.00</td>
</tr>
<tr>
<td>Junior Aquatic Club (Ages 13-15)</td>
<td>$50.00 $4.50 $4.50 $4.50 $4.50</td>
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<tr>
<td>Junior Aquatic Club (Ages 10-12)</td>
<td>$50.00 $4.50 $4.50 $4.50 $4.50</td>
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<tr>
<td>HGR MEWS COMMUNITY CENTRE</td>
<td></td>
</tr>
<tr>
<td>Pool Full (30 Swimmers, Additional Fee for every additional 15)</td>
<td>$65.00 $65.00 $65.00 $65.00</td>
</tr>
<tr>
<td>Tank Rental - Additional fee per hour for every additional 15 swimmers.</td>
<td>$15.00 $15.00 $15.00 $15.00</td>
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<tr>
<td>Pool per Lane</td>
<td>$13.00 $13.00 $13.00 $13.00 $13.00</td>
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<tr>
<td>Swimming Pool Party (no gym) - (Range based on number of swimmers)</td>
<td>$126 - $186 $151 to $211 $151 to $211 $151 to $211</td>
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<tr>
<td>Gym/MPR party (no pool)</td>
<td>$126.00 $151.00 $151.00 $151.00</td>
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<tr>
<td>PAUL REYNOLDS COMMUNITY CENTRE</td>
<td></td>
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<tr>
<td>Gym, MPR room, Tot Spot (1 to 30 kids)</td>
<td>$126.00 $151.00 $151.00 $151.00</td>
</tr>
<tr>
<td>Swimming Pool Party (with Party room) (Fees based on number of swimmers)</td>
<td>$115 - $235 $140 - $260 $140 - $260 $140 - $260</td>
</tr>
<tr>
<td>Gym, Children's party room/ Tot Spot (1 to 15 kids)</td>
<td>$115.00 $140.00 $140.00 $140.00 $140.00 $140.00</td>
</tr>
<tr>
<td>Gym, Youth party room (1 to 15 youth)</td>
<td>$126.00 $151.00 $151.00 $151.00</td>
</tr>
<tr>
<td>Paula Kelly Aquatic Centre Private Rental (No Slide) - (Fees based on number of swimmers)</td>
<td>$125 - $425 $150 - $450 $150 - $450 $150 - $450</td>
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<tr>
<td>Paula Kelly Aquatic Centre Private Rental (With Slide) - (Fees based on number of swimmers)</td>
<td>$175 - $675 $200 - $700 $200 - $700 $200 - $700</td>
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<td>---------------------------------</td>
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<tr>
<td>Leisure Pool (Full) PRCC - 30 Swimmers. Additional per hour for every additional 15 swimmers.</td>
<td>$65.00</td>
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<tr>
<td>25m Tank (Full) PRCC - Additional per hour for every additional 15 swimmers.</td>
<td>$65.00</td>
</tr>
<tr>
<td>Tank Rental - Additional fee per hour for every additional 15 swimmers.</td>
<td>$15.00</td>
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<tr>
<td>Waterslide Access (Add on) Per hour</td>
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<tr>
<td>Pool (Lane)</td>
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<tr>
<td>BOWRING POOL</td>
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<tr>
<td>Tank Rental - Additional fee per hour for every additional 15 swimmers.</td>
<td>$15.00</td>
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<tr>
<td>Pool Full</td>
<td>$130.00</td>
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<tr>
<td>Per lane (50m)</td>
<td>$26.00</td>
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<tr>
<td>Multi Purpose room (new building)</td>
<td>$30.00</td>
</tr>
<tr>
<td>Birthday Party (1/2 pool)</td>
<td>$126.00</td>
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<tr>
<td>BANNERMAN POOL</td>
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<tr>
<td>Tank Rental - Additional fee per hour for every additional 15 swimmers.</td>
<td>$15.00</td>
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<tr>
<td>Birthday Party</td>
<td>$126.00</td>
</tr>
<tr>
<td>Pool Full</td>
<td>$65.00</td>
</tr>
<tr>
<td>Per lane (25m)</td>
<td>$13.00</td>
</tr>
<tr>
<td>Multi Purpose room (new building)</td>
<td>$30.00</td>
</tr>
</tbody>
</table>
Decision/Direction Required:

To approve the appointment of four (4) new board members to fill vacancies on the Shea Heights Community Centre Board of Directors.

Discussion – Background and Current Status:

The Shea Heights Community Centre Board of Directors is a Board that is appointed by the City of St. John's, created to facilitate the development and implementation of social, recreational and educational benefits and services for the residents of Shea Heights.

The Shea Heights Community Centre Board of Directors currently consists of a maximum of nineteen (19) Board members:

1. One (1) Stakeholder Group 1 Filled
2. Twelve (12) At Large 7 Filled
3. Three (3) Resource Members 2 Filled
4. Three (3) Ex-Officio Members 3 Filled

Approval of new Board Members

As the Shea Heights Community Centre Board of Directors are appointed by the City of St. John's, any new members must be ratified through City Council.

A public expression of interest was held to seek volunteers to fill current vacancies. Applications were received from Jim Reardon, Dave Warford, Vanessa Peddle and Jerome Quinlan because of this recruitment process. The applications were discussed with the Board during the October 10, 2018 board meeting. All applicants are supported by the Board to be put forth for appointment to vacant at large positions. Please see below chart outlining all members and positions.
Key Considerations/Implications:

1. Partners or Other Stakeholders
   The Recreation Division and Community Centre staff work closely with the Board of Directors to deliver programs, services and events to residents of Shea Heights.

2. Alignment with Strategic Directions/Adopted Plans
   Directly supports the strategic direction of “Neighbourhoods Build our City”: Improve neighbourhood-level service and create neighbourhood-focused plans and information

3. Legal or Policy Implications
   The approved terms of reference allow for a Board which consists of up to 19 members.

4. Engagement and Communications Considerations - N/A

5. Human Resource Implications - N/A

6. Procurement Implications - N/A

7. Information Technology Implications - N/A

8. Other Implications - N/A

Recommendation:

It is recommended that:

1. Jim Reardon, Dave Warford, Vanessa Peddle and Jerome Quinlan be appointed to the Shea Heights Community Centre Board of Directors to fill vacancies within the “at large” category of the Board structure.

2. Another call of interest be conducted in the near future to seek interest in the remaining vacant positions on the Board of Directors, at which time they will be brought forward for City Approval.

Prepared by/Signature: Karen Sherriffs, Manager – Community Development

Approved by/Date/Signature:
### Shea Heights Board of Directors – Board Structure and Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Board Position</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>At Large Members (12 Positions)</strong></td>
<td></td>
</tr>
<tr>
<td>Jocelyn Delaney</td>
<td>Community Rep</td>
</tr>
<tr>
<td>Suzanne Kennedy</td>
<td>Community Rep</td>
</tr>
<tr>
<td>Gary Breen</td>
<td>Community Rep</td>
</tr>
<tr>
<td>Crystal Hill</td>
<td>Community Rep</td>
</tr>
<tr>
<td>Kearney Druken</td>
<td>Community Rep</td>
</tr>
<tr>
<td>Dana Hennessey</td>
<td>Community Rep</td>
</tr>
<tr>
<td>Melissa Druken</td>
<td>Community Rep</td>
</tr>
<tr>
<td>Jim Reardon</td>
<td>Community Rep - Pending Council Approval</td>
</tr>
<tr>
<td>Dave Warford</td>
<td>Community Rep - Pending Council Approval</td>
</tr>
<tr>
<td>Vanessa Peddle</td>
<td>Community Rep - Pending Council Approval</td>
</tr>
<tr>
<td>Jerome Quinlan</td>
<td>Community Rep - Pending Council Approval</td>
</tr>
<tr>
<td>Vacant</td>
<td></td>
</tr>
<tr>
<td><strong>Community Resource Members (3 Positions)</strong></td>
<td></td>
</tr>
<tr>
<td>Tom Hounsel</td>
<td>Former St. John Bosco Principle</td>
</tr>
<tr>
<td>Dr. Linda Bishop/Dr. Darcy</td>
<td>Shea Heights Medical Center</td>
</tr>
<tr>
<td>Vacant</td>
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<tr>
<td><strong>Stakeholder Group (1 Position)</strong></td>
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<tr>
<td>Elaine Kane</td>
<td>NLHC</td>
</tr>
<tr>
<td><strong>Ex-Officio Membership (3 Positions)</strong></td>
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<tr>
<td>Travis Maher</td>
<td>City of St. John's Staff</td>
</tr>
<tr>
<td>Wally Collins</td>
<td>City of St. John’s Councillor</td>
</tr>
<tr>
<td>Linda Hart</td>
<td>St. John Bosco</td>
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<tr>
<td><strong>Executive</strong></td>
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<tr>
<td>Chair</td>
<td>Gary Breen</td>
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<tr>
<td>Vice Chair</td>
<td>Dana Hennessey</td>
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<tr>
<td>Secretary</td>
<td>Kearney Druken</td>
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<tr>
<td>Treasurer</td>
<td>Vacant</td>
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<tr>
<td>Past Chair</td>
<td>Melissa Druken</td>
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</tbody>
</table>
DECISION/DIRECTION NOTE

Title: Amendment to Rezone Land to the Commercial Downtown (CD) Zone for a Multi-Building Development
MPA1800003
150 New Gower Street
Applicant: Lat 49 Architecture Inc. for Manga Hotels (New Gower) Inc.

Date Prepared: October 12, 2018
Report To: Committee of the Whole
Councillor & Role: Councillor Maggie Burton, Planning and Development Lead
Ward: 2

Decision/Direction Required:
To consider a rezoning application for land at 150 New Gower Street from the Residential Downtown (RD) and Commercial Central Office (CCO) Zones to the Commercial Downtown (CD) Zone to allow a multi-building development. An amendment to the St. John’s Municipal Plan would be required.

Discussion – Background and Current Status:
Lat 49 Architecture Inc. on behalf of Manga Hotels (New Gower) Inc., has applied to rezone 150 New Gower Street to accommodate a multi-building development (Phase 2). A 12-storey hotel is currently being constructed at the corner of New Gower Street and Springdale Street, while the new development proposes two additional buildings; a second 12-storey hotel with the option for commercial and retail uses, along with a 9-storey condominium/apartment building. Two levels of underground parking will service the entire site.

The subject property is relatively flat land, rising up at its western end. It has an area of approximately 9,250 square metres (0.925 acre) including the hotel currently under construction. It has frontage on New Gower Street and Springdale Street plus a small section of Pleasant Street (at the corner of Springdale), and includes land along New Gower that was owned for decades by Newfoundland Power. It borders the rear yards of over a dozen houses on Pleasant Street plus Riverhead Towers, the 6-storey apartment building at 30 Hamilton Avenue owned by the City.

The existing hotel at the corner of New Gower and Springdale streets was redesignated Commercial Downtown and rezoned Commercial Central Office (CCO) in 2016. At that time the property was only partially rezoned, as plans for the western half of the property had not been confirmed. The area proposed for development (Phase 2) under this application, is currently designated and zoned Residential Downtown. The property would need to be redesignated to Commercial Downtown and rezoned to a proposed new Commercial Downtown (CD) Zone. It is also suggested that the hotel currently under construction be rezoned from Commercial Central Office (CCO) Zone to the proposed new Commercial Downtown (CD) Zone, as overall site design and parking requirements include the entire site with all three (3) buildings.
The St. John’s Municipal Plan policies encourage compact urban form to reinforce older areas of St. John’s, and for increased density in all areas where appropriate. The Commercial Downtown District under the Plan allows areas for “additional bulk and height” to a maximum of twelve (12) storeys with a Floor Area Ratio of 6.0, where the proposed development meets specific lot depth and building design requirements; these areas are shown on the Downtown Building Control Map (Map III-2). Where these sites are located in a heritage area, Building Height is limited to 10 storeys, and above 4 storeys, shall be set back 8 metres from the Street Line.

The St. John’s Development Regulations set specific zone requirements for Building Height, Lot Size, Setbacks, and more. The existing St. John’s Municipal Plan policy for the Commercial Downtown District also includes the same or similar requirements; the Plan is unnecessarily regulatory, leading to some conflicts between Plan and Regulations. To eliminate the conflicts and help move the Municipal Plan toward a policy document in line, with the approach of Envision St. John’s, a text amendment is proposed to remove the regulatory aspects from the Commercial Downtown District of the Municipal Plan and keep them in the Development Regulations, where they belong. Under both the Municipal Plan and the Development Regulations, the Downtown Building Control Maps (Map III-2 and Map F) will need to be amended to permit the proposed 12-storey building and the proposed FAR. Setbacks at the street would be contained within the zone requirements.

During public consultation for Envision St. John’s, the interest and need for additional building height in appropriate locations within the downtown was identified. Envision speaks to how the west end of downtown (Adelaide Street and west) may be considered for greater building height; how the lower elevation in this area reduces the visual impact of taller buildings on the cityscape; and how height shall be subject to public viewplanes and heritage requirements through the appropriate provision of building orientation, setbacks, public space and parking standards. Mixed-use, pedestrian-friendly commercial centres are also a key goal throughout Envision. Although the new Municipal Plan has yet to be adopted, it has been supported by Council, and its policies endorsed by the public.

In response to the request for additional height, the Envision Development Regulations look at new zones and zone requirements for encouraging additional height up to 12-storeys (west of Adelaide Street) with the intent of facilitating commercial and mixed-use development while maintaining appropriate heritage standards. Based on the work completed for Envision, it is proposed that a new Commercial Downtown (CD) Zone be used for this application. The permitted and discretionary uses are a combination of those from the current downtown zones. The intent of the CD Zone is to encourage a mixed-use approach with commercial on the ground floor. Residential dwelling units on the 1st floor shall be at the discretion of Council.

The zone requirements address: Building Height, Floor Area Ratio, Building Façade Setbacks from the Street, while other standards shall be at the discretion of Council. It is recommended that Council set the lot requirements for side yards and landscaping as follows: a minimum rear and side yard of 6 metres (for the 9 storey building) and landscaping minimum of 20%. Under the new zone, a mandatory Land Use Assessment Report (LUAR) is required for any building over 4 storeys (18 metres).

The site is located within Planning Area 1 (Downtown) under the St. John’s Municipal Plan. The overall intent for the Downtown is a model for mixed-use; combining single family housing with row housing and apartment uses, with supporting commercial and service uses. The proposed multi-building
development will combine hotel accommodations, with retail and commercial uses, along with residential units, which help bring people into the downtown on a permanent basis.

The proposed site is within Heritage Area 3. When the hotel was approved (Phase 1), the eastern portion of the property was removed from the heritage area, based on a recommendation from the former Heritage Advisory Committee. At that time, the HAC felt that a height greater than 10 storeys was not reflective of heritage, therefore, in order to consider the proposed 12-storey building under the CCO Zone, the site was removed from the heritage area. Based on the need to ensure that new developments are compatible in terms of style, scale, height and architectural detail, along with input from the Built Heritage Experts Panel, it is recommended that this current proposal (Phase 2) be maintained within the heritage area. Once the LUAR has been completed, it will be referred to the Built Heritage Experts Panel for review.

Under Section 5.6.3 of the Development Regulations, “Council may require a Land Use Assessment Report to evaluate any proposed land use, development and/or situation that affects the policies contained in the Municipal Plan”. It is recommended that a Land Use Report be completed. It is important to note that the proposal is a preliminary concept; under the LUAR, consideration will be required for the public realm and the relationship between the building, surrounding streets and sidewalks, and neighbouring residential buildings.

This site falls within the Downtown Parking Area. A total of 248 parking spaces are required for the combined uses within all three buildings. The proposed parking configuration and interim parking requirements during development will be addressed in the LUAR. If a deficiency in parking spaces is identified, the developer can ask Council to allow cash-in-lieu payment for any deficiency they may encounter.

Specific engineering requirements for servicing will be addressed and reviewed in the LUAR. Stormwater detention is also required for the proposed development. Prior to any development approval, the developer would be required to submit detailed engineering plans for review and approval and must meet all zone requirements of the Development Regulations.

**Key Considerations/Implications:**

1. **Budget/Financial Implications:** Not applicable.

2. **Partners or Other Stakeholders:**
   Neighbouring residents, property owners and businesses.

3. **Alignment with Strategic Directions/Adopted Plans:**
   *A City for All Seasons* – Support year-round tourism and industry activity.
   *Neighbourhoods Build Our City* – Increase access to range/type of housing.

4. **Legal or Policy Implications:**
   Amendments to the St. John’s Municipal Plan and Development Regulations are required.
5. Engagement and Communications Considerations:
A public meeting chaired by an independent facilitator and advertisement of a Discretionary Use. As an amendment to the St. John’s Municipal Plan is required, a Commissioner’s Hearing would also be required at a later date if the application is considered by Council.

6. Human Resource Implications: Not applicable.

7. Procurement Implications: Not applicable.

8. Information Technology Implications: Not applicable.

9. Other Implications:
Side yard setbacks and landscaping percentage to be set by Council.

Recommendation:
It is recommended that the application to rezone 150 New Gower Street from the Residential Downtown (RD) and Commercial Central Office (CCO) Zones to the Commercial Downtown (CD) Zone be considered and the attached draft Terms of Reference be approved. Upon submission of a satisfactory Land Use Assessment Report it is recommended that the application be referred to a Public Meeting chaired by an independent facilitator and the Discretionary Use of Dwelling Units on the 1st storey be advertised. Following the public meeting, the application would be referred to a regular meeting of Council for consideration.

Prepared by/Signature:
Lindsay Lyghtle Brushett, MCIP – Planner III

[Signature]

Approved by/Date/Signature:
Ken O’Brien, MCIP – Chief Municipal Planner

[Signature]

LLB/dlm

Attachments:
Zoning Map
Site Plan
Draft Zone
Terms of Reference
The proponent shall identify significant impacts and, where appropriate, also identify measures to mitigate impacts on land uses adjoining the subject property. All information is to be submitted under one report in a form that can be reproduced for public information and review. The numbering and ordering scheme used in the report shall correspond with that used in this Terms of Reference and a copy of the Terms of Reference shall be included as part of the report (include an electronic PDF version with a maximum file size of 15MB). A list of those persons/agencies who prepared the Land Use Assessment Report shall be provided as part of the report. The following items shall be addressed by the proponent at its expense:

A. Building Use
   • Identify the size of the proposed building(s) by:
     – Gross Floor Area
     – Floor Area Ratio (FAR)
   • Identify all proposed uses/occupancies within the building(s) by their respective floor area.

B. Elevation & Building Materials
   • Identify the height of the building(s).
   • Provide elevations of the proposed building(s).
   • Identify the finish and colour of exterior building materials.

C. Building Height & Location
   • Identify graphically the exact location with a site plan:
     – Location of the proposed building(s) in relation to neighbouring buildings;
     – Proximity of the building(s) to property lines and identify setbacks;
     – Information on the proposed construction of patios/balconies (if applicable);
     – Identify any additional street-level elements, such as weather protection measures at entrances, etc.
     – Potential shadowing/loss of sunlight on adjacent public and private properties, including sidewalks; and
     – Identify any rooftop structures.

D. Building Wind Generation
   • Identify how building placement and height will alter the wind conditions onsite, entrances to the building, adjacent streets and sidewalks. Identify measures to minimize impacts at the pedestrian level.

E. Exterior Equipment and Lighting
   • Identify the location and type of exterior lighting to be utilized. Identify possible impacts on adjoining properties and measures to be instituted to minimize these impacts.
   • Identify the location and type of any exterior HVAC equipment to be used to service the proposed building(s) and identify possible impacts on adjoining residential properties and measures to be instituted to minimize these impacts.
F. Landscaping & Buffering
   • Identify with a landscaping plan, details of site landscaping (hard and soft).
   • Identify the location and proposed methods of screening of any electrical transformers on the site.
   • Identify the location for refuse storage to be used at the site and buffering.
   • Identify pedestrian connections (both onsite and to New Gower Street and/or Springdale Street) and how they are designed: landscaping, lighting, bicycle parking for retail space, street furniture, etc.

G. Snowclearing/Snow Storage
   • Identify proposed method of snow clearing and/or location of snow storage area(s) on the site.

H. Municipal Services
   • Identify points of connection to the City’s water and sewer system and the re-routed services across the site in order to accommodate the development.
   • The proposed development will be required to comply with the City’s stormwater detention policy. Provide information on how onsite stormwater detention will be managed.

I. Off-street Parking and Access
   • Identify the number of parking spaces required for the overall proposal.
   • Identify parking area(s), the number of off street (underground) spaces to be provided subject to the current Service NL requirements. Identify vehicular ingress and egress, traffic circulation and any loading areas.
   • Identify where parking will be located for the existing hotel during construction Phase 2.

J. Traffic
   • Provide the anticipated traffic generation rates associated with the proposed development.

K. Public Transit
   • Consult with St. John’s Metrobus (St. John’s Transportation Commission) regarding public transit infrastructure requirements.

L. Construction Timeframe
   • Indicate any phasing of the project and approximate timelines for beginning and completion of each phase or overall project.
   • Indicate on a site plan where workers’ parking is to be accommodated during the construction period and designated areas for equipment and materials during the construction period.
Title: Text Amendment to Enable Distillery as a Discretionary Use
REZ1800015
140 Harbour Drive

Date Prepared: October 15, 2018

Report To: Committee of the Whole

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

Ward: 2

Decision/Direction Required:
To consider a text amendment to the St. John’s Municipal Plan and Development Regulations to enable distillery as a Discretionary Use.

Discussion – Background and Current Status:
The City has received an application for a distillery at 140 Harbour Drive (former Templeton’s paint store). The property is zoned Commercial Central Retail – Water Street West (CCR- Water Street West) which does not permit a distillery. Amendments to the St. John’s Municipal Plan and Development Regulations are required to add distillery as a definition and to set conditions around such use. The intent of the amendment is to allow small-scale facilities, such as a distillery, craft brewery or winery to produce onsite, and also include a tasting room and consider other associated uses, such as a restaurant or small-scale retail.

The subject property is the former Templeton’s paint store and warehouse, with upper-floor office space that extends out to Water Street (civic numbers 335, 337, 339, 341, and 343 Water). While the façade along Water Street has been modified over time, the facades along Bishop’s Cove and Harbour Drive show the age of the century-old buildings.

The block of buildings west of 140 Harbour Drive (between Bishops Cove and the intersection of Harbour Drive and Water Street) are also zoned CCR-Water Street West. Other buildings surrounding this property are primarily zoned Commercial Central Retail (CCR). The subject property is not located within the Heritage Area.

The property is designated in the Commercial Downtown District under the St. John’s Municipal Plan. The purpose of the District is to allow downtown retail and services accommodating all downtown functions, therefore a small-scale distillery is an appropriate use. As per Section 3.3.4 of the Municipal Plan, the District applies to the Downtown and permits such uses as retail, service shops, public uses, horticultural operations, offices, and transient accommodations. Other uses may be permitted subject to a Land Use Assessment Report. Distillery is not included in Section 3.3.4 and therefore an amendment to the Municipal Plan would be required.

The subject property is also located in Planning Area 1 – Downtown. As per Section 2.1 of the Planning Area Development Plan, the objective of the Downtown Planning Area is to ensure a comprehensive and balanced development of the Downtown that provides a dynamic focus for a wide variety of activities. The
proposed distillery would add to the variety of activities in the area and will maintain the building form through adaptive re-use of the old store and warehouse.

The applicant is proposing to convert a portion of the ground floor of 140 Harbour Drive into the distillery. While the proposed distillery is estimated to produce 250,000 litres of spirits annually, the primary focus of the space will be for retail, restaurant and guided tours with approximately 60% of the space being dedicated to public access and kitchen. The remaining 40% of the building will include space for production, storage and offices.

If distillery and similar uses are added to the Municipal Plan and Development Regulations, staff propose adding the use to other zones to recognize existing distilleries and craft breweries. If the amendment proceeds, distillery, craft brewery and winery may be included in other similar zones, such as Commercial Central Retail (CCR), Commercial Central Mixed (CCM), Industrial General (IG), and Industrial Quidi Vidi (IQ). This would recognize Yellowbelly Brewery, the new brewpub being developed at 90 Duckworth Street, and Quidi Vidi Brewery.

There are no development concerns with respect to the proposed rezoning. At this stage a site plan has not been provided because the applicant is proposing interior renovations to an existing building. However, the engineering review has noted that a concept plan should be provided showing all proposed changes to the site. In particular, parking lot access off Harbour Drive and Bishop’s Cove does not meet City standards; modifications to the access points and/or parking configuration may be required. It is recommended that the applicant provide a concept plan prior to any public advertisement.

**Key Considerations/Implications:**

1. **Budget/Financial Implications:** Not applicable.

2. **Partners or Other Stakeholders:**
   Neighbouring residents and property owners.

3. **Alignment with Strategic Directions/Adopted Plans:**
   *Neighbourhoods Build our City* – Maintain and position downtown as a distinct neighbourhood.

4. **Legal or Policy Implications:**
   A text amendment to the St. John’s Municipal Plan and Development Regulations is required.

5. **Engagement and Communications Considerations:**
   Public advertisement of the proposed amendment.

6. **Human Resource Implications:** Not applicable.

7. **Procurement Implications:** Not applicable.

8. **Information Technology Implications:** Not applicable.

9. **Other Implications:** Not applicable.
Recommendation:
It is recommended that the application for a text amendment to the Municipal Plan and Development Regulations to enable distillery as a discretionary use be considered and that the applicant submit a concept plan for the property. Upon submission of a satisfactory concept plan, it is recommended that the application be advertised for public review and comment. The application would then be referred to a regular meeting of Council for consideration of adoption.

Prepared by/Signature:
Ann-Marie Cashin, MCIP – Planner III, Urban Design and Heritage

Signature: [Signature]

Approved by/Date/Signature:
Ken O’Brien, MCIP – Chief Municipal Planner

Signature: [Signature]

AMC/dlm

Attachments:
Applicant’s Submission

Portion of 140 Harbour Drive proposed for the distillery
USE: Distillery

The proposed Distillery submitted to Development Committee, as a request towards a text amendment allowing this use in the CCR-WSW Zone.

WE WISH TO EMPHASIZE OUR GOAL FOR WANTING THIS LOCATION OF BUSINESS

This location is prime real estate for adaptive re-use & establishing a downtown ambiance to promote tourism with a continued contribution toward a more livable downtown core.
Spirits production at 140 Harbour Drive will be limited to a maximum of 250,000 litres of finished product annually and the primary focus of the space will be for public engagement including retail, restaurant and guided tours. If production needs should increase, a remote location will be used to manufacture additional product. A minimum of 60% of overall square footage will be dedicated to public access and kitchen with remaining space to include production, storage, offices etc.

SITE SURVEY

SITE ELEVATION
DISCRETIONARY USE PROPOSAL

The Yellowbelly Brewery already sets a good precedent for a Discretionary Use allowance for an eating and drinking establishment supported by an in-house micro-production space. We are looking to replicate this type of function, but differs in that it will not be a full-service food establishment, but rather will provide a limited charcuterie-style menu that complements the cocktail and fine spirits selection. This project will also be focussed on afternoon and evening service, with projected hours from between 12pm to 10pm.

HISTORIC LOCATION

The proposed project attempts to revive the long lost skill of crafting ales and spirits that was once an important and locale-specific job in a day when water was generally not potable, and self-sufficiency was the norm. This project, steeped in cultural revival, will simultaneously offer a renewal and re-utilization of the heritage Templeton's Building. Classes, tours, and possible interpretive elements will further maintain the historical significance of the building, and the craft.

SUMMARY OF THE BUSINESS PROPOSAL

We are proposing to develop a unique destination at the historic Templeton's building in downtown St. John's. The location will include a public space that will operate as both a café and bar serving homestyle food and beverages developed and crafted by a local chef, as well as distinctive spirit-based and alcohol free cocktails. The concept will include providing a holistic, 'grain-to-glass' experience to the patron. Artisanal cocktail mixes and spirits will be crafted on-premises with use of both exotic and local grain and botanicals. In addition, the tasting room will have a wide range of spirits and mixes from all over the world. Expert staff will discuss and pour the spirits further enhancing the holistic experience. The goal is that this facility will become an important tourist attraction. Other activities that leverage the NL artistic and crafter community will include:

- Tasting Room and tours
- Serve charcuterie-style snacks from local providers
- E.g. Chinched Bistro meats, 5-Brothers Cheese, Jewish Deli, The Newfoundland Chocolate Company, and other St. John's Farmer's Market crafters
- Provide cocktails made in-house during hours of operation (suggested 12pm-9pm)
- Third Place Cocktail mixes
- Gin, vodka and other spirits made in-house
- Focus on the cocktail and whiskies and gin from around the world
- Retail local products, cocktail tools and branded merchandise
- Provide tours of the crafting space

- Leisure Education
- Provide courses associated with
- Culinary skills
- Wine tasting and regions
- Whisky tasting, regions and craft
- Make-your-own gin
- The art of the cocktail
- Other related subjects
**Information Note**

**Title:** Continuous Improvement (CI) Project Results and Next Steps  
**Date:** Oct. 15, 2018  
**Report To:** Committee of the Whole (Oct. 24, 2018)  
**Councillor and Role:** Mayor Danny Breen, Governance and Strategic Priorities  
**Ward:** N/A  

**Issue:** Update Council on the results from the City’s first group of continuous improvement projects and the next steps in the City’s CI Strategy.

**Discussion – Background and Current Status:**
Since March 2017, the City has been advancing its efforts to build a culture of continuous improvement. Outlined in the Strategic plan as a core value to “continue to do things better,” and built into the strategic direction to be an “Effective Organization,” the city continues to implement a consistent organizational approach to CI which focuses on using root cause analysis to solve problems, involves front-line staff, considers the voice of the customer and tests solutions to see whether they achieve results (i.e. eliminate waste) before being implemented.

The City’s strategy involves a focus on: awareness and training; tools and methodology; governance and metrics. Fifteen employees received enhanced (green belt level) CI training in Dec. 2017. Ten of these employees have completed a LEAN Green Belt certification process (requiring examination and evaluation) and two more are underway. Additionally, a roadmap for how to embed CI into the City’s culture was developed and is being implemented. Since October 2017, 390 employees at the City have received training to increase awareness of CI, its tools and how to use it. Training continues with a goal to have every employee exposed to CI.

Ten CI projects were started in Winter 2018 (nine within the City and one at Mile One). A total of 66 employees have been actively engaged with these projects. A breakdown of the City projects and results achieved follows:

<table>
<thead>
<tr>
<th>Project</th>
<th>Department</th>
<th>Problem/opportunity</th>
<th>Improvement</th>
<th>Results</th>
<th>Learning</th>
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</thead>
<tbody>
<tr>
<td>Reducing rework in accounts payable processing</td>
<td>Finance and Administration</td>
<td>20,000 invoices received annually, 20% do not contain a PO # and cannot be processed. Invoices waiting for processing can result in late payments to vendors, missed vendor discounts, and frustration for staff and vendors.</td>
<td>Clarify requirements for vendors/staff. Additional information on intranet and internet. Training for staff. Improve requisition process.</td>
<td>Pilot in progress</td>
<td>Need to make improvements at the start of the process – when requisitions are created.</td>
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<td>Project</td>
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<td>Improving electronic file management</td>
<td>City Clerk</td>
<td>Network drive contained over 60K files, 77 main level folders, and 86 gigabytes (GB) of data. Difficulty finding files. No standards for organizing or naming folders or files. Risk that information could be lost or that information distributed and relied upon is not the most current. Growth in GB increases requirements for IT infrastructure.</td>
<td>Undertook a 5S which allows for a sort, tagging and reorganization of the folders.</td>
<td>44% reduction in number of files. 49% improvement in file retrieval accuracy rate. 86% reduction in number of main level folders. 30% reduction in GB. File and folder standards to reduce variation/create consistency. Plan for sustaining the improvement including audits.</td>
<td>Need for information management strategy. 5S process can be used for all divisional file management clean ups</td>
</tr>
<tr>
<td>Improving process for employee learning and development</td>
<td>Finance and Administration</td>
<td>Various and inconsistent processes. Guidelines unclear. 72% of the time staff perform rework to process applications due to incomplete information received.</td>
<td>One application form with guidelines, clarity of process for managers and staff. Removed the requirement for signatures so the form could move more efficiently and timely.</td>
<td>During the pilot: Overall steps in process reduced by 51%. Rework eliminated. Overall time to process an application improved by 55%.</td>
<td>Much of the waste in this process was due to the requirement for signatures on forms. Signatures are required on many City forms and are not always necessary. Moving forms through approvals electronically could be applied to other forms to remove waste.</td>
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<tr>
<td>Reducing rework in printing process</td>
<td>City Manager</td>
<td>30% of print jobs needed rework at intake due to missing information, being of poor quality, or not in the right format. Rework can impact the number of print jobs produced on time. Staff estimated rework at 5-9 days/year.</td>
<td>Intake form changed, and visual management-based guide created. Process “How to” information made available on the intranet.</td>
<td>Rework at intake reduced by 63% during pilot phase. Future state will see rework reduced and save 3.51 to 5.86 days of capacity.</td>
<td>The City has hundreds of forms for various purposes. Oftentimes, these forms are created without a customer perspective and create rework through flawed design. There is an opportunity to review all forms with a customer focused CI lens.</td>
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<td>Project</td>
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<td>Reducing turnaround time for the building permit process for</td>
<td>Community Services and Planning,</td>
<td>Process flow issues existed in building permit process. 40% of applications received</td>
<td>Application form redesigned (customer). Workflow improvements made in Service Centre. Intake fee eliminated from first step. Visual</td>
<td>Average wait times at intake reduced to 1 day, a 93% improvement in this step and 24% improvement in lead time. Incidents of</td>
<td>As a significant process, it was important to map the entire process and focus improvement on a key area – tackle one problem area at a time. Other improvement opportunities identified.</td>
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<td>residential new construction &amp; renovations</td>
<td>Engineering and Regulatory Services</td>
<td>with incomplete information requiring staff follow-up and delays in processing. Average wait time for application processing in the Service Centre was 6 days.</td>
<td>Management set up.</td>
<td>rework reduced from 80% to 20%.</td>
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<td>Reducing customer wait times at the Residential Drop Off, Robin Hood</td>
<td>Public Works</td>
<td>During peak demand, specifically Saturdays, residents experience increased waiting times. Turn-around-time averaged 57 minutes and 11 seconds. Bin availability/uptime a factor in long wait times.</td>
<td>Ensure sufficient contracted trucks available to haul bins to meet peak demand. Maintain dedicated staff on Saturdays to compact bins. Educate staff on traffic flow. Divert wastes to other areas of landfill.</td>
<td>Turn-around-time reduced by 29% to 40 minutes and 24 seconds.</td>
<td>This project provided the Project Team with an opportunity to speak with the various stakeholders, from the residents who use the RDO to the staff who manage and operate it. There was clear evidence that stakeholders had similar needs from a value-added perspective.</td>
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<td>Bay</td>
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<td>Streamlining the 569 seasonal employee transfer process</td>
<td>City Manager</td>
<td>Seasonal change of shifts leads to layoffs, rehires, bumping, reverse bumping. Unionized staff in a state of uncertainty. Intense demands on HR staff causing overtime. Department delayed getting final staff complement. Frustration for all. Cycle time for the process is 17 hours.</td>
<td>Single form created for layoff, bumping, recall waiver and benefits information. Employees provided with bump options at time of layoff. Use of mail merge eliminated manual input and errors. Individual meetings with employees not required.</td>
<td>Cycle time reduced to 4 hours, a 77% improvement. Additional improvement in HRIS keying of data and lost productivity time when bumps actioned.</td>
<td>The inclusion and support of the union was huge and while there were challenges, in the end everyone came together in the best interest of the employees and the process.</td>
</tr>
<tr>
<td>Project</td>
<td>Department</td>
<td>Problem/opportunity</td>
<td>Improvement</td>
<td>Results</td>
<td>Learning</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>-------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Reduce rework in recreation facility booking process</td>
<td>Community Services</td>
<td>Process for booking space for programs results in schedule conflicts, double bookings, unnecessary room set-up. Process has 7 hand-offs. Staff rework such as follow-up emails, phone calls results in decreased productivity. Impacts ability to deliver, advertise programs, and plan. Frustration for staff and customers.</td>
<td>Allocate online administration rights to other staff. Standardize charts for submissions. Create a room inventory with amenities. Ensure program analysis is completed first. Enter all internal and yearly external programs one year in advance.</td>
<td>Impacts to be determined in 2019 - aiming for 50% reduction in lead time and rework, reduction in hand-offs to 3, reduction in lead time from 30 days to 10-15 day.</td>
<td>In progress</td>
</tr>
<tr>
<td>Streamlining the fire inspection process</td>
<td>Regional Fire</td>
<td>Approximately 35% of public assemblies back logged for inspection. There is also visual indication of rework that could be impacting the amount of work being conducted each day, which potentially results in 35% of rework. This includes making notes during inspection, translating those notes to a form and then entering the info on a system once they return to the office. Each inspection takes about 3 hours.</td>
<td>Paper process has been eliminated, existing technology being used. Removed need to track violations by paper – instead documented electronically and sent via email to property owners. A review of the risk assessment model to determine if/when all properties are required to have an inspection and service standard. Use of tablets being tested which will eliminate the need to make notes, translate it to a paper form for the owner and then transfer the information to a computer system.</td>
<td>Pilot underway. In early data collection, 15 minutes being shaved off an inspection – savings of one hour a day.</td>
<td>In progress</td>
</tr>
</tbody>
</table>
Two more projects are currently underway, both were recommendations from the permit application process.

<table>
<thead>
<tr>
<th>Project</th>
<th>Department</th>
<th>Problem/Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce processing time for permits of new home construction, renovations and extensions by speeding up plan reviews.</td>
<td>Planning, Engineering and Regulatory Services</td>
<td>On average, it takes nine days from the time the inspector receives the application from the Access Centre to process a new house construction file. Rework is frequent in terms of multiple customer contacts.</td>
</tr>
<tr>
<td>Reducing lead time for setting of grades in the permit process for new home builds, to reduce the overall timeline for permit approval.</td>
<td>Planning, Engineering and Regulatory Services</td>
<td>For new home builds, setting the grade is a key piece of information in the process. In the current situation, no further work occurs until this step is complete (i.e. it can be a bottleneck). The timeline associated with this process directly impacts the time at which the customer can receive their permit.</td>
</tr>
</tbody>
</table>

Aside from these two projects, staff in Organizational Performance and Strategy (OPS) are currently reviewing another list of potential projects to kick start in 2018 and 2019 and developing project proposals. Additional green belt level resources will also be added in 2019. A final list of projects will be brought to Council.

Aside from training and project development, OPS is also working on a “Just do it” tool kit for staff which will allow divisions to undertake smaller divisional specific CI projects on their own. As well, a tool kit for conducting 5S specific projects is being developed and training will follow. 5S is used for projects involving storage, inventory, electronic files, equipment layout, etc.…

**Key Considerations/Implications:**

1. **Budget/Financial Implications:**
   Cost associated with delivering the original training and developing the strategy were primarily covered in the 2017-18 budgets. The Division of Organizational Performance and Strategy is leading the CI initiative. The City will look to add additional green belt level training for 2019 to be covered through the existing training budget.

2. **Partners or Other Stakeholders:**
   Unions – Unions have been consulted throughout the development of the strategy and union employees have been trained. Unions have been briefed on the outcomes of the first round of projects.

3. **Alignment with Strategic Directions/Adopted Plans:**
   Strategic Direction - Effective Organization clearly articulates the need to focus on building an accountability framework of which continuous improvement is a key component.
4. Legal or Policy Implications:
There may be policy implications if CI projects identify change in process or procedure. These would be dealt with by the each, based on the project at the time.

5. Engagement and Communications Considerations
A detailed communications plan has been developed for continuous improvement and communications has focused primarily on staff at this point. Marketing and Communications is developing a CI look and feel for internal communications products and a page is dedicated to CI on the intranet. Projects results and learnings are shared internally through close out meetings, internal newsletters, intranet and managers’ forums.

6. Human Resource Implications
The Division of Organizational Performance is providing leadership on the governance of CI within the city and managing the training and capacity building. All staff play a role in helping to build a CI culture.

7. Procurement Implications
CI projects may result in solutions that require procurement. These will be addressed by the each.

8. Information Technology Implications
CI projects may result in solutions that require information technology solutions. These will be addressed by the each.

9. Other Implications
The City is almost one-year in to its continuous improvement journey. Creating a culture of continuous improvement takes time and needs persistent and ongoing support from Council and senior staff. CI is rooted in learning and not all projects will yield desired results. The key is to learn from those projects. Potential projects will continue to be vetted against key evaluation criteria including costs savings, improvement in turnaround time and capacity savings. Additionally, all projects are reviewed for impact on employee engagement, community engagement and helping to advance strategic directions.

Conclusion/Next Steps:
All projects will be monitored to ensure sustained results. As well City staff will continue to advance the CI roadmap with continued training and awareness, increased communications and a new suite of projects starting in late fall and another round in 2019.

Prepared by/Signature: Victoria Etchegary, Manager, Organizational Performance and Strategy
Approved by/Date/Signature: Derek Coffey, Deputy City Manager, Finance and Administration
Title: Appointment to Youth Advisory Committee

Date Prepared: October 15, 2018

Report To: His Worship the Mayor and Members of Council

Councillor and Lead: Councillor Burton – Council Representative

Ward: N/A

Decision/Direction Required: Approval of new members for the Youth Advisory Committee based on the recommendations by lead staff and the Office of the City Clerk.

Discussion – Background and Current Status:

The Terms of Reference for the newly established Youth Advisory Committee were approved by Council on March 20, 2018.

Section 3.1.1 states:

The Advisory Committee will be comprised of no more than 12 total members from the following stakeholder groups:

3.1.1 Public Members

Committee Chair

Advisory committees are chaired by members of the public. Two (2) advisory committee members will be elected as co-chairs by the committee every two years. The public members chairing the committee will have responsibility for ensuring the committee carries out its work as per the terms of reference.

Public Members

The Committee will be comprised of no more than six members (ranging from age 14-29), consisting of at least one member from each of the following age ranges/groups: junior high, senior high, post-secondary governing bodies and/or non-school members.

Public members are volunteers and will receive no compensation for participation.

Preference will be given to residents of St. John’s.

Organizations

Committee will be comprised of no more than 6 persons representing youth serving agencies. It is recommended that the organizational representative be a board member, executive director or someone with decision making authority in the organization. Each
organization may also appoint an alternate representative to attend committee meetings in the event that the primary member is unable to attend.

**Key Considerations/Implications:**

1. **Budget/Financial Implications**
   - n/a

2. **Partners or Other Stakeholders**
   - Youth
   - Community Groups

3. **Alignment with Strategic Directions/Adopted Plans**
   - A Culture of Cooperation – Create effective City – community collaborations
   - Responsive and Progressive – Create a culture of engagement
   - Effective Organization – Develop a knowledgeable and engaged committee

4. **Legal or Policy Implications**
   - n/a

5. **Engagement and Communications Considerations**
   - Call for new members was sent out by Communications division

6. **Human Resource Implications**
   - n/a

7. **Procurement Implications**
   - n/a

8. **Information Technology Implications**
   - n/a

9. **Other Implications**
   - n/a

**Recommendation:**

That the following be appointed to the Youth Advisory Committee in accordance with Section 3.1.1 of the Terms of Reference.
<table>
<thead>
<tr>
<th>Applicants Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Scott Pearce</td>
<td>Highschool (Holy Heart)</td>
</tr>
<tr>
<td>Katherine Dibbon</td>
<td>Highschool (Waterford Valley)</td>
</tr>
<tr>
<td>Nicholas Matthew Hillier</td>
<td>MUN</td>
</tr>
<tr>
<td>Zaira Maria Freda</td>
<td>Highschool (Holy Heart)</td>
</tr>
<tr>
<td>Eilish Mae MacCharles</td>
<td>MUN</td>
</tr>
<tr>
<td>Meghan Hollett</td>
<td>Association for New Canadians, Youth Engagement Officer</td>
</tr>
<tr>
<td>Cindy Murray</td>
<td>Eastern health, Youth Outreach Worker</td>
</tr>
<tr>
<td>Sofia Descalzi</td>
<td>Canadian Federation of Students NL, Chairperson</td>
</tr>
<tr>
<td>Jude Almutawa</td>
<td>Junior High (Lakecrest)</td>
</tr>
<tr>
<td>Nathan Christopher Young</td>
<td>High School (Gonzaga)</td>
</tr>
</tbody>
</table>

| Currently Recruiting            | Community Representative                              |
| Currently Recruiting            | Community Representative                              |

Prepared by: Kathy Driscoll, Legislative Assistant  
Approved by: Elaine Henley, City Clerk
Title: Appointment to Inclusion Advisory Committee

Date Prepared: October 15, 2018

Report To: His Worship the Mayor and Members of Council

Councillor and Lead: Councillor Jamieson – Council Representative

Ward: N/A

Decision/Direction Required: Seeking approval of new members for the Inclusion Advisory Committee based on the recommendations by lead staff and the Office of the City Clerk.

Discussion – Background and Current Status:

The Terms of Reference for the Inclusion Advisory Committee were approved by Council on March 5, 2018.

The Advisory Committee will be comprised of a minimum of 11 and maximum of 15 total members from the following stakeholder groups, as per Section 3.1.1 of the Terms of Reference noted below

3.1.1 Public Members

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

Public Members
The Committee will be comprised of no more than 3 residents serving as public members who are members of the inclusion community, their caregivers and/or persons facing other barriers. Public members are volunteers and will receive no compensation for participation. Preference will be given to residents of St. John’s.

Organizations
The Committee will be comprised of no more than 9 staff persons representing agencies relevant to persons with disabilities and persons facing other barriers as follows:

- Coalition of Persons with Disabilities NL (CODNL) to nominate four (4) representatives reflective of a cross section of the disability community. The other three representative organizations are as follows:
  - Empower
• Representatives of five (5) organizations that support persons facing other barriers to participation in the community. Efforts will be made to include the following sectors:
  o Hearing Barriers
  o Visual Barriers
  o Developmental (autism, etc.)
  o Visible minorities and newcomers
  o Mental Health
  o Poverty
  o Indigenous and Aboriginal
  o Universal Design
  o LGBTQ
  o Physical and Neurological Disabilities

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

Key Considerations/Implications:

1. Budget/Financial Implications
   • n/a

2. Partners or Other Stakeholders
   • Community Groups

3. Alignment with Strategic Directions/Adopted Plans
   • A Culture of Cooperation – Create effective City – community collaborations
   • Responsive and Progressive – Create a culture of engagement
   • Effective Organization – Develop a knowledgeable and engaged committee

4. Legal or Policy Implications
   • n/a

5. Engagement and Communications Considerations
   • Call for new members was sent out by Communications division

6. Human Resource Implications
   • n/a

7. Procurement Implications
   • n/a
8. Information Technology Implications
   • n/a

9. Other Implications
   • n/a

Recommendation:

It is recommended that the following be appointed to the Inclusion Advisory Committee in accordance with Section 3.1.1 of the Terms of Reference.

<table>
<thead>
<tr>
<th>Applicants Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarah White</td>
<td>Autism Society of NL</td>
</tr>
<tr>
<td>Kim Pratt-Baker</td>
<td>Hard of Hearing</td>
</tr>
<tr>
<td>Megan McGie</td>
<td>Association for the Deaf</td>
</tr>
<tr>
<td>Heidi Dixon</td>
<td>St. John’s Native Friendship Centre</td>
</tr>
<tr>
<td>Debbie Ryan</td>
<td>CNIB</td>
</tr>
</tbody>
</table>

Prepared by: Kathy Driscoll, Legislative Assistant
Approved by: Elaine Henley, City Clerk
Attachment: N/A
Title: Public Parking on Convent Square
Date Prepared: September 6, 2018
Report To: Committee of the Whole
Councillor/Theme: Debbie Hanlon - Transportation
Ward: 2

Decision/Direction Required:
Direction is required to approve the recommended changes to public parking on Convent Square.

Discussion – Background and Current Status:
The City has received complaints from residents on Convent Square that no nearby parking is available for them. These residents rely on Residential Permit Parking (Area 3) for on-street parking. Some unrestricted parking is also currently available on Convent Square.

In the past an informal agreement between the Presentation Sisters and residents allowed for overflow parking on to the convent lot. Lakecrest also had an agreement with the Presentation Sisters to allow staff parking on the lot in exchange for the school completing snow clearing. These arrangements were both discontinued with the donation of the convent to the City. Once the convent returns to full occupancy the feasibility of any non-resident use will be evaluated.

On Hamilton Ave and Convent Square there are 25 residential permits issued and 16 visitor permits issued for the area between Patrick St and Brine St.

There are available in this same area:
- 17 “Area 3” spaces
- 1 evening/weekend space
- 8 unrestricted spaces
- 1 unrestricted accessible space

This totals 27 available spaces in the immediate vicinity of the 25 residential permits. Other residential permit parking areas are generally in the range of 1 parking space available per home. There does not appear to be anything untoward happening with respect to the number of permits being issued each address.

Convent Square itself holds 15 of the available spaces (including the accessible space) compared to only 7 residential permits adjacent Convent Square. In contrast Hamilton Avenue has 18 residential permits and only 12 spaces available. Naturally this results in some vehicles from Hamilton Avenue seeking a parking space on Convent Square.
After meeting with residents, a survey covering parking treatments was distributed to all residents immediately adjacent Convent Square. The results of this survey as well as an accounting of the issues considered is provided in Appendix A.

In Appendix A an initial option (Option 1) was developed for parking adjacent the playground and circulated to the parties involved. Feedback from some residents rejected this option as satisfying their concerns. Lakecrest also raised new concerns upon review of the proposed solution. Subsequently a second option (Option 2) was prepared which is what is recommended below.

**Key Considerations/Implications:**

1. **Budget/Financial Implications**
   Small additional demand on paint and sign budgets.

2. **Partners or Other Stakeholders**
   n/a

3. **Alignment with Strategic Directions/Adopted Plans**
   The recommendations contribute to the strategic direction and goal noted below:
   Neighbourhoods Build our City: Improve neighbourhood-level services

4. **Legal or Policy Implications**
   n/a

5. **Engagement and Communications Considerations**
   Residents of the affected area as well as Lakecrest School have been consulted in this evaluation.

6. **Human Resource Implications**
   n/a

7. **Procurement Implications**
   n/a

8. **Information Technology Implications**
   n/a

9. **Other Implications**
   n/a
**Recommendations:**

1) That the spaces on the west side of Convent Square remain as they are currently configured.
2) That the Area 3 sign at the entrance to Convent Square be moved to clarify that there is no parking between the driveway for civic 25 and Hamilton Avenue.
3) That the parking area adjacent the playground be designated as Area 3 with an exception from 7AM to 5PM, Monday to Friday that allows unrestricted parking.
4) That the parking area adjacent the playground be painted, including hatching in front of the fire hydrant.

**Prepared by:**
Garrett Donaher, Manager - Transportation Engineering

Signature: _____________________________________________

**Approved by:**
Brendan O’Connell, Director - Engineering

Signature: _____________________________________________

**Attachments:**
Appendix A – Evaluation Matrix
## Appendix A – Evaluation Matrix

<table>
<thead>
<tr>
<th>Potential Change</th>
<th>Survey</th>
<th>Pros</th>
<th>Cons</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lakecrest side of Convent Square</td>
<td>Revert accessible parking configuration to “historic” configuration with 2 accessible spaces</td>
<td>2</td>
<td>• Provides 2 accessible spaces</td>
<td>• Reduces unrestricted parking by 1 space</td>
</tr>
<tr>
<td></td>
<td>Maintain existing configuration for this area</td>
<td>4 (supported)</td>
<td>• Provides 2 unrestricted parking spaces  • Provides larger maneuvering space for vehicles at end of Convent Square</td>
<td>• Only 1 accessible space</td>
</tr>
<tr>
<td>Potential Change</td>
<td>Survey</td>
<td>Pros</td>
<td>Cons</td>
<td>Recommendation</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------</td>
<td>----------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Parking in front of playground</td>
<td>Area 3</td>
<td>4 (supported)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Provides additional parking dedicated to Area 3</td>
<td>* Significantly limits parking by guests</td>
<td>Option 1: Designate as 2HR parking with an exception for Area 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Addresses resident concern over school related parking</td>
<td>* Significantly limits public parking for playground</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>* Significantly limits drop-off/pick-up activity for school</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>* Some residents find no issue with current situation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>* Significantly reduces loading options for school deliveries</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>* Does not address desire for unique parking area</td>
<td></td>
</tr>
<tr>
<td>Area 3 except 2-hour restriction</td>
<td>0</td>
<td>Option 1:</td>
<td>Option 1:</td>
<td>Option 1: Designate as Area 3 except 7AM to 5PM from Monday to Friday.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Limits school related parking as time limit no longer works for staff</td>
<td>* Fewer spaces exclusively dedicated to Area 3 permit holders</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Allows short term guest parking</td>
<td>Option 2:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Allows short term playground parking</td>
<td>* No daytime spaces exclusively dedicated to Area 3 permit holders</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Improves availability of space for school deliveries</td>
<td>Both:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>* Does not address desire for unique parking area</td>
<td></td>
</tr>
<tr>
<td>Area 3 except 3-hour restriction</td>
<td>1</td>
<td>Option 2:</td>
<td>Both:</td>
<td>Option 2: Designate as Area 3 except 7AM to 5PM from Monday to Friday.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Addresses school concern over activity and lack of staff parking</td>
<td>* Does not address desire for unique parking area</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Allows daytime guest parking</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Allows daytime playground parking</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Both:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Provides additional parking for Area 3 during peak residential demand periods</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Allows some drop-off/pick-up activity for school</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Potential Change</td>
<td>Survey</td>
<td>Pros</td>
<td>Cons</td>
<td>Recommendation</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>---------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------</td>
</tr>
</tbody>
</table>
| Create unique parking area for Convent Square | 1 vote on modified list 2 additional comments | • Addresses desire for unique parking area                            | • No alternate parking during street operations  
• Surplus created on Convent Square while deficit on Hamilton Avenue is exacerbated  
• Significantly limits parking by guests  
• Significantly limits public parking for playground  
• Significantly limits drop-off/pick-up activity for school  
• Some residents find no issue with current situation  
• Significantly reduces loading options for school deliveries  
• Violates City Policy on residential permit parking                                           | Do not implement unique parking area                                                  |
| Hatch out fire hydrant zone               | n/a                                         | • Protects access to fire hydrant  
• Discourages illegal parking                                                          | n/a                                                                                                           | Complete pavement markings             |
| Concern over visibility at intersection of Hamilton Avenue and Convent Square | n/a                                         |                                                                      |                                                                                                               | Make change as indicated in image below |
| Convent parking lot arrangements          | n/a                                         | • Provides Lakecrest staff parking  
• Provides “overflow” area on occasions when Convent Square is busy                  | • May not work depending on tenant needs                                                                     | Evaluate feasibility post-occupancy    |
Sign location gives impression of parking where there is none.

Alternate location, feasibility needs to be confirmed. Should include “Area Parking” and “No Parking to Corner” signs.

Typical sign location, not suitable from maintenance perspective.

No legal parking in this area.