



2019 ACTION PLAN

Q1 Updates

May 31, 2019

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.

3 A CONNECTED CITY

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

2 A CITY THAT MOVES

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

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)	Q1 Update
S1.1	<p>Develop effective policies and procedures including:</p> <ul style="list-style-type: none"> a) Fraud Policy b) Sponsorship Policy c) City-wide Cash Handling and Petty Cash Policy d) Collection of Accounts Receivable Policy 	City Manager, Community Services, Finance & Administration	<p>a) Currently in development.</p> <p>b) Currently before Corporate Policy Committee and Legal for review.</p> <p>c) Meeting with Policy Analyst May 23rd. Draft policy developed based on research, best practice, and information provided by departments who handle cash.</p> <p>d) In final stages. To be reviewed by legal, then to Corporate Policy Committee.</p>
S1.2	Initiate a corporate wide asset management plan. Establish a working group, parameters, timelines	Finance & Administration	Working group established, asset inventory and service level assessments are next steps.
S1.3	Formalize a long-term partnership agreement with the St. John's International Airport Authority	Office of the City Manager	Negotiations continue with the Authority on a long-term comprehensive taxation agreement. Further update in Quarter 2.

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

Initiative		Lead Department(s)	Q1 Update
S2.1	Commence the development of a sustainability plan	Public Works	Sustainability Coordinator commenced employment May 6/19. Status of milestones and processes being evaluated and initial planning begun.
S2.2	Launch energy efficient pilot project for City-owned affordable housing	Community Services	Using the Strategic Doing process, tenants involved to identify their needs. Energy Audit being completed to determine next steps for best option(s) including programmable thermostats, energy efficient curtains and / or blinds.
S2.3	Divert waste from the landfill by: <ul style="list-style-type: none"> a) Increasing overall tonnage in curbside recycling b) Enhancing yard waste and City backyard composting initiatives c) Increasing Industrial, Commercial & Institutional waste diversion d) Increasing waste diversion through the Furniture Diversion Program 	Public Works	<p>a) 2nd phase of automated garbage rolled out in May. Greater number of households will now be involved. Bag limits associated with this process will encourage recycling.</p> <p>b) Backyard composting initiatives and information sessions continue and remain popular. Increased composting is the result.</p> <p>c) Planning has started with the goal of implementation soon.</p> <p>d) City continues to participate in the Home Again Furniture Bank program. Gently used furniture is accepted and stored for retrieval by the bank. Reduces furniture inputs to the landfill.</p>

Initiative		Lead Department(s)	Q1 Update
S2.4	Review to modify the existing Litter Can Collection and clean-up programs to improve cleanliness in the Downtown	Public Works	Multi-stream collection bins are being upgraded with more robust doors and closers to decrease vandalism and better retain deposited items.
S2.5	Develop alternatives to traditional snow disposal	Public Works	Request for Information process is closed and review process underway.
S2.6	Complete the Envision St. John's Municipal Plan and Development Regulations and: <ul style="list-style-type: none"> a) Undertake staff, public and developer education b) Use Envision and Neighbourhood Profile data to advance the development of a Downtown specific area plan; develop terms of reference 	Planning, Engineering & Regulatory Services	<p>a) Council has adopted-in-principle the Plan and Regulations. Awaiting provincial release. Once adopted, approved and registered, education sessions will be organized.</p> <p>b) Co-operating with Community Services on neighbourhood profiles and Economic Development on Downtown issues. Will work on terms of reference in coming months.</p>
S2.7	Initiate a City-wide wetland report to delineate all wetlands within municipal boundary for protection	Planning, Engineering & Regulatory Services	Request for Proposals awarded to C-CORE, study scheduled for completion by the end of 2019.
S2.8	Stormwater Management <ul style="list-style-type: none"> a) Review current Stormwater Detention Policy to enable more efficient design of stormwater detention facilities b) Implement new stormwater management design criteria to account for climate change 	Planning, Engineering & Regulatory Services	<p>a) Review nearing completion with revised draft to be discussed with Deputy City Manager.</p> <p>b) Complete and will be included in Development Design Manual.</p>

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)	Q1 Update
S3.1	Deliver on a regional Themed Signage Strategy as outlined in Roadmap 2021	Community Services	Request for Proposals complete and expect to be awarded by end of June. Design and development in fall with installation to follow.
S3.2	Complete a new Economic Development Plan, review and prioritize recommendations	Community Services	Consultations ongoing. Planned completion for Fall 2019.
S3.3	Reduce development fees in intensification areas to stimulate growth within the City core	Planning, Engineering & Regulatory Services	Complete and implemented.
S3.4	Amend development regulations to make minimum parking requirements discretionary in the Downtown	Planning, Engineering & Regulatory Services	Complete. St. John's Development Regulations Amendment No. 692 restored downtown parking relief.
S3.5	Develop a City branding initiative	Office of the City Manager	On May 14, Communications and Economic Development Culture and Partnerships met with respective executives to begin discussions on hiring a Marketing Coordinator for this initiative. It was determined that we would seek an individual on contract for six months to complete and begin implementation of a marketing strategy. EDCP will be forwarding pertinent information to Communications on possible tasks while Communications will develop a job description and work with HR on the hiring process.

» A City That Moves

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

Initiative		Lead Department(s)	Q1 Update
M1.1	Transit Priority - Make traffic signal modifications at select intersections to allow transit vehicles to pass with priority	Planning, Engineering & Regulatory Services	Work with system vendor and Metrobus is underway to plan and execute installation.
M1.2	Complete the Public Transit Operational Review, review and prioritize recommendations	Office of the City Manager, St. John's Transportation Commission	Preliminary recommendations have been presented to the Commission. These are currently being discussed internally and direction to be provided back to consultant within the next month.

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

M2.1	Pilot recessed pavement markings in targeted areas	Public Works	Ongoing – various recessed markings are installed and under evaluation. Various paint formulations also under review for durability and ease of application.
M2.2	Complete a city-wide collision report	Planning, Engineering & Regulatory Services	Work ongoing with province to try and get collision data transfers restarted.

Initiative		Lead Department(s)	Q1 Update
M2.3	<p>Implement recommendations and actions from the Paid Parking Management Strategy, specifically:</p> <ul style="list-style-type: none"> a) Install new meters and pay stations b) Begin issuing e-tickets c) Complete changes affecting Churchill Square d) Begin consultations on changes to Residential and Visitor Permit Program 	Planning, Engineering & Regulatory Services	<ul style="list-style-type: none"> a) Tender to determine vendor closed May 17. b) Tender to determine vendor closed May 17. c) Equipment procurement underway. Tender closed May 17. d) Permit software procurement underway. Tender closed May 17.
M2.4	<p>Implement the Transportation Master Plan:</p> <ul style="list-style-type: none"> a) Complete household travel survey b) Install permanent count stations 	Planning, Engineering & Regulatory Services	<ul style="list-style-type: none"> a) Survey design with NL Stats Agency ongoing. b) Work with NL Power to establish installation locations is ongoing.
M2.5	Complete Hebron Way street extension to Major's Path	Planning, Engineering & Regulatory Services	Property acquisition and tender drawing package being prepared. SJAA approval still outstanding.
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	Decision note is currently being drafted.

GOAL: M3 - Expand and maintain a safe and accessible active transportation network

Initiative	Lead Department(s)	Q1 Update
M3.1 Complete the Bike St. John's Master Plan to support cycling in the city, review and prioritize recommendations	Planning, Engineering & Regulatory Services	Report presented to Committee of the Whole May 29.
M3.2 Implement the Accessible Pedestrian Signals (APS) Program, specifically: <ul style="list-style-type: none"> • Install APS at select intersections 	Planning, Engineering & Regulatory Services	Key2Access proof of concept project approved and initiated. Traditional APS improvements planned for other locations including Water Street and Ropewalk Lane.
M3.3 Build an infill sidewalk program for areas currently lacking sufficient sidewalks	Planning, Engineering & Regulatory Services	Prioritized listing of infill sidewalks to be completed ongoing. Tender to be called this summer.



A Connected City

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

Initiative		Lead Department(s)	Q1 Update
C1.1	Create a Community Connections communications strategy to promote sense of belonging and pride of place	Office of the City Manager	Communications has identified a blog platform and approached Information Services for implementation support. This month, we have received the platform from IS and are currently working on site design. A name for the blog has been secured: ourcityyourstory.com. Division staff are currently developing a work plan for the blog with a plan to post at least one story per month, beginning in Sept. 2019.
C1.2	Advance a new City website <ul style="list-style-type: none"> Develop a scope of work and create internal working group 	Office of the City Manager	A joint working group with IS has been struck. Communications staff have begun a jurisdictional scan and developed an internal and external engagement plan. The working group proposes to issue an RFI by the third quarter with an RFP to be developed and issued in the fourth quarter.
C1.3	Implement Phase 1 of online neighbourhood profiles initiative improving access to information to residents	Community Services	In final draft. Ready to present to SEC end of May/early June.
C1.4	Launch Corporate Community Outdoor Program	Community Services	Website is in final review stages before launch of program.
C1.5	Implement a new 311 Call Center Solution to improve client experience	Finance & Administration	In the implementation phase. Should be done late Q3, early Q4.

Initiative		Lead Department(s)	Q1 Update
C1.6	Undertake a Youth Engagement Strategy to improve youth participation in City engagement efforts	Finance & Administration	Met with Recreation and Council lead on approach. Information Note to go to the youth advisory committee at next meeting, then on to COTW, goal to have “team” in place doing work in the fall with recommendations/report by end of Q4.
GOAL: C2 - Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities			
C2.1	Advance Healthy Communities and Healthy City strategies a) Complete a Terms of Reference to advance Northeast Avalon Healthy Communities Alliance b) Develop workplan to advance Healthy City St. John's Strategy	Community Services	a) Draft Terms of Reference for both the Alliance and Steering Committee have been developed with input from City of St. John's; Eastern Health and Happy City St. John's. Next steps will be to have other sectors review and provide input so that the Terms of Reference can be finalized by year end. b) A rough draft of the Work Plan is being developed. This has been developed through consultation with key staff in various city departments and through an extensive review of existing strategies and plans. Once complete it will be presented to SEC.
C2.2	Acquire HIGH FIVE® quality assurance accreditation for recreation programming	Community Services	Completed April 2019.
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	A formal training program is being developed in partnership with Marine Institute for Shipboard Firefighting, to be delivered to our new Shipboard Firefighting Specialty Team in September. This is being funded by stakeholders of the Port. Meetings are slated with remaining stakeholders in the coming months to obtain final funding.

Initiative		Lead Department(s)	Q1 Update
C2.4	Complete site selection and initiate detailed design work for new H.G.R Mews Community Centre	Planning, Engineering & Regulatory Services	Floodplain analysis completed. Geotechnical tender for completion of a borehole program at Mundy Pond Park to be issued May 10th and close May 17th. Site selection to be finalized upon review of the geotechnical findings. Re-engaging public on site selection process to occur mid-summer. RFP for consulting services to be complete by end of June.



An Effective City

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

Initiative		Lead Department(s)	Q1 Update
E1.1	Explore alternative service delivery models	Office of the City Manager	Exploring options for external delivery of after-school programming at Kenmount Terrace. We will proceed with an RFP within the next month.
E1.2	Develop effective policies and procedures including: <ul style="list-style-type: none"> a) Procurement b) Privacy Management c) Respectful Workplace d) Employee Learning and Development 	Finance & Administration; Office of the City Manager; Planning, Engineering & Regulatory Services	<p>a) Purchasing policy in development and expected by end of Q3. Inventory policy note to go to CPC by Q3.</p> <p>b) In final draft - to be forwarded to COTW together with procedures in next month.</p> <p>c) Policy has been drafted and is awaiting review by Corporate Policy Committee.</p> <p>d) Policy written and reviewed by HR. Currently awaiting review of Corporate Policy Committee.</p>
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	In process of preparing RFP for consulting services to develop a Roadmap.

Initiative		Lead Department(s)	Q1 Update
E1.4	<p>Identify and implement process improvements for:</p> <ul style="list-style-type: none"> a) Purchasing land from the City b) Operational processes at St. John's Regional Fire Department c) Outreach initiatives at St. John's Regional Fire Department d) Building permit process to reduce wait time for applicants e) Administrative processes related to building permits to reduce time spent on file management f) Purchasing process g) Public notification process - planning & development applications h) Work order process for City Buildings i) Collection of Accommodation Tax 	<p>Legal; Community Services; St. John's Regional Fire Department; Finance & Administration; Planning, Engineering & Regulatory Services</p>	<ul style="list-style-type: none"> a) New form is prepared, reviewed and approved by City Solicitor. Form to be formatted to City standards. Completion set for early June. b) An operational review of the Mechanical Division commenced on May 8 as part of a new CI project, to determine better processes and efficiencies. c) To improve communication with staff, the Dept. released its first Quarterly Newsletter end of April, informing staff of where we are, what we have accomplished and what initiatives are slated for the coming months. This is the first step in improving open communications. d) Continuous Improvement project in pilot phase. Testing improvements during the 2019 construction season to determine if wait times have been reduced. e) Continuous Improvement project just completed. Outcomes tied to (d). f) Process mapping done, complex project, likely end of year for completion. g) Initial work done, improvements to be piloted. h) Data collection and problems identified. Potential solutions being developed, to be piloted soon. i) Project planning in preliminary stages, data collection has commenced. Considering reach out to businesses who collect accommodations tax.

Initiative		Lead Department(s)	Q1 Update
E1.5	<p>Review and update existing by-laws, including:</p> <ul style="list-style-type: none"> a) Residential property standards b) Commercial maintenance c) Sanitation regulations d) Heritage 	<p>Office of the City Manager; Legal, Planning, Engineering and Regulatory Services, Public Works</p>	<p>a) Legal is engaging with PERS in series of meetings about processes and objectives that new by-law will need to capture. First meeting held April 25. Second meeting held May 10. A draft by-law and Decision Note anticipated in late July 2019.</p> <p>b) Legal is engaging with PERS in series of meetings about processes and objectives that new by-law will need to capture. First meeting held April 25. Second meeting held May 10. A draft by-law and Decision Note are anticipated in late July 2019.</p> <p>c) Legal has met with Public Works – Waste Management on January 11 to discuss nuisance parking that obstructs automated garbage collection areas of the City and a decision note is underway concerning same. Meetings concerning new by-law are scheduled to commence May 27. A draft by-law and decision note are anticipated in late June 2019.</p> <p>d) Legal met with Planning on March 1, 21, and May 8 to discuss the processes and objectives that the new by-law will need to capture. Representative from PERS attended the May 8 meeting. A draft by-law and decision note are anticipated in early June 2019.</p>

Initiative		Lead Department(s)	Q1 Update
E1.6	Develop policies, procedures and service standards to enhance divisional processes in Regulatory Services	Planning, Engineering & Regulatory Services	Ongoing. This is a long-term goal that requires extensive work and may extend beyond 2019.
E1.7	Identify and source a tool for paperless workflows to improve efficiency	Finance & Administration	Draft RFP stage, business requirements identified, aiming for fiscal Q4 for implementation.
E1.8	Design a management development program to advance core management competencies	Finance & Administration	Awaiting final document of behaviours to work with from HR.
E1.9	Complete a jurisdictional scan and establish an internal working group to advance a Service Excellence Framework	Finance & Administration	Some preliminary work completed. Not scheduled to commence substantially until Q3.
E1.10	Create a culture of continuous improvement (CI) through continued CI training and development	Finance & Administration	RFP process concluded. New contract in place for training of 10 new green belts which will result in 10 more CI projects in 2019. Training to take place in June.
E1.11	Pilot an employee performance management initiative	Office of the City Manager	Pilot group established. Workshop completed on how to effectively set objectives and manage performance. Pilot Group now in process of establishing objectives for their teams. Aim is to provide feedback on what tools and supports are needed when this process is rolled out to entire City. This phase should be complete in November.

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

Initiative		Lead Department(s)	Q1 Update
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	Planning is underway for the strategy to coincide with the implementation of the new Council portal and meeting management software.
E2.2	Implement vendor performance module for bids and tenders software	Finance & Administration	Plan to have education/training complete Q4 with software implementation Q1 2020.
E2.3	Upgrade Council technology to provide improved access to agendas, minutes and decisions of Council	Finance and Administration	Technology side substantially complete. Agenda management in progress. Communications required for broadcasting issues. Currently training City Clerk staff on Agenda Management System.
E2.4	Implement tools and systems to track and report on organizational performance	Finance & Administration	RFP process nearing completion. Expecting to have the tool set up for use by end of Q2.