



2019 ACTION PLAN

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



STRATEGIC DIRECTIONS

1 SUSTAINABLE CITY

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

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

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

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

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

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

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

»» A City That Moves

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

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

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

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

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



A Connected City

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

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

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

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



An Effective City

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

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

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

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

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