

# EASTERN REGIONAL SERVICES BOARD

## Minutes of Meeting #23

April 30, 2014

7:00 p.m.

Ramada St. John's

Kenmount Road, St. John's, NL

---

### In Attendance:

Harold Mallowney, Vice Chair, Southern Shore  
Dave Aker, Mount Pearl  
Bill Bailey, Clarenville & Isthmus  
Danny Breen, St. John's  
Joy Dobbie, Trinity Bay South & Isthmus East  
Sandy Hickman, St. John's  
Ken McDonald, Conception Bay South  
Dennis O'Keefe, St. John's  
Peggy Roche, Small Metro  
Gordon Stone, Trinity Conception North  
William Woodman, Southwest Avalon

### Regrets:

Ed Grant, Chairperson  
Wally Collins, St. John's  
Bernard Davis, St. John's  
Jonathan Galgay, St. John's  
Tom Hann, St. John's  
Dave Lane, St. John's  
Art Puddister, St. John's  
Bruce Tilley, St. John's  
Sterling Willis, Paradise

### 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

## 1. Call to Order

Mr. Harold Mallowney, Vice Chairperson, called the meeting to order at 7:03 p.m.

## 2. Adoption of Agenda

**It was moved and seconded (G Stone/P Roche) to adopt the agenda as tabled.  
MOTION 2014-017: Carried (unanimously)**

### 3. Review of Minutes – April 2, 2014

It was moved and seconded (D Aker/B Bailey) that the minutes of the April 2, 2014 meeting is adopted as tabled.

**MOTION 2014-018: Carried (unanimously)**

### 4. Committee Reports

#### i. Finance & Audit Committee (S Hickman)

i. **Quarterly Report** – Mr. Hickman noted that staff presented a financial report for the first quarter of 2014 as included in tonight’s meeting package (Appendix A). He noted that the reporting format is a work in progress and the committee will be refining the reports over the year. In summary:

- a) Eastern Waste Management (EWM) invoiced \$2.8 million in January for curbside collection service. This increases slightly each month with the addition of new accounts, areas that are invoiced monthly, etc.
- b) As of March 2014, EWM had collected \$1,481,000 for the curbside service. We budgeted to collect \$735,750; therefore, we are ahead of planned revenue. The board has about \$1,525,000 remaining to collect for the curbside service. To put this in perspective the black line at the bottom of the table indicates the full year’s revenue and we are halfway there at March 31<sup>st</sup>. Of the amount remaining to be collected, the bulk is from incorporated towns who owe \$1,282,000 for this year’s fees. Individual account holders owe about \$250,000 for the remainder of the year.
- c) Aged receivables are noted on the report and total \$424,000. This represents money owed since 2009. Most of these receivables were inherited from the sub-regions and we are working these accounts to recover the funds. This includes monies owed by the Department of Advanced Education and Skills clientele. The province is behind in paying for those individuals receiving income support such as social assistance payments.
- d) We have received \$801,000 from landfill tipping fees.
- e) The expenditure report for the first quarter is showing a budgeted expenditure amount of \$1,545,000 and we have actually spent just over \$1,213,000. This equates to \$332,000 under budget at March 31<sup>st</sup>.
- f) Overall, a good revenue report as well as a good expenditures report.

ii. **Cheque Register** – Mr. Hickman stated that a cheque register for the first quarter is included in tonight’s meeting package (Appendix B) for member’s review. He noted that the cheque register total does not match the total expenditures as the register does not show payroll.

iii. **Expense/Travel Reimbursement Policy** – Mr. Hickman directed members to the information provided in tonight’s meeting package (Appendix C). The committee discussed this item at length and is recommending adjustments to limits for travel reimbursement. The current policy of the province for board members is based on rates established in 1997. It is the oldest and most outdated travel reimbursement policy that the province has – the policy for Cabinet ministers was renewed in 2011; the policy for MHAs was renewed in 2007; and the public service policy was renewed in 2005 with a personal automobile usage rate that is renewed every quarter. As an example, the current rate approved by the province for board members under the *Executive Travel Policy* is \$0.25 per km while the province pays its staff approximately \$0.51 per km.

In summary the committee is recommending that the meal rate be set at \$53.00 per day that includes \$10 for breakfast, \$18 for lunch and \$25 for dinner. For travel outside the province, the per diem meal rate would be \$71 per day. Use of one’s private vehicle for travel will be reimbursed at the provincial government’s employee rate that is adjusted quarterly and published on the government’s website. Hotels, taxis, cell phone usage while travelling, etc. will be reimbursed upon submission of receipts. In addition, \$5.00 may be claimed for every night on overnight travel for incidental expenses.

Mr. Breen stated that he does not agree with the recommendation to deduct the per diem amount for any meal that is provided at a conference/event as members may not always want to attend these dinners, etc.

General discussion ensued with the following points:

- This is a common practice with many organizations.
- Members should expect to be reimbursed for expenses only while travelling.
- We have to be cognizant of the public purse and reasonable with travel expenses.
- The City of St. John’s pays \$53.50 per day only for any travel within North America. There is no ‘claw back’ for meals except where a member is claiming a meal with others (entertainment claim).
- Most towns do the same – they pay the per diem rate whether meals are provided at events or not.
- Focus of discussion at committee was to ensure that members were reimbursed in an appropriate manner for their travel and expenses.

Ms. Roche asked for an explanation of the current travel reimbursement policy.

Mr. Kelly replied that there is no set policy for travel reimbursement except for the *Executive Travel Policy*. To date, members have been reimbursed as per submitted receipts for meals.

**It was moved and seconded (D Breen/D Aker) that ERSB adopt the travel expense reimbursement policy as tabled. It was noted that meals will be reimbursed at the per diem rate only – with or without receipts.**

**MOTION 2014-019: Carried (unanimously)**

- iv. **Award Waste Collection Contract for Conception Bay Center** – Mr. Hickman informed members that the tender closed on April 28, 2014 and that we received two (2) bids. The low bid was from Around the Bay Disposal Inc. based in Carbonear with a bid of \$1,222,650.84 for three (3) years. This works out to \$123.67 (including HST) per household per year for the 3,026 properties that are included in the contract (covers Salmonier Line and the LSD of Deer Park/Vineland Road as well). With the GST rebate factored in this is \$114.91 per household. The cost of disposal fees at Robin Hood Bay (RHB) has to be added to this number. This contract price should allow the board to maintain the \$180 average per household price for collection and disposal in the region.

**It was moved and seconded (S Hickman/B Bailey) that ERSB award a three (3) year contract for the Conception Bay Center multi-stream waste collection service and transportation issued April 15, 2014 to Around the Bay Disposal Inc. in the amount of \$1,122,640.84 including HST based on them meeting all requirements of the tender.**  
**MOTION 2014-020: Carried (unanimously)**

- v. **Award Household Hazardous Waste (HHW) Collection Contract** – Mr. Hickman outlined that this is the contract is to collect the HHW materials that is dropped off at the 30 mobile HHW events that the board sponsors at local volunteer fire departments across the region. Mr. Hickman continued that the board received two bids for this contract with the low bid from Atlantic Industrial in the amount of \$77,025 plus HST.

Mr. Power noted that HHW events will run for six (6) weekends this year with three (3) events scheduled for June and three (3) events scheduled for September.

**It was moved and seconded (S Hickman/G Stone) that ERSB award a contract to Atlantic Industrial in the amount of \$77,025 plus HST for HHW collection and transportation for 2014.**  
**MOTION 2014-021: Carried (unanimously)**

- vi. **Bank Signatories** – Mr. Hickman stated that current bank signatories for the board are Mr. Ed Grant, Chairperson and Mr. Harold Mallowney, Vice Chairperson. A motion was adopted in October 2013 to add Mr. Dave Aker, Director and Mr. Ken Kelly, Chief Administrative Officer, Eastern Waste Management.

Mr. Kelly said that to date, board members (Chair and Vice Chair) have signed all cheques and that is the preferred practice; however, with board members travelling, vacation time, etc., there may be times during the year where another signatory may be required for back up. He asked if Mr. Aker would like to continue as a signatory for board cheques.

Mr. Aker confirmed that he would like to stay on as signatory.

Mr. Hickman said that he would like the Vice Chairperson to continue to be a signatory; however, that position is up for election at the next board meeting; therefore, it may be best to defer this discussion to that meeting.

**It was the consensus of board members that the final decision regarding bank signatories would be deferred to the board meeting scheduled for May 28, 2014.**

**b. Strategy & Policy Committee – (J Dobbie)**

**i. Waste Collection Services to LSD of Deer Park/Vineland Road Commencing July 7, 2014 –**

Ms. Dobbie directed members to the communication plan provided in tonight's meeting package (Appendix D) for the start of waste collection service in the Deer Park and Salmonier Line area for Monday, July 7, 2014. This is an advance notice so that board members may be prepared for any calls and/or emails that they may receive with concerns about this service, its cost, etc. A letter will be sent to the LSD of Deer Park/Vineland Road. The MHAs will be notified as well as the Minister of Municipal and Intergovernmental Affairs. In addition, newspaper and other advertisements will begin the week of May 5<sup>th</sup>. Starting Friday, May 16<sup>th</sup> EWM will have staff knocking doors in the area to distribute materials, discuss the service and to collect names and addresses for invoicing purposes. This will be done every week (Friday through Tuesday) in May and June.

Property owners will be encouraged to use garbage boxes and to set out materials on the day of collection. The cost for the service for 2014 will be approximately \$90 prorated for six (6) months of service. In 2015 the cost will be more in line with the \$180 for a full year of service.

Ms. Dobbie concluded that this is also advance notice that the board will begin service in other areas such as New Harbour Barrens, Holiday Hill, Witless Bay Line and North Harbour (St. Mary's Bay) in September using a similar approach.

There was discussion around encouraging property owners in the area to use garbage boxes to lessen the opportunity for broken garbage bags due to pests such as dogs, crows, etc. In addition, members were pleased that collection service would be provided on Mondays to capture the waste from those who use their properties only on weekends.

Mr. Kelly noted that the board is stepping up its communication to the public so that they are aware that this service is beginning. He reminded members that we do have a letter from the former Minister dated October 2013 clearly outlining the board's mandate to provide service to 100 percent of properties in the eastern region. This letter is available to board members for use.

Ms. Roche thanked Mr. Kelly for providing her a copy already and stated that she found the minister's letter to be very useful.

Board members indicated that they would like to receive a copy of that letter.

**Action Item: A copy of the letter from Minister O’Brien dated October 4, 2013 confirming the board’s mandate will be circulated to all board members.**

- ii. **Construction of a Waste Recovery Facility (WRF) in the Holyrood Area** – Ms. Dobbie stated that the Town of Holyrood has made a request that the board consider building a waste recovery facility in the area. The distance from RHB to the Holyrood Access Road is about 50 km. The service parameter that has been used to site the WRFs is to have as many people as possible within 70 km of a bulk drop off facility – either RHB or a WRF. We currently have the Bay Bulls WRF which is 36 km from RHB and the Sunnyside WRF will be 16 km from the regional transfer station at Clarenville. For significant populations and circumstances we have adjusted the service parameter. The board is looking at building several pieces of infrastructure in the Holyrood area such as an organics facility and a future landfill. It is the recommendation of the committee that the board include a bulk waste drop off facility with the design of any new infrastructure in the area.

Mr. McDonald asked if the Town of Conception Bay South would be able to dispose of its materials at the Holyrood WRF, if constructed, rather than having to travel all the way to RHB.

Mr. Kelly responded that the residents of Conception Bay South would be able to dispose of their bulk waste at the facility but the town would have to continue to dispose at RHB.

Mr. Aker proposed that the board not consider building another WRF until other regional infrastructure has been put in place.

Mr. Breen agreed and suggested that the motion include a clause to state that the board will consider the request for a WRF in the Holyrood area at a site to be determined and that it will include other board infrastructure i.e. compost facility, future landfill, etc.

General discussion ensued with members generally agreeing in principle that the construction of a WRF in the Holyrood area is a good idea. However they would like to continue to study this matter and to determine what other infrastructure would be required at that site.

**It was moved and seconded (D O’Keefe/D Breen) that ERSB has approved in principle the construction of a waste recovery facility at a location to be determined in the Holyrood area to be developed in consideration of the location of other infrastructure.**

**MOTION 2014-022: Carried (unanimously)**

- iii. **Renewal of Website** – Ms. Dobbie informed members that the board has been working with the current design of the Eastern Waste Management website for some time and has been limited in certain aspects. NATIONAL Public Relations is the board’s Agency of Record and they were asked to provide a proposal to revamp the website and to establish a platform

that will enable new initiatives, update the content and separate the ERSB and the waste services information. NATIONAL provided the committee with a proposal to identify the needs, develop a plan to address the strategy for the website, develop content, build the site and monitor its performance. This proposal is included in tonight's meeting package (Appendix E). Ms. Dobbie continued that she visits the website regularly and she can confirm that it requires a lot of work to be brought up to date. In conclusion, this something that most board members have already identified as a need.

Mr. Kelly confirmed that the proposal includes the separation of board information from the waste services information. This should assist the public in understanding the role of the regional service board as well. In addition, the proposal includes plans for an interactive platform and a website that is generally much more user friendly.

Mr. Aker asked if mapping would be included on the website.

Mr. Kelly confirmed that it would in that our region and communities would be mapped on the website but, of course, it would not include private information.

Mr. Breen noted that no social media initiatives are included in the proposal.

Mr. Kelly stated that the inclusion of social media was discussed at committee; however, it was decided that unless we have regular updates and new information, it may not be the best opportunity for us. Eastern Waste Management does currently use the website and Twitter to communicate scheduling changes, etc.

**It was moved and seconded (S Hickman/G Stone) that ERSB award and proceed with website renewal to NATIONAL Public Relations in the amount of \$30,000 plus HST.  
MOTION 2014-023: Carried (unanimously)**

**c. Governance Committee - (S Hickman)**

- i. **New Board Member Nominated** – Mr. Hickman reminded members that the member previously nominated for the Bay Robert area resigned his position as Mayor; therefore, the board had to conduct another election in that area. Mr. Sam Whalen, Town of Colliers, was the successful candidate.

**It was moved and seconded (S Hickman/D Aker) to put Mr. Sam Whalen, Councillor in the Town of Colliers, forward as the board's nominee for the consideration of the Minister of Municipal and Intergovernmental Affairs for appointment to the Eastern Regional Service Board.**

**MOTION 2014-024: Carried (unanimously)**

- ii. **Election of ERSB Vice Chairperson** – Mr. Hickman reminded members that with the appointment of new board members the board is seeking expressions of interest from

anyone interested in the position of Vice Chairperson. This position is currently held by Mr. Harold Mallowney. This position provides back up to the Chairperson as well as a political representative of the board at meetings, etc. Anyone interested in being considered for the position of Vice Chairperson should forward their expression of interest to either Ms. Tucker or Mr. Kelly by May 7<sup>th</sup>. The vote for the position will be held at the board meeting scheduled May 28<sup>th</sup>.

- iii. **Appointment of Members to Standing Committees** – Mr. Hickman noted that we were supposed to be appointing people to committees tonight but that we did not receive enough members interested in committees. It is the Chairperson’s responsibility to appoint the committees. He continued that Mr. Kelly has the lists of those who expressed interest.

Mr. Kelly outlined that to date seven (7) members expressed interest in the Finance & Audit Committee; three (3) members expressed interest in the Strategy & Policy Committee; and six (6) members expressed interest in the Governance Committee.

Following discussion regarding meeting times, terms of reference, etc. the final list of those interested in serving on standing committees is:

- a) Finance & Audit Committee – Dave Aker; Bill Bailey; Bernard Davis; Jonathan Galgay; Danny Breen; Sandy Hickman; and Gordon Stone.
- b) Strategy & Policy Committee – Joy Dobbie; Gordon Stone; Tom Hann; Ken McDonald; Harold Mallowney; and Dennis O’Keefe.
- c) Governance Committee – Harold Mallowney; Gordon Stone; Peggy Roche; Bill Woodman; Sandy Hickman; and Sterling Willis (if meeting time is changed to evenings)

Discussion took place regarding the times that committee meetings are held and it was the consensus of members that each committee should determine its meeting time.

Mr. Kelly stated that the terms of reference is available for each committee and that each committee has usually had five (5) members. The one exception is the Finance & Audit Committee which previously had six (6) members.

Mr. Aker stated that the terms of reference could be changed at any time by the board to add more members if required or to accommodate all those members interested in participating.

**It was moved and seconded (D Aker/D Breen) that ERSB change its terms of reference for each of its standing committees to accept more members as necessary.**

**MOTION 2014-025: Carried (unanimously)**



## 5. Other Business

There is no new business.

## 6. Next Meeting

The next regular meeting of Eastern Regional Service Board will be held on Wednesday, **May 28, 2014 at 7:00 p.m. at the Ramada St. John's.**

Committee Meetings have been scheduled for:

- a) Finance & Audit Committee – Wednesday, May 14, 2014 at 12:00 noon, EWM Boardroom
- b) Strategy & Policy Committee – Tuesday, May 13, 2014 at 10:00 a.m., EWM Boardroom
- c) Governance Committee – Tuesday, May 20, 2014 at 10:00 a.m., EWM Boardroom

## 7. Adjournment

**It was moved by K McDonald to adjourn the meeting at 8:03 p.m.**

*Prepared by: Lynn Tucker  
May 2, 2014*

# APPENDIX 'A'

Date presented April 9, 2014

2014	January	February	March	April	May	June	July	August	September	October	November	December
<b>Financial AR</b>												
Invoiced	2,893,314.13	2,965,496.49	3,006,851.37									
Less Previous Months' Payments	8,933.53	877,398.77	1,249,874.61									
Less Current Month Adjustments	877,398.47	45,250.52	16,613.34									
REMAINING TO BE COLLECTED	2,005,982.13	1,570,371.06	1,535,259.95									
<b>Collection of Aged Receivables (included in above totals)</b>												
Overdue Fees (Aged Receivables 2013)	439,599.37	428,625.78	424,897.29	423,577.32								
Payments Received for Aged A/R	10,973.59	3,228.49	1,319.97									
Aged A/R Remaining to be Collected	428,625.78	424,897.29	423,577.32									
RHS Operational Revenue Transfer	801,216.40											
Provincial Capital Funding		7,104.24										
<b>TOTAL REVENUE ALL SOURCES</b>	<b>1,687,558.40</b>	<b>424,830.90</b>	<b>231,716.81</b>									
Payments vs Warrants Collection Costs												
Budget for 2014 \$2,943,000												
Budget revenue for first Quarter			\$ 735,750									
Actual Revenue & Adjustments to March 31			\$ 1,481,591									
Incorporated Towns												
Portion of Remaining to be Collected owed by Towns				\$1,282,897								
					5.23							

Note: Total Credits Amount - Quick Report Q1  
 Note: ERB Invoiced and Received from work of NL \$3,887,104.24 for Capital Projects

# APPENDIX 'B'

**Eastern Waste Management**  
 BNK2 - Bank of Montreal - EW  
 Cheques from 000001 to 002914 dated between 01/01/2014 and 03/31/2014

**CHEQUE REGISTER**

Printed: 2:57:28PM 04/07/2014

Page 1 of 4

Number	Issued	Amount	SC	Status	Status Date
002670	01/02/2014	61366 Newfoundland and Labrador Inc.	2,260.00	A/P	CLEARED 01/31/2014
002671	01/02/2014	Harold MULLOWNEY	211.76	A/P	CLEARED 01/31/2014
002672	01/02/2014	Nexgen Municipal Inc.	49,387.78	A/P	CLEARED 01/31/2014
002673	01/02/2014	Pinnacle Office Solutions Ltd.	258.32	A/P	CLEARED 01/31/2014
002674	01/02/2014	Pitney Bowes	44.15	A/P	CLEARED 01/31/2014
002675	01/02/2014	Sterling Willis	80.00	A/P	CLEARED 01/31/2014
002676	01/02/2014	Transcontinental Atlantic Media Group G.P.	576.30	A/P	CLEARED 01/31/2014
002677	01/03/2014	Bell Aliant	725.29	A/P	CLEARED 01/31/2014
002678	01/03/2014	Kevin Power	681.76	A/P	CLEARED 01/31/2014
002679	01/03/2014	Transcontinental Atlantic Media Group G.P.	576.30	A/P	CLEARED 01/31/2014
002680	01/13/2014	Bell Mobility Inc.	868.68	A/P	CLEARED 01/31/2014
002681	01/13/2014	Cabot Pest Control Ltd.	339.00	A/P	CLEARED 01/31/2014
002682	01/13/2014	Canadian Association of Municipal Administrators	288.15	A/P	CLEARED 01/31/2014
002683	01/13/2014	Channel 6 Ads	240.00	A/P	CLEARED 01/31/2014
002684	01/13/2014	Dalton's Home Hardware	18.98	A/P	CLEARED 01/31/2014
002685	01/13/2014	De Lage Landen Financial Services Canada Ltd.	286.42	A/P	CLEARED 01/31/2014
002686	01/13/2014	Dodd's Diesel Repair Ltd.	501.13	A/P	CLEARED 01/31/2014
002687	01/13/2014	Imperial Oil	8,046.68	A/P	CLEARED 01/31/2014
002688	01/13/2014	Iron Mountain Canada	30.62	A/P	CLEARED 01/31/2014
002689	01/13/2014	James Pike	168.45	A/P	CLEARED 01/31/2014
002690	01/13/2014	Jonathan Miller	169.50	A/P	CLEARED 01/31/2014
002691	01/13/2014	Ken Kelly	1,083.88	A/P	CLEARED 01/31/2014
002692	01/13/2014	Kerr Global Communications	908.35	A/P	CLEARED 01/31/2014
002693	01/13/2014	Lynn Tucker	393.56	A/P	CLEARED 01/31/2014
002694	01/13/2014	O'Brien Anthony White	76.28	A/P	CLEARED 01/31/2014
002695	01/13/2014	Pro-Tech Construction Ltd.	5,602.92	A/P	OUT-STD 01/13/2014
002696	01/13/2014	Ridge G&P Services Ltd.	92,816.93	A/P	CLEARED 01/31/2014
002697	01/13/2014	Royal Garage Ltd.	146.78	A/P	CLEARED 01/31/2014
002698	01/13/2014	Sam Pike Masonry Ltd.	31.58	A/P	CLEARED 02/28/2014
002699	01/13/2014	T2 Ventures Inc.	118,989.91	A/P	CLEARED 01/31/2014
002700	01/13/2014	The Business Post	447.48	A/P	CLEARED 01/31/2014
002701	01/13/2014	The Shoreline News	326.57	A/P	CLEARED 01/31/2014
002702	01/13/2014	Encon Group Inc.	2,237.92	G/L	CLEARED 01/31/2014
002703	01/13/2014	Receiver General of Canada	15,245.88	G/L	CLEARED 01/31/2014
002704	01/14/2014	Concord Enterprises Inc.	5,085.00	A/P	CLEARED 01/31/2014
002705	01/14/2014	Mark Day	132.52	A/P	CLEARED 01/31/2014
002706	01/14/2014	Terry Dobbie	433.72	A/P	CLEARED 01/31/2014
002707	01/14/2014	LeDrew, Jennifer,	120.82	A/R	CLEARED 01/31/2014
002731	01/29/2014	Atlantic Business Interiors	4,938.77	A/P	CLEARED 02/28/2014
002732	01/29/2014	BRENKIR	66.83	A/P	CLEARED 02/28/2014
002733	01/29/2014	Christie Dean	107.55	A/P	CLEARED 02/28/2014
002734	01/29/2014	Coish's Trucking & Excavating Ltd.	9,004.01	A/P	CLEARED 02/28/2014
002735	01/29/2014	Conception Bay Auto & Tire Centre	2,240.79	A/P	CLEARED 02/28/2014
002736	01/29/2014	Curtis Dawe	327.70	A/P	CLEARED 02/28/2014
002737	01/29/2014	D&L Russell Limited	69.15	A/P	CLEARED 02/28/2014
002738	01/29/2014	Kevin Power	1,522.34	A/P	CLEARED 02/28/2014
002739	01/29/2014	Kevin Fahey	36.15	A/P	CLEARED 02/28/2014

\* - Name on Check was modified

**Eastern Waste Management**  
 BNK2 - Bank of Montreal - EW  
 Cheques from 000001 to 002914 dated between 01/01/2014 and 03/31/2014

**CHEQUE REGISTER**

Printed: 2:57:28PM 04/07/2014

Page 2 of 4

Number	Issued	Amount	SC	Status	Status Date
002740	01/29/2014 NATIONAL Public Relations	16,038.35	A/P	CLEARED	02/28/2014
002741	01/29/2014 Newfoundland Exchequer	180.00	A/P	CLEARED	02/28/2014
002742	01/29/2014 Pinnacle Office Solutions Ltd.	411.00	A/P	CLEARED	02/28/2014
002743	01/29/2014 Pitney Bowes	3,972.69	A/P	CLEARED	02/28/2014
002744	01/29/2014 Quikprint Services Ltd.	39.55	A/P	CLEARED	02/28/2014
002745	01/29/2014 Cabot Industries Limited	2,983.20	A/P	CLEARED	02/28/2014
002746	01/29/2014 SGL Construction Ltd.	4,237.50	A/P	CLEARED	02/28/2014
002747	01/29/2014 Smart Homes Security and Ventilation Ltd.	281.37	A/P	CLEARED	02/28/2014
002748	01/29/2014 Wayne Sellers	16.31	A/P	CLEARED	02/28/2014
002749	01/29/2014 AMEC Environment & Infrastructure	545.79	A/P	CLEARED	02/28/2014
002750	02/06/2014 Thome, William,	18.00	A/R	OUT-STD	02/06/2014
002751	02/06/2014 Encon Group Inc.	2,237.92	G/L	CLEARED	02/28/2014
002752	02/06/2014 AMEC Environment & Infrastructure	20,457.50	A/P	CLEARED	02/28/2014
002753	02/06/2014 Christie Dean	1,231.78	A/P	CLEARED	02/28/2014
002754	02/06/2014 61366 Newfoundland and Labrador Inc.	2,260.00	A/P	CLEARED	02/28/2014
002755	02/06/2014 Bell Aliant	1,015.23	A/P	CLEARED	02/28/2014
002756	02/06/2014 Cabot Pest Control Ltd.	339.00	A/P	CLEARED	02/28/2014
002757	02/06/2014 De Lage Landen Financial Services Canada Ltd.	286.42	A/P	CLEARED	02/28/2014
002758	02/06/2014 Dodd's Diesel Repair Ltd.	1,154.03	A/P	CLEARED	02/28/2014
002759	02/06/2014 Impact Signs & Graphics Limited	847.50	A/P	CLEARED	02/28/2014
002760	02/06/2014 Jonathan Miller	678.00	A/P	CLEARED	02/28/2014
002761	02/06/2014 Ken Kelly	1,818.41	A/P	CLEARED	02/28/2014
002762	02/06/2014 Kerr Global Communications	908.35	A/P	CLEARED	02/28/2014
002763	02/06/2014 Kevin Power	1,755.74	A/P	CLEARED	02/28/2014
002764	02/06/2014 Leslie Squires	700.00	A/P	CLEARED	02/28/2014
002765	02/06/2014 Lynn Tucker	612.93	A/P	CLEARED	02/28/2014
002766	02/06/2014 Pro-Tech Construction Ltd.	7,700.49	A/P	OUT-STD	02/06/2014
002767	02/06/2014 PROCOM Data Services Inc.	2,525.83	A/P	CLEARED	02/28/2014
002768	02/06/2014 Ridge G&P Services Ltd.	123,744.72	A/P	CLEARED	02/28/2014
002769	02/06/2014 Royal Garage Ltd.	356.64	A/P	CLEARED	02/28/2014
002770	02/06/2014 T2 Ventures Inc.	123,422.06	A/P	CLEARED	02/28/2014
002771	02/06/2014 Triple J Excavating & Dump Truck Services	395.50	A/P	CLEARED	02/28/2014
002772	02/06/2014 Wedgwood Insurance Limited	175.00	A/P	CLEARED	02/28/2014
002777	02/19/2014 Atlantic Business Interiors	5,950.47	A/P	CLEARED	02/28/2014
002778	02/19/2014 Bell Mobility Inc.	1,016.57	A/P	CLEARED	02/28/2014
002779	02/19/2014 Big Eric's Inc.	212.62	A/P	CLEARED	02/28/2014
002780	02/19/2014 Cabot Industries Limited	2,983.20	A/P	CLEARED	02/28/2014
002781	02/19/2014 Christie Dean	496.81	A/P	CLEARED	02/28/2014
002782	02/19/2014 Coish's Trucking & Excavating Ltd.	9,004.01	A/P	CLEARED	02/28/2014
002783	02/19/2014 Conception Bay Auto & Tire Centre	49.65	A/P	OUT-STD	02/19/2014
002784	02/19/2014 Curtis Dawe	4,206.99	A/P	CLEARED	02/28/2014
002785	02/19/2014 Dodd's Diesel Repair Ltd.	2,134.69	A/P	OUT-STD	02/19/2014
002786	02/19/2014 Edward Collins Contracting Ltd.	9,576.76	A/P	CLEARED	02/28/2014
002787	02/19/2014 Impact Signs & Graphics Limited	2,542.50	A/P	CLEARED	02/28/2014
002788	02/19/2014 Imperial Oil	8,913.06	A/P	CLEARED	02/28/2014
002789	02/19/2014 Iron Mountain Canada	61.59	A/P	CLEARED	02/28/2014
002790	02/19/2014 Lynn Tucker	147.35	A/P	OUT-STD	02/19/2014
002791	02/19/2014 O'Brien Anthony White	254.25	A/P	OUT-STD	02/19/2014

\* - Name on Check was modified

**Eastern Waste Management**  
 BNK2 - Bank of Montreal - EW  
 Cheques from 000001 to 002914 dated between 01/01/2014 and 03/31/2014

**CHEQUE REGISTER**

Printed: 2:57:28PM 04/07/2014

Page 3 of 4

Number	Issued	Amount	SC	Status	Status Date
002792	02/19/2014 Pinnacle Office Solutions Ltd.	126.89	A/P	OUT-STD	02/19/2014
002793	02/19/2014 Pitney Bowes	175.15	A/P	CLEARED	02/28/2014
002794	02/19/2014 Royal Garage Ltd.	58.72	A/P	OUT-STD	02/19/2014
002795	02/19/2014 Sam Pike Masonry Ltd.	159.39	A/P	OUT-STD	02/19/2014
002796	02/19/2014 SGL Construction Ltd.	4,237.50	A/P	"VOID"	02/19/2014
002797	02/19/2014 SGL Construction Ltd.	4,237.50	A/P	OUT-STD	02/19/2014
002798	02/19/2014 Tulk Tire & Service Ltd.	103.34	A/P	CLEARED	02/28/2014
002799	02/19/2014 Wayde Higdon	136.80	A/P	CLEARED	02/28/2014
002802	02/28/2014 Receiver General of Canada	18,824.04	G/L	OUT-STD	02/28/2014
002803	03/03/2014 61366 Newfoundland and Labrador Inc.	2,260.00	A/P	OUT-STD	03/03/2014
002804	03/03/2014 Bell Alliant	1,063.55	A/P	OUT-STD	03/03/2014
002805	03/03/2014 Christie Dean	1,331.06	A/P	OUT-STD	03/03/2014
002806	03/03/2014 Conception Bay Auto & Tire Centre	1,120.40	A/P	OUT-STD	03/03/2014
002807	03/03/2014 D&L Russell Limited	18.65	A/P	OUT-STD	03/03/2014
002808	03/03/2014 De Lage Landen Financial Services Canada Ltd.	303.34	A/P	OUT-STD	03/03/2014
002809	03/03/2014 Dodd's Diesel Repair Ltd.	132.07	A/P	OUT-STD	03/03/2014
002810	03/03/2014 Dynamex Canada Limited	8.20	A/P	OUT-STD	03/03/2014
002811	03/03/2014 Ed Grant	433.53	A/P	OUT-STD	03/03/2014
002812	03/03/2014 Gordon Stone	102.96	A/P	OUT-STD	03/03/2014
002813	03/03/2014 Harbour Construction Limited	3,661.20	A/P	OUT-STD	03/03/2014
002814	03/03/2014 Harris Ryan	14,125.00	A/P	OUT-STD	03/03/2014
002815	03/03/2014 James Pike	57.02	A/P	OUT-STD	03/03/2014
002816	03/03/2014 Ken Kelly	2,569.13	A/P	OUT-STD	03/03/2014
002817	03/03/2014 Kevin Power	2,179.31	A/P	"VOID"	03/03/2014
002818	03/03/2014 Kevin Power	2,179.31	A/P	OUT-STD	03/03/2014
002819	03/03/2014 Leslie Squires	440.00	A/P	OUT-STD	03/03/2014
002820	03/03/2014 Mark Day	127.43	A/P	OUT-STD	03/03/2014
002821	03/03/2014 NATIONAL Public Relations	23,634.99	A/P	OUT-STD	03/03/2014
002822	03/03/2014 Pitney Bowes	1,011.68	A/P	OUT-STD	03/03/2014
002823	03/03/2014 PROCOM Data Services Inc.	56.44	A/P	OUT-STD	03/03/2014
002824	03/03/2014 Royal Garage Ltd.	88.07	A/P	OUT-STD	03/03/2014
002825	03/03/2014 T2 Ventures Inc.	115,603.38	A/P	OUT-STD	03/03/2014
002826	03/03/2014 Tulk Tire & Service Ltd.	63.79	A/P	OUT-STD	03/03/2014
002827	03/03/2014 WHSCC	11,485.25	A/P	OUT-STD	03/03/2014
002828	03/04/2014 AMEC Environment & Infrastructure	114.40	A/P	OUT-STD	03/04/2014
002829	03/04/2014 Platinum Construction Company Limited	30,248.97	A/P	OUT-STD	03/04/2014
002830	03/05/2014 Cabot Industries Limited	2,983.20	A/P	OUT-STD	03/05/2014
002831	03/05/2014 Harris Ryan	19,775.00	A/P	OUT-STD	03/05/2014
002832	03/05/2014 Bemice Hickey	94.41	A/P	OUT-STD	03/05/2014
002833	03/19/2014 Bell Mobility Inc.	1,346.18	A/P	OUT-STD	03/19/2014
002834	03/19/2014 Christie Dean	329.58	A/P	OUT-STD	03/19/2014
002835	03/19/2014 Concord Enterprises Inc.	10,170.00	A/P	OUT-STD	03/19/2014
002836	03/19/2014 Dalton's Home Hardware	63.28	A/P	OUT-STD	03/19/2014
002837	03/19/2014 Dodd's Diesel Repair Ltd.	627.87	A/P	OUT-STD	03/19/2014
002838	03/19/2014 Don Walsh	100.00	A/P	OUT-STD	03/19/2014
002839	03/19/2014 Harold Mullooney	356.79	A/P	OUT-STD	03/19/2014
002840	03/19/2014 Henry Hennessey	43.14	A/P	OUT-STD	03/19/2014
002841	03/19/2014 Imperial Oil	9,279.12	A/P	OUT-STD	03/19/2014

\* - Name on Check was modified

**Eastern Waste Management**  
 BNK2 - Bank of Montreal - EW  
 Cheques from 000001 to 002914 dated between 01/01/2014 and 03/31/2014

**CHEQUE REGISTER**

Printed: 2:57:28PM 04/07/2014

Page 4 of 4

Number	Issued	Amount	SC	Status	Status Date
002842	03/19/2014 InMotion Health Centre Inc.	1,417.50	A/P	OUT-STD	03/19/2014
002843	03/19/2014 Iron Mountain Canada	30.96	A/P	OUT-STD	03/19/2014
002844	03/19/2014 Jonathan Miller	508.50	A/P	OUT-STD	03/19/2014
002845	03/19/2014 Joy Dobbie	439.32	A/P	OUT-STD	03/19/2014
002846	03/19/2014 Kerr Global Communications	908.35	A/P	OUT-STD	03/19/2014
002847	03/19/2014 Kevin Power	375.80	A/P	OUT-STD	03/19/2014
002848	03/19/2014 O'Brien Anthony White	127.13	A/P	OUT-STD	03/19/2014
002849	03/19/2014 Pinnacle Office Solutions Ltd.	402.63	A/P	OUT-STD	03/19/2014
002850	03/19/2014 Pro-Tech Construction Ltd.	7,700.49	A/P	OUT-STD	03/19/2014
002851	03/19/2014 Ramada St. John's	1,236.33	A/P	OUT-STD	03/19/2014
002852	03/19/2014 Ridge G&P Services Ltd.	115,950.70	A/P	OUT-STD	03/19/2014
002853	03/19/2014 Robert Bishop	13.00	A/P	OUT-STD	03/19/2014
002854	03/19/2014 Royal Garage Ltd.	72.43	A/P	OUT-STD	03/19/2014
002855	03/19/2014 Sam Pike Masonry Ltd.	108.37	A/P	OUT-STD	03/19/2014
002856	03/19/2014 SGL Construction Ltd.	4,237.50	A/P	OUT-STD	03/19/2014
002857	03/19/2014 Transcontinental Atlantic Media Group G.P.	738.40	A/P	OUT-STD	03/19/2014
002858	03/19/2014 Wedgwood Insurance Limited	3,650.00	A/P	OUT-STD	03/19/2014
002859	03/19/2014 William Woodman	135.58	A/P	OUT-STD	03/19/2014
002860	03/19/2014 Woodrow French	91.74	A/P	OUT-STD	03/19/2014
002861	03/19/2014 Encon Group Inc.	2,237.92	G/L	OUT-STD	03/19/2014
002862	03/19/2014 Receiver General of Canada	19,721.92	G/L	OUT-STD	03/19/2014
002863	03/28/2014 AMEC Environment & Infrastructure	7,433.14	A/P	OUT-STD	03/28/2014
002864	03/28/2014 Chesley Ash	383.83	A/P	OUT-STD	03/28/2014
002865	03/28/2014 Christie Dean	60.11	A/P	OUT-STD	03/28/2014
002866	03/28/2014 Coish's Trucking & Excavating Ltd.	9,004.01	A/P	OUT-STD	03/28/2014
002867	03/28/2014 Ken Kelly	1,435.02	A/P	OUT-STD	03/28/2014
002868	03/28/2014 Kevin Power	3,293.64	A/P	OUT-STD	03/28/2014
002869	03/28/2014 Kevin Fahey	31.14	A/P	OUT-STD	03/28/2014
002870	03/28/2014 Hickman Chrysler Dodge Jeep Ram Fiat	33,000.40	A/P	OUT-STD	03/28/2014
002871	03/28/2014 Lynn Tucker	334.10	A/P	OUT-STD	03/28/2014
002872	03/28/2014 M J Hickey Construction Ltd.	6,499.70	A/P	OUT-STD	03/28/2014
002873	03/28/2014 Royal Garage Ltd.	117.43	A/P	OUT-STD	03/28/2014
002874	03/28/2014 Wayde Higdon	42.40	A/P	OUT-STD	03/28/2014
<b>Cheque Totals Issued:</b>		<b>1,202,019.70</b>			
<b>Void:</b>		<b>6,416.81</b>			
<b>Total Cheques Generated:</b>		<b>1,208,436.51</b>			
<b>Total # of Cheques Listed:</b>		<b>176</b>			

\* - Name on Check was modified



# APPENDIX 'C'

Expense	Executive Policy Effective 1997		Cabinet Ministers Effective October 2011		MHAs Effective October 2007		Govt Staff Effective 2001 update 2005	
<b>PER DIEM ALLOWANCES - MEALS</b>								
Island of Newfoundland (incl HST)	\$36.00	\$53.00	\$50.00	\$36.50				
<b>PER DIEM ALLOWANCES</b>								
Accommodations	As per receipt	As per Receipt	\$125max. per night (receipt)	As per receipt				
Private (Exec Incl meals)	79.00 \$	53.00		525.00				
<b>MILEAGE</b>								
Use of Private Vehicle	\$0.25 per km	\$8000 car allowance	Prov Govt Employee Rate	Prov Govt Employee Rate				
Prov Govt Rate \$51 per km Current		or Prov Govt Employee Rate						
<b>Supporting Documentation required</b>	Yes	Yes	Yes	Yes				
<b>Exceptions to receipts</b>	Per diem meals and private accommodations	Per diem meals private accommodations	\$5 per day incidental	Per diem meals and private accommodations	\$5 per day incidental			

PROPOSED	Rate	Notes	Documentation
<b>PER DIEM ALLOWANCES - MEALS</b>			
Island of Newfoundland (incl HST)	\$53.00	Split \$10 / \$18 / \$25	Without Receipt
Outside Province and US	\$71.00	Split \$13 / \$16 / \$40	Without Receipt
<b>INCIDENTALS</b>			
	\$5		Without Receipt
<b>MILEAGE</b>			
Use of Private Vehicle	As per Provincial Govt Employee Rate		Kms, location, purpose
<b>RENTAL CAR</b>			
	As per receipt		As per receipt
<b>ACCOMMODATIONS</b>			
	As per receipt		As per receipt
<b>TAXI</b>			
	As per receipt		As per receipt To/From
<b>TELEPHONE EXPENSES - MOBILE</b>			
	As per receipt		Phone bill
<b>ENTERTAINMENT</b>			
	Maximum \$300	Applicable to provision of food and drink. Alcoholic beverages where appropriate and must be moderate and reasonable. With Receipt - must identify who and purpose Meal per diem cannot be claimed where entertainment claim is submitted.	As per receipt
			Minister Max \$500

# APPENDIX 'D'

## Briefing Note: Internal Vs Contracted Service

**Issue:** The last contract for services resulted in a substantial increase in costs from an annualized rate of \$95 per household to \$159. This rate was negotiated down to \$130 for a six month period. The Board has a number of contracts that are expiring in the near future and it is an opportune time to understand if the Board should continue to purchase services or whether it should deliver these services internally.

**Discussion:** In the comparison of internal resources versus contracted we need to factor in the incremental cost to the Board of the internal resources. Currently the management component is in place to administer the contactors includes manage staff, AVL equipment, management vehicle, phones, office space, etc... The key factor in the analysis is the amount of redundancy that has to be carried across the system and optimum size of service that should be tackled internally. We are trying to prove out hypothesize does adding additional service requirements make the service cheaper or are there key thresholds – for example is 8 days of service cheaper than 4 days of service?

In our Analysis we have priced four packages with the following inputs:

Package 1 – Four days of service with four bulk pick up events per year. Requires additional storage space at yard, one compactor driver and one pick up driver. Equipment required one new side loading compactor, one used side loading compactor, one pickup and one dump trailer for recyclables.

Package 2 – Eight days of service – same as package 1 with additional new side loading compactor and driver.

Package 3 – Twelve days of service – same as package 2 with additional new side loading compactor, additional pick up and drivers.

Package 4 – Sixteen days of service – same as package 3 with additional new side loading compactor.

Cost for Package of service							
	Package 1		Package 2		Package 3		Package 4
Units per Day	700						
Days	4		8		12		16
Serviced	2800		5600		8400		11200
Labour	\$95,680		\$43,680		\$95,680		\$43,680
Payroll Burden	\$22,963	26%	\$8,736		\$19,136		\$8,736
Fuel	\$81,536		\$81,536		\$81,536		\$81,536
Maintenance	\$17,400		\$17,400		\$17,400		\$17,400
Insurance	\$13,785		\$19,785		\$27,570		\$33,570
Equipment	\$62,494		\$46,091		\$46,091		\$46,091
Yard	\$27,120		\$20,340		\$15,255		\$11,441
	\$320,978		\$237,568		\$302,668		\$242,454
Total	\$320,978		\$558,546		\$861,214		\$1,103,669
Per Unit	\$114.63		\$99.74		\$102.53		\$98.54

# APPENDIX 'E'

---

<b>To:</b>	Ken Kelly
<b>From:</b>	Nancy O'Connor
<b>Date:</b>	June 14, 2013
<b>Subject:</b>	<b>Eastern Waste Management Website Refresh</b> <b>Roadmap &amp; Statement of Work</b>

---

## MEMO

This memo proposes a roadmap that will result in the creation of a refreshed website that will help Eastern Waste Management (EWM) better communicate with its stakeholders, primarily residents and committee members. The refreshed site will:

- Provide an exceptional user experience. Visitors will be able to quickly and easily navigate the site to find the information they're looking for. This should reduce the number of calls to EWM.
- Be secure and responsive. The site will display and operate equally well on all screen sizes including mobile phones.
- Be built using a content management system allowing EWM employees to easily update content on an on-going basis.

## OUR APPROACH

### Five Phases of Work

- 1 Discovery
- 2 Strategy
- 3 Design
- 4 Development
- 5 Measurement

### Phase 1: Discovery

The purpose of this phase is to build on our knowledge of Eastern Waste Management and the role the website must play. This process will lead to a clearer understanding of your needs, challenges, and the current situation.

Activities include:

Technical Review	NATIONAL will enhance its current understanding of all technical components and practicalities of the project. Elements for review will include but may not be limited to: social integration, any third party integrations (if applicable), hosting considerations, and roles and permissions for the content management system.
Analytics Review	NATIONAL will review web and social analytics through the lens of the refreshed website. Further investigation will be undertaken as content priorities are determined.

## Phase 2: Strategy

NATIONAL will assemble information gathered in the Discovery Phase and look for patterns and inconsistencies. We will derive clarity from all of the separate inputs. There are three deliverables in the Strategy phase:

Website Strategy	The website strategy will outline the goals, objectives, guiding principles and tactics for Eastern Waste Management’s website. This strategy document is the playbook that will guide all subsequent decisions.
Content Audit and Migration Plan	NATIONAL will: <ul style="list-style-type: none"> <li>● Examine the sitemap, report on the categories of content, and determine how the sitemap should be adjusted to meet the goals of the site.</li> <li>● Examine the content and answer the question: Does the content support the goals of the site?</li> <li>● Work with Eastern Waste Management to determine the content to migrate or not migrate to the refreshed site, and then develop the plan to migrate.</li> <li>● Determine the content that needs to be created and provide recommendations to Eastern Waste Management on how best to approach this content creation. (NOTE: Eastern Waste Management will be responsible for content generation. Copywriting is not included within the scope of this project.)</li> </ul>



	<p>This step provides the framework for an information architecture, which will be required after the content audit is completed.</p>
--	---

**Phase 3: Design**

Phase 2 will result in approvals that allow us to proceed with the re-structuring of the refreshed website. We will have a website strategy in hand and a full picture of what the website needs to do.

We will begin to transfer our research findings and recommendations to visual assets that capture priority, layout, tone, manner, and placement.

Activities include:

<p>Wireframes</p>	<p>Wireframes provide a conceptual view of each unique page template and identify all the basic page elements and their relative importance. They are intended to communicate navigation, content and functionality but are not meant to be a visual layout of the page and may not contain actual copy or design elements.</p> <p>Wireframes will be provided for the home and interior templates, and for responsive views (mobile-friendly) of the website.</p>
<p>Visual Design</p>	<p>Objectives, brand attributes, and business goals are merged in this phase as visual creativity is brought to the foreground. It is our understanding that the look and feel of the site should be maintained (i.e. colour palette, grass and sky imagery, textured background). We will mock-up the homepage and one interior page based on the approved wireframes using the existing look and feel.</p>

Style Guide	NATIONAL will create a Style Guide to act as Eastern Waste Management’s design resource. It will contain instructions on how to maintain a consistent look and feel when creating a new page or editing an existing one. This will be a reference for visual design and is not a technical document.
-------------	--

**Phase 4: Development (Website Build)**

Receiving approval on the deliverables within previous steps will result in a clear path to development. An easy and straightforward content management system is crucial to the Eastern Waste Management site. We are evaluating two potential options, WordPress and Expression Engine.

Responsive design is our default posture on any web build, meaning that the website should adjust layout and presentation for optimum viewing on any device being used. We recommend this approach based on the clear global trend to browse on mobile devices instead of a laptop or desktop. In addition, this site will be designed to support all modern browsers (IE 8+, Chrome, Safari, Firefox 4+).

Once the website content is populated NATIONAL will perform quality assurance to ensure pages are formatted properly and that all functionality is performing as it should.

**Phase 5: Measurement**

A good, modern website that is designed to meet the business objectives of an organization is not static. The organization behind the website tracks performance of content and how users interact with the presentation. We propose that Phase 5 for the new website will begin at launch, and will continue indefinitely. We will work with Eastern Waste Management to establish regular interval measurement, and ad hoc measurement of initiatives. We will provide a cost estimate for this service at that time.

## Budget Breakdown

PHASE	BUDGET ESTIMATE
<b>Phase 1, Discovery</b>	\$3,500
<b>Phase 2, Strategy</b> Including content audit	\$5,900
<b>Phase 3, Design</b>	\$4,000
<b>Phase 4, Development*</b>	\$13,000
<b>Phase 5, Measurement</b>	Measurement Schedule & Estimate TBD at a later date
<b>Project Management</b> Meetings, briefings, project tasks	\$3,600
<b>TOTAL</b> <ul style="list-style-type: none"> <li>● Not including HST</li> <li>● Not including 6% service fee</li> </ul>	<b>\$30,000</b>

\*Note on Development: This is our best estimate based on our understanding of the site requirements today. If during the discovery phase we find additional functionality requirements we may need to revise the development portion of the budget.

*Our normal practice is to recover out-of-pocket expenses for incremental long-distance, cell phone, postage, faxing, and copying charges with a 6 per cent service charge on professional fees. We also charge normal mark-ups (17.65 per cent) for any outside supplier costs associated with creative development and production, such as translation, printing and photography.*

*Unless otherwise agreed upon, invoices are issued in the first week of each month and payment is due within 30 days. HST is not included in project estimates.*