

EASTERN REGIONAL SERVICES BOARD

Minutes of Meeting #15

April 24, 2013

7:00 p.m.

Ramada St. John's

102 Kenmount Road

In Attendance:

Harold Mallowney, Southern Shore/Vice Chair
Dave Aker, Mount Pearl
Ches Ash, Trinity Conception North
Danny Breen, St. John's
Wally Collins, St. John's
Colin Corcoran, Southwest Avalon
Joy Dobbie, Trinity Bay South & Isthmus East
Shannie Duff, St. John's
Frank Galgay, St. John's
Derrick Green, Bay Roberts
Sterling Willis, Paradise

Regrets:

Ed Grant, Chairperson
Bill Bailey, Clarenville & Isthmus
Walter Butt, Small Metro
Gerry Colbert, St. John's
Woodrow French, Conception Bay South
Debbie Hanlon, St. John's
Tom Hann, St. John's
Sandy Hickman, St. John's
Sheilagh O'Leary, St. John's
Bruce Tilley, St. John's

Other Attendees:

Ken Kelly, Chief Administrative Officer, Eastern Waste Management
Lynn Tucker, Manager Corporate Services, Eastern Waste Management
Kevin Power, Manager, Waste Operations, Eastern Waste Management
Frank Huxter, Director, Waste Management Division, Municipal Affairs

1. Call to Order

Mr. Harold Mallowney, Vice Chairperson, called the meeting to order at 7:08 p.m.

2. Adoption of Agenda

Mr. Aker noted that he has been contacted regarding Eastern Waste Management's decision to provide waste collection services to the Local Service District of Deer Park/Vineland Road. He requested that this item be added under Other Business.

It was moved and seconded (D Aker/S Willis) to adopt the agenda as tabled with the addition of Waste Collection Services for the LSD of Deer Park/Vineland Road added under Other Business. MOTION 2013-021: Carried (unanimously)

3. Review of Minutes – March 27, 2013

It was moved and seconded (S Duff/D Breen) that the minutes of the March 27, 2013 meeting is adopted as tabled.

MOTION 2013-022: Carried (unanimously)

4. Committee Reports

i. Finance & Audit Committee (D Breen, Chairperson)

- i. **Collection of Outstanding Fees for AES Income Support Benefits Recipients** - Mr. Breen informed members that this item was discussed at length at the last Finance & Audit Committee meeting and committee members agreed that there would be no write-off for the outstanding waste management fees owed to Eastern Regional Service Board (ERSB) by the Department of Advanced Education & Skills (AES) for its income support benefits recipients. The issue with the collection of waste fees from income support clients simply boils down to the sharing of information between the province and the board. Following discussion at committee, members felt that we should invite AES staff to attend a meeting to discuss this further. Mr. Grant, our new Chair, recently circulated an email to all board members indicating his desire to move slowly on this issue as it is being addressed in conjunction with several other issues at the government level. In light of Mr. Grant's email, Mr. Breen suggested that the request to have someone from AES attend a meeting be deferred for one month.

Mr. Aker stated that we need to show good effort was made to collect these outstanding fees before any consideration can be given to writing off any money.

It was moved and seconded (S Duff/D Green) that ERSB not agree to write off any outstanding monies owed to Eastern Waste Management for waste collection services provided to those in receipt of income support benefits through the Department of Advanced Education & Skills.

MOTION 2013-023: Carried (unanimously)

Mr. Green asked if the board should consider sending its delinquent accounts for 2012 to a collection agency to see how they will do with collecting those fees.

Mr. Kelly replied that option had been considered in the past but in light of the typically low dollar amounts outstanding per account – typically less than \$500 – and the addition of set-up fees, administrative fees and commissions charged by collection agencies, it would mean a loss of much of the money to be collected. We have been proceeding through Small Claims Court with delinquent account holders.

Mr. Green stated that his suggestion is not for the long-term but simply to send a message that we're not sitting back and waiting indefinitely on this matter.

Mr. Kelly noted that a discussion has been held with AES officials and they will meet with us; however, they need to get their heads around this issue as well.

- ii. **Award of Household Hazardous Waste (HHW) Tender** – Mr. Breen noted that this is the mobile HHW event program that the board has offered in the past. This contract would collect HHW materials, transport HHW materials for disposal and dispose of the materials in the appropriate manner. We will partner with local volunteer fire departments in towns to provide the staff to receive the HHW materials from the public on the day of the event. These partnerships have been very successful in the past and the board contributes \$1,000.00 to each fire department in recognition of their participation. The budget for this program is \$120,000.00 for 2013 to offer 30 HHW collection events throughout the eastern region. The tender had three responses with the lowest qualified bidder being Newalta Corporation whose total for all 30 events is \$69,720.00 plus HST or \$2,324.00 per event. Therefore, it will cost ERSB about \$105,000.00 to offer these 30 events in 2013 plus the cost of communicating the events. The budgeted amount of \$120,000.00 should cover the full cost of the program.

It was moved and seconded (D Breen/D Green) that ERSB award the HHW collection, transportation, and disposal contract to Newalta Corporation at the cost of \$69,720.00 plus HST for 30 events.

MOTION 2013-024: Carried (unanimously)

- iii. **Offer of Employment made to Field Operations/GIS Technician** – Mr. Breen stated that an offer of employment was made to an individual for the position of Field Operations/GIS Technician. He has accepted and we expect him to begin on April 29th. This will increase our GIS mapping and contract management capacity.
 - iv. **Community Clean Up Events** – Mr. Breen stated that several communities have asked if we can provide equipment for a community clean up as part of our contracts or can they use our waste recovery facilities to dispose of the materials collected. The committee has asked staff to provide some guidelines, options to provide the service, and the estimated costs.
- i. **Strategy & Policy Committee - (C Ash, Chairperson)**
 - i. **Approach to Enhancing Awareness of the Board and its Services** – Mr. Ash noted that the Strategy & Policy Committee has been working towards a plan to increase awareness of the board and its services. NATIONAL, our agency of record for marketing, has met with the committee to provide strategies and options to increase awareness. Based on the discussion and presentation by NATIONAL, the committee asked them to further define the options/strategies presented with an estimate of the cost of each activity. Members will find

the recommendations of NATIONAL in tonight's meeting package (Appendix A). There were four items that the committee is recommending that the board should consider for approval – they are:

- Revamping the website to make it easier to navigate, enhance the content and make it user friendly for mobile devices.
- Branding activities – including signage for our vehicles, contractors' vehicles, WRF signs and communication material for property owners.
- Support stakeholder relations including materials for MNL convention, outreach to municipalities and other users.
- Communication support to the Chairperson and Board members.

Mr. Ash continued that there was no motion adopted at the committee meeting as no firm costs were provided at that time. Since the meeting, NATIONAL has provided the costs as outlined totalling \$100,000.00.

Mr. Aker asked if the cost of \$100,000.00 is for branding only.

Mr. Ash responded that it is for branding as well as continued help and assistance for all our communication needs including the development of a communications toolkit, talking points, website update, etc.

Mr. Aker asked what our key messages would be.

Mr. Kelly responded that they would be as outlined in the letter from NATIONAL. They are:

- Ongoing communications counsel and support (as needed)
- Development of marketing communications strategy and plan
- Website discovery (analytics) and revitalization
- Stakeholder relations – leveraging opportunities and communication toolkit development
- Development of branded material (long-term use materials)

Mr. Kelly continued that the development of a marketing plan is important. In addition, we have equipment in communities and on our highways without signage – customers need to be made aware of who we are. Good signage would assist with improving our branding and awareness. Also, our website needs to be re-platformed to meet today's standards and to be compatible with mobile devices.

Mr. Green stated that for the record he was in favour of the full \$120,000.00 initial proposal received from NATIONAL as he felt that it would be best for us at this time. If the board agrees to do work on its website, why not have it completely re-vamped at this time rather than coming back later on to do that work at a higher cost – it would most likely be at a higher cost as it won't be a part of the revitalization at this time. He continued that he would like to see a more interactive website.

Mr. Ash noted that the committee felt that we would make the initial step for now and review and/or revise later. The committee agreed to take a more cautious approach. In addition, discussion at the committee level felt that the stakeholder relations piece would be key for this year.

Ms. Dobbie stated that there is no doubt that spending more money would provide a better website; however, a more interactive website may bring up issues that we are not prepared to address at this time. We need to ensure that we can address any issues raised. For example, part of the committee discussion was possibly having the public identify and post illegal dumping sites; however, we need to ensure that we have a process in place to address the cleanup of those sites if we are inviting that information.

Mr. Green stated that he is in favour of a full revitalization of our website including more interaction. He continued that we can re-vamp our current website and it will look a little differently; however, it will essentially contain the same information as it does now.

Mr. Corcoran stated that the current website is not very user friendly. He continued that another option available would be the purchase of advertising space on *Facebook* – the advertiser pays for each time a user links to your site. He continued that the board may want to consider geo-tagging of its collection vehicles similar to what Metrobus does so that the collection vehicles may be followed on our website.

Mr. Ash noted that there is nothing preventing the board at any time making changes to its communication plan – we can regularly review and update our needs as we go.

Mr. Kelly noted that discussion seems to be focused only on the website and that is only one component of the proposal from NATIONAL – the website is approximately 25% of the overall estimate. What about the other pieces.

Ms. Duff noted that she feels the \$3,500.00 fee for ERSB to participate at the upcoming MNL Symposium in Gander is very expensive.

Mr. Kelly confirmed that the registration fee for ERSB to participate at the MNL Symposium is \$3,500.00 and that amount covers the cost of a booth at the trade show, time at the symposium to make a 30-minute presentation as well as two (2) attendance passes.

Mr. Aker stated that he doesn't see any incremental benefit to re-vamping our website. He continued that he supports the re-branding of ERSB but not the re-vamping of the website.

Mr. Breen stated that there are apps available today for messaging – rather than just focusing on our website, we should probably be focusing on social media, etc. Social media could be included on our website.

Mr. Kelly noted that a decision must be made as several of the items are time sensitive i.e. under Stakeholder Relations there is an item for NATIONAL to prepare a toolkit and supporting materials for the MNL Symposium taking place May 9-11.

Mr. Ash confirmed that we need to provide a means to move ahead keeping in mind that any and all of these items may be reviewed and revised at any time.

It was moved and seconded (C Ash/F Galgay) that ERSB proceed with the marketing communications proposal provided by NATIONAL Public Relations with a total estimated cost for 2013 of \$100,000.00 and includes counsel and support; development of marketing and communications plan; website revitalization; stakeholder relations; and, branded collateral.

MOTION 2013-025: Carried (unanimously)

- ii. **Feasibility to Re-Use Asphalt Shingles in Pavement**– Mr. Ash stated that AMEC has completed the initial two stages of the economic feasibility and discussions with the provincial government. The response to date has been positive to the concept but they would like to see the actual pavement project with the asphalt shingles included. AMEC has proposed doing some mixtures and testing it in the laboratory. The province has agreed and this is the next stage they would like to see completed. AMEC estimates the laboratory testing could be completed for approximately \$7,300.00 plus HST. Again, no costs were available at the time of our committee meeting so no motion was adopted.

It was moved and seconded (C Ash/F Galgay) that ERSB proceed with the laboratory testing on pavement that includes asphalt shingles as proposed by AMEC Environment & Infrastructure at the cost of \$7,300.00 plus HST.

MOTION 2013-026: Carried (unanimously)

- iii. **Pilot Project with MMSB to Collect Recyclables at Schools** – Mr. Ash stated that staff has been working with MMSB on a pilot project to deliver recycling services to schools. Schools under the Eastern School District (ESD) do not have the same recycling programs that are available curbside to residents. Schools have focused on the beverage container programs for the most part. MMSB and the Strategy & Policy Committee have recognized that together we could develop a program and the service to assist the schools in expanding the program especially in schools outside the metro area. MMSB has met with the ESD regarding the implementation of a pilot project for recycling.

Mr. Kelly stated that staff of the board, MMSB and ESD will meet next week to further discuss the ability to have a paper and container recycling program at schools in the fall of 2013. We are looking at areas where EWM has collection contracts in place. This is a great opportunity to get into schools to promote recycling.

- iv. **Business Plan for ERSB** – Mr. Ash informed members that our business plan for 2013 has been submitted to the province and it is being reviewed at this time.

iii. **Governance Committee - (H. MULLOWNEY, Chairperson)**

- i. **Amendment of the Rules and Regulations Governing the Procedures of Meetings** – Mr. MULLOWNEY noted that the Governance Committee discussed the board’s by-law dealing with meeting rules and the conduct of these meetings as part of its ongoing work to ensure the board is operating effectively and in compliance with legislation. In tonight’s meeting package there is a one-page summary of the proposed changes (Appendix B). The main item that has to be addressed in the governance rules and procedures is the section dealing with members attending board meetings. The original bylaw dating back to the former Greater Avalon Waste Management Committee said that if a member missed three (3) consecutive meetings that members could be removed. This section is no longer valid as some members cannot be replaced such as the case of the ten (10) members from the City of St. John’s – there are no other members. Removal of a member is also at the prerogative of the Minister and not the board. The by-law also reflects the new *Regional Service Board Act* whereby board meetings are public. The process for recommendations made by committee has also been changed to reflect this board’s practice of moving motions and majority vote for recommendations.

Discussion took place regarding board meetings being open to the public and committee meetings not being open to the public. Members generally agreed that better discussion would take place at the committee level when meetings are private. All items are brought forward to the whole board for ratification and adoption.

Several members asked if members of the public could be invited to attend if they wanted to make a presentation to the committee or if the committee invited them. It was agreed that would be general practice.

Mr. Kelly reminded members that no authority has been delegated to the Board’s committees. The committees make recommendations that are carried forward to the Board for the disposition of business.

It was moved and seconded (H MULLOWNEY/S WILLIS) that the proposed changes to the Rules and Regulations Governing the Procedures of Meetings are adopted as tabled.

MOTION: 2013-027: Carried (unanimously)

- ii. **Appoint Colin Corcoran to the Governance Committee** – Mr. MULLOWNEY noted that there is a vacancy on the Governance Committee and with the illness of Mr. Butt, the committee now has only three (3) active members. He stated that the committee would like to nominate Mr. Corcoran to fill the vacancy on the Governance Committee.

It was moved and second (H MULLOWNEY/S DUFF) to appoint Mr. Colin Corcoran, representative for the Southwest Avalon area, to the Governance Committee.

MOTION: 2013-028: Carried (unanimously)

5. Other Business

- i. **AMEC Proposal to Conduct Site Selection and Develop RFP for the Transfer Station in Clarenville** – Mr. Kelly stated that AMEC submitted a draft agreement to conduct site selection work and to develop a RFP for the transfer station in Clarenville in the amount of \$65,381.80. The province has approved this funding.

It was moved and seconded (S Duff/D Breen) that AMEC Environment & Infrastructure conduct site selection work and develop a RFP for the transfer station in Clarenville in the amount of \$65,381.80 (HST included).

MOTION: 2013-029: Carried (unanimously)

- ii. **AMEC Proposal to Conduct Whitbourne Cost Comparison Analysis Between Cost of Expropriation and Capital Cost to Develop Other Suitable Sites** – Mr. Kelly noted that this proposal has been approved by the province.

It was moved and seconded (D Green/D Aker) that AMEC Environment & Infrastructure conduct Whitbourne cost comparison analysis between cost of expropriation and capital cost to develop other suitable sites for a waste recovery facility in the amount of \$7,073.00 plus HST.

MOTION: 2013-030: Carried (unanimously)

- iii. **AMEC Proposal to Engineer and Tender the Development of the Cavendish Waste Recovery Facility** – Mr. Kelly stated that AMEC submitted a draft agreement to engineer and tender the development of the Cavendish WRF. The province has approved this funding.

It was moved and seconded (C Ash/S Willis) that AMEC Environment & Infrastructure engineer and tender the development of the Cavendish Waste Recovery Facility at the cost of \$49,504.17 (HST included).

MOTION: 2013-031 (Carried unanimously)

- iv. **Mr. Ash Requested an Update on the Harbour Grace Waste Recovery Facility** – Mr. Kelly stated that AMEC has prepared a short brief on whether an environmental assessment is required. This should be a short process as we should not require a full environmental assessment. We are basically registering to use the site.

Several members expressed concern as the site was the previous incinerator site and there may be materials below the ground that may become problematic. Members were concerned as to who would be responsible to clean up the site.

Mr. Kelly confirmed that we are requesting permission to use the former incinerator site; however, we are not taking ownership of the property. ERSB is simply requesting permission to use the site as a waste recovery facility where bulk type items will be stored

temporarily before being moved to the Regional Facility at Robin Hood Bay (RHB). Our risks are fairly well contained.

Mr. Kelly confirmed that the board is writing the department to let them know what our intended use of the site will be and to check to see if an environmental assessment will be required. The province will let us know what our requirements are from there.

Members enquired as to who owned the site.

Mr. Kelly explained that the site had previously been operated by a group made up of eight (8) communities in the area; however, this group has since disbanded. Therefore, it was suggested that the board write each of the eight communities seeking their approval for ERSB/EWM's use of the former incinerator site for a WRF. A letter was sent and six (6) of the eight (8) communities agreed with the use of the site, one (1) community did not agree and we did not hear from one (1) community. Therefore, we had two (2) communities who have not provided approval for us to use the site. However, ERSB/EWM does not need their consent to use the site.

Mr. Aker asked why we would not consider finding another site that has no environmental issues.

Mr. Breen stated that he would like a review to be performed by legal counsel to ensure that the board will not be liable.

Mr. Kelly stated that legal counsel has been involved throughout this complete process. However, he will make the request for a legal review to be conducted regarding the board's liability.

- v. **Provision of Service to the Local Service District of Deer Park/Vineland Road** – Mr. Aker stated that he has received several calls from residents of Mount Pearl who own seasonal properties in the Local Service District of Deer Park/Vineland Road. They are upset that EWM plans to provide waste management services in Deer Park/Vineland Road as they state that they do not require the service. These callers say that they bring their waste home to their permanent residences for collection and, therefore, are not interested in having to pay for services in Deer Park/Vineland Road.

General discussion ensued but members felt they required more information before making a definitive decision regarding seasonal areas. In addition, members felt this is a matter that should go back to the Strategy & Policy Committee for further discussion and review.

Mr. Corcoran requested that he be invited to the next Strategy & Policy Committee meeting as the LSD of Deer Park/Vineland Road is in his region.

It was moved and seconded (D Aker/S Duff) that the issue of providing waste management services in areas that are considered seasonal such as the LSD of Deer Park/Vineland Road would be moved to the next Strategy & Policy Committee meeting for further discussion and review.

MOTION: 2013-032: Carried (unanimously)

6. Next Meeting

The next regular meeting of the Eastern Regional Service Board will take place on Wednesday, May 29, 2013 at 7:00 p.m. at the Ramada St. John's.

7. Adjournment

It was moved (D Breen) to adjourn the meeting at 8:00 p.m.

MOTION 2013-033: Carried

*Prepared by: Lynn Tucker
April 26, 2013*

APPENDIX 'A'

To:	Ken Kelly
From:	Nancy O'Connor, NATIONAL Public Relations
Date:	April 16, 2013
Subject:	Eastern Waste Management – Marketing Communications Next Steps

MEMO

Following the review of plan priorities by your committee, I am providing you with an updated breakdown of projects and costs for all marketing and communications activity for the ERSB in 2013.

This is a solid approach to making important gains in awareness and outreach amongst important stakeholders and their communities. I understand the committee has identified the following as priority activities, and those that we will action:

- Ongoing communications counsel and support (as needed)
- Development of marketing communications strategy and plan
- Website discovery (analytics) and revitalization
- Stakeholder relations – leveraging opportunities and communications toolkit development
- Development of branded material (long-term use materials)

Recognizing some of the support required is ongoing or as needed, with a particular deadline, there are a number of projects that are time sensitive and have been scheduled to be completed between April and end of July (depending on your requirements and the complexity of the work). Please note these four items do not capture all work but rather just those immediate projects that are time sensitive with a deadline:

1. Marketing communications plan - Development and delivered by end of April
2. Website analytics and discovery report – Ongoing in April with early May report delivery
3. Website re-platforming, modernization of site, content audit and development - Ongoing May and June with launch of improved website mid to late June
4. Stakeholder relations – toolkit development and MNL presentation and booth material development –Ongoing in April with delivery early May

The following table captures the full scope of work identified as priority by the committee. You will find the table provides detail around what each focus area entails, estimated cost to deliver advice, support and communications and marketing collateral, as well as the timing around those activities:

Focus Area	Description	Cost	Timing
Counsel and support	Communications counsel and creative support for new opportunities, one-off projects, partnerships, and reactive issues-driven communications and media relations, including: <ul style="list-style-type: none"> • Meetings • Communications advice to issues • News releases and distribution • Basic technical support for website • Copywriting • Project support 	\$15,000	Ongoing
Development of marketing and communication plan	Development of strategy and plan for 2013 for EWM, capturing overarching narrative, key messages, key audiences, approved project details, responsibilities, critical paths, and indicators of success. This will be a guiding document for 2013.	\$5,000	April
Website revitalization	<i>Discovery:</i> <ul style="list-style-type: none"> • Review of analytics – how visitors are using website • Website content audit • Approach for website • Development of Discovery Report for EWM 	\$5,000	April/May
	<i>Website OPTION A:</i> <ul style="list-style-type: none"> • Re-platform the website and content update • New content management system • Fully secure website • Allow straight-forward in-house updates • Modern design that will work on mobile phones, tablets 	\$25,000	May/June
Stakeholder Relations	<i>Getting “out there” to reinforce your message with key audiences:</i> <ul style="list-style-type: none"> • Development of communications toolkit • Speeches, and marketing material to support stakeholder relations opportunities including: <ul style="list-style-type: none"> ○ For spokesperson ○ For committee members as needed • Conferences and trade shows (ex. MNL) • Waste management events • Speaking opportunities at community level • Face-to-face meeting with community leaders and influencers • Leveraging third party networking events 	\$15,000	April (for Toolkit & supporting MNL material) Ongoing for other activity
Branded Collateral	<i>Continued development of brand-consistent collateral:</i> <ul style="list-style-type: none"> • Truck wrap • Trade show booth • Signage • Householder brochures and information kits • Reports and presentations • Community-based communications materials 	\$35,000	Ongoing
2013 Marketing Communications Program	TOTAL ESTIMATED COST FOR ALL WORK IN 2013	\$100,000	

Should you have any questions or concerns, please just let me know so we can discuss further.

Regards,

Nancy O’Connor

APPENDIX 'B'

Changes to Governance and Procedures Bylaw

Meetings Open to The Public

Meetings of the Board are open to the public. Meetings are intended for members and those invited by the Chair to speak to specific items on the agenda for that meeting. Alternates are not permitted to attend Board or Committee meetings on behalf of a member.

Committee meetings are not open to the Public.

Attendance at Meetings

All members are expected to attend Board and Committee meetings.

Quorum

A majority of the members appointed to the Board constitutes a quorum for the purpose of a meeting of the Board. The Chairperson is to be included in the total of members present for the purposes of determining quorum. Quorum will be considered eleven members present of the twenty-one member Board.

As soon as possible after the time appointed for holding the meeting as quorum is achieved, the presiding officer shall take the Chair, and call the meeting to order.

Conduct of Business

The following rules and regulations shall apply to Committee proceedings:

1. Each Committee may consider issues outlined in the Terms of Reference for each Committee.
2. The Committee Chairperson shall preside at each meeting. In the absence of the chairperson or designate, one of the other members of the Committee shall preside.
3. An appropriate staff person will provide support and be responsible for preparing minutes of meetings and reports containing recommendations for consideration of the Board.
4. All recommendations of Committees shall be arrived at by majority vote of the members present.