



BOARD OF DIRECTORS MEETING

MINUTES

Meeting #66

Wednesday, February 27, 2019, 7:00 p.m.

Holiday Inn Express

Holiday Inn Express, 5 Navigator Ave, St. John's, NL

In Attendance:

Mr. Ed Grant
Councillor Bill Bailey
Mayor Danny Breen
Councillor Glenn Clarke
Councillor Wally Collins
Councillor Ian Froude
Councillor Kevin McDonald
Mayor Harold Mallowney
Councillor Peggy Roche
Councillor Deanna Stapleton
Councillor Lucy Stoyles
Councillor Gerard Tilley
Deputy Mayor Sam Whalen
Mayor Hilda Whelan
Councillor Sterling Willis
Councillor Jamie Korab

Regrets:

Councillor Maggie Burton
Councillor Sandy Hickman
Councillor Hope Jamieson
Councillor Dave Lane
Deputy Mayor Sheilagh O'Leary

Other Attendees:

Mr. Ken Kelly, ERSB

Mr. Bradley Power, ERSB
Ms. Christie Dean, ERSB
Ms. Lynn Tucker, ERSB
Ms. Lynnann Winsor, CSJ

1. Call to Order

Mr. Grant called the meeting to order at 6:57 p.m.

2. Adoption of Agenda

The draft agenda was tabled for consideration. There were two additions under New Business: (1) Website Development, and (2) Strategic Marketing Plan.

MOTION 2019-006

Moved By Ms. Stoyles

Seconded By Mr. Whalen

BE IT RESOLVED that the Agenda for the Board meeting of Wednesday, February 27, 2019, be adopted with the additions.

Carried Unanimously

3. Review of Minutes

The draft minutes from the Board meeting on Wednesday, January 30, 2019 were tabled for review/approval.

There were no errors or omissions noted.

MOTION 2019-007

Moved By Ms. Whelan

Seconded By Ms. Roche

BE IT RESOLVED that the Minutes of the meeting of Wednesday, January 30, 2019, be adopted as tabled.

Carried Unanimously

4. Committee Reports

a. Finance & Audit Committee

Mr. Breen delivered the ERSB Finance & Audit Committee report on behalf of Mr. Hickman.

1. Board Expenditures

The Board expenditures for January 2019 were presented for review/approval.

MOTION 2019-008

Moved By Mr. Breen

Seconded By Mr. Willis

BE IT RESOLVED that the ERSB adopt the Board Expenditures (Cheque Register and Payroll Summary) for January 2019, as tabled.

Carried Unanimously

2. Tender Award - Three (3) 4x4 2018 ½ Ton Pickup Trucks

A briefing note containing details of a recently closed tender for three new pickup trucks for ERSB waste operations was presented.

A short discussion took place about past tenders

MOTION 2019-009

Moved By Mr. Breen

Seconded By Mr. Mullowney

BE IT RESOLVED that the tender for three (3) 4X4 2018 1/2 ton pick-up trucks be awarded to Royal Garage for the sum of \$114,733.20, including HST. The contract will include a penalty clause that each seven days beyond the agreed upon delivery date will result in a \$1,000 penalty, and after 60 days the tender award is cancelled.

Carried Unanimously

b. Strategy & Policy Committee

Mr. Whalen delivered the ERSB Strategy & Policy Committee report.

1. Update on Public Engagement Strategy

Mr. Whalen and Mr. Kelly provided a brief update on the recently completed ERSB client survey. The results of the survey were presented at the recent ERSB Strategy & Policy Committee. NATIONAL is now compiling a final report. The final report will be released publicly.

2. Update on 2018 Corporate Strategic Plan

A brief update was provided on the ongoing development of a new corporate strategic plan for ERSB. The plan is anticipated to be presented at the next Board meeting for review/approval.

3. Letter from Minister Letto re: Waste Management Collection and Fees for Cabin Owners

Mr. Grant tabled a number of pieces of correspondence related to waste collection services and cabin fees, including the most recent letter received from the Minister of Municipal Affairs and Environment.

The Board agreed to respond to the most recent letter from the Provincial Government to identify the actions being taken to implement their direction.

Ms. Roche left the meeting at 7:36 pm.

MOTION 2019-010

Moved By Mr. Whalen

Seconded By Mr. Clarke

BE IT RESOLVED that ERSB immediately cease waste management collection services on the following roads, per direction by the Provincial Government on February 27, 2019:

- Old Shoe Cove Road, Chance Cove;
- Leah Wheeler's Road, Lower Island Cove;
- Western Bay Line, Western Bay;
- Daniel's Cove, Trinity Conception North;
- Holiday Hill Road, Trinity Bay South;
- Dam Pond Road, Brigus Junction;
- Pigeon Inlet, Brigus Junction;
- Twin Gullies Lane, Brigus Junction;
- Old Witless Bay Line, Southern Shore;
- North Harbour Pond Road, Goobies;
- Rocky Pond Road, New Harbour Barrens;
- Junction Pond Road, Placentia Junction;
- Old Mill Road West of Second Bridge, Placentia Junction; and,
- Station Pond Road North of Pond, Placentia Junction.

The Board will issue refunds and cancel invoices for all 2019 fees related to the properties on the roads where waste management collection services will cease.

On a go forward basis, the Board will limit the recovery of fees to two years from properties receiving the service.

Carried Unanimously

c. Governance Committee

Mr. Mullowney delivered the ERSB Governance Committee report.

1. Update on CAO's Annual Performance Review

Mr. Mullowney provided a brief overview of the outcome of the CAO's annual performance review.

2. Update on eSCRIBE Implementation

A briefing note regarding the current status of implementing the eSCRIBE digital meeting management software was presented.

Board members will receive training on how to utilize the new software in advance of the next meeting.

3. Proposed Changes to the ERSB Rules and Regulations Governing the Procedures of Meetings

A briefing note regarding proposed changes to the ERSB Rules and Regulations Governing the Procedures of Meetings was presented.

The proposed changes are necessary for the implementation of eSCRIBE.

MOTION 2019-011

Moved By Mr. Mullowney

Seconded By Mr. Whalen

BE IT RESOLVED that the ERSB Rules and Regulations be updated per the tabled document.

Carried Unanimously

5. Correspondence

There was no new correspondence for the month of January.

6. New Business

a. Website Redevelopment

A proposal from NATIONAL regarding the re-development of the ERSB and Eastern Waste websites was presented.

A short discussion took place.

MOTION 2019-012

Moved By Mr. Froude

Seconded By Mr. Clarke

BE IT RESOLVED that ERSB engage NATIONAL to undertake a website redevelopment strategy at a cost of \$25,500, plus HST. Any additional costs related to the project will be at the discretion of the CAO.

Carried Unanimously

b. Strategic Marketing Plan

A proposal from NATIONAL regarding the development of a strategic marketing plan for ERSB was presented.

A short discussion took place.

MOTION 2019-013

Moved By Mr. Breen

Seconded By Ms. Stapleton

BE IT RESOLVED that ERSB engage NATIONAL to develop a three-year strategic marketing plan for the Board at a cost of \$9,704.30, plus HST. Any additional costs related to the project will be at the discretion of the CAO.

Carried Unanimously

7. In Camera Session

There was no in-camera session required.

8. Upcoming Meetings

The following meeting dates were presented for the information of the Board:

- Finance & Audit Committee – Friday, March 8, 2019 at 12:30 p.m.
- Strategy & Policy Committee – Tuesday, March 19, 2019 at 11:15 a.m.
- Governance Committee – Thursday, March 21, 2018 at 11:15 a.m.

- Board of Directors – Wednesday, March 27, 2018 at 7:00 p.m.

9. Adjournment

MOTION 2019-014

Moved By Mr. McDonald

Seconded By Mr. Bailey

Seeing no further business to be discussed, BE IT RESOLVED that the meeting adjourn at 8:15 p.m.

Carried Unanimously

BRADLEY POWER
BOARD CLERK

ED GRANT
CHAIRPERSON

(4) COMMITTEE REPORTS

(4)(a) Finance & Audit Committee

(4)(a)(1) Board Expenditures

EASTERN REGIONAL SERVICE BOARD

PAYROLL EXPENSE

JAN 2019

Payroll – Staff (<i>3 pay periods – 32 employees</i>).....	\$209,169.22
Payroll – Board (<i>21 members</i>)	<u>\$ 00,000.00</u>
Total Payroll (<i>53 employees</i>)	\$209,169.22
Payroll CRA Remittance	<u>\$77,187.01</u>
TOTAL GROSS PAYROLL	<u>\$286,356.23</u>

PREVIOUS MONTH

DEC 2018

Payroll – Staff (<i>2 pay periods – 32 employees</i>).....	\$135,649.30
Payroll – Board (<i>21 members</i>)	<u>\$ 24,090.58</u>
Total Payroll (<i>53 employees</i>)	\$159,739.88
Payroll CRA Remittance	<u>\$ 39,732.26</u>
TOTAL GROSS PAYROLL	<u>\$199,472.14</u>

Eastern Regional Service Board

BNK2 - Bank of Montreal - EW

Cheques from 000001 to 007647 dated between 01-01-2019 and 01-31-2019

CHEQUE REGISTER

Printed: 9:15:26AM 02/08/2019

Page 1 of 2

Number	Issued		Amount	SC	Status	Status Date
007526	01/08/2019	61366 Newfoundland and Labrador Inc.	12,247.50	A/P	*VOID*	01/08/2019
	Void Reason: Error Correction Payment should be 2 cheques					
007527	01/08/2019	Around The Bay Disposals Inc.	40,747.08	A/P	CLEARED	01/16/2019
007528	01/08/2019	Bay Auto Sales & Service Inc	406.13	A/P	CLEARED	01/23/2019
007529	01/08/2019	Bell Aliant	1,885.33	A/P	CLEARED	01/23/2019
007530	01/08/2019	Bell Mobility Inc.	1,561.36	A/P	CLEARED	01/23/2019
007531	01/08/2019	Blaketown Service Station	884.31	A/P	CLEARED	01/23/2019
007532	01/08/2019	Bradley Power	80.48	A/P	CLEARED	01/16/2019
007533	01/08/2019	Channel 6 Ads	357.48	A/P	CLEARED	01/16/2019
007534	01/08/2019	Christie Dean	1,597.73	A/P	CLEARED	01/16/2019
007535	01/08/2019	Coish's Trucking & Excavating Ltd.	14,432.50	A/P	CLEARED	01/16/2019
007536	01/08/2019	Concord Paving Limited	4,283.75	A/P	CLEARED	01/16/2019
007537	01/08/2019	Corporate Research Associates	5,882.25	A/P	CLEARED	01/16/2019
007538	01/08/2019	D&L Russell Limited	11.34	A/P	CLEARED	01/23/2019
007539	01/08/2019	Dodd's Diesel Repair Ltd.	6,249.07	A/P	CLEARED	01/16/2019
007540	01/08/2019	Gary Loder	207.60	A/P	CLEARED	01/23/2019
007541	01/08/2019	Harvey & Company Ltd.	19,783.61	A/P	CLEARED	01/16/2019
007542	01/08/2019	Leslie Squires	330.00	A/P	CLEARED	01/16/2019
007543	01/08/2019	Lynn Tucker	999.58	A/P	CLEARED	01/16/2019
007544	01/08/2019	Meade's Services & Storage Ltd.	1,672.68	A/P	CLEARED	01/30/2019
007545	01/08/2019	Miller IT Limited	586.50	A/P	CLEARED	01/16/2019
007546	01/08/2019	NATIONAL Public Relations	25,308.56	A/P	CLEARED	01/23/2019
007547	01/08/2019	Nexgen Municipal Inc.	24,239.90	A/P	CLEARED	01/23/2019
007548	01/08/2019	North Atlantic	30,838.06	A/P	CLEARED	01/23/2019
007549	01/08/2019	Northern Business Intelligence	3,844.62	A/P	CLEARED	01/23/2019
007550	01/08/2019	Parts For Trucks Inc.	58.44	A/P	CLEARED	01/16/2019
007551	01/08/2019	PROCOM Data Services Inc.	9,920.08	A/P	CLEARED	01/16/2019
007552	01/08/2019	Provincial Ready Mix Inc.	599.61	A/P	CLEARED	01/23/2019
007553	01/08/2019	Radio Bell Island	100.00	A/P	CLEARED	01/16/2019
007554	01/08/2019	SaltWire Network Inc.	3,651.48	A/P	CLEARED	01/16/2019
007555	01/08/2019	T2 Ventures Inc.	209,166.83	A/P	CLEARED	01/16/2019
007556	01/08/2019	TForce Final Mile Canada Inc.	9.52	A/P	CLEARED	01/23/2019
007557	01/08/2019	The Business Post	1,504.20	A/P	CLEARED	01/16/2019
007558	01/08/2019	Tulk Tire & Service Ltd.	1,208.48	A/P	CLEARED	01/16/2019
007559	01/08/2019	Vardy Villa Limited	35,091.67	A/P	CLEARED	01/23/2019
007560	01/08/2019	Wood Environment & Infrastructure Solutions	4,456.83	A/P	CLEARED	01/23/2019
007561	01/08/2019	Martin, Kevin & Sherry Martin	167.84	A/R	OUT-STD	01/08/2019
007562	01/08/2019	Peddle, Dale & Kathy Murphy-Peddle	2,228.84	A/R	CLEARED	01/30/2019
007563	01/08/2019	Newfoundland Exchequer - Tax Admin Div	371.86	G/L	CLEARED	01/23/2019
007564	01/11/2019	61366 Newfoundland and Labrador Inc.	6,210.00	A/P	CLEARED	01/23/2019
007565	01/11/2019	61366 Newfoundland and Labrador Inc.	6,037.50	A/P	OUT-STD	01/11/2019
007566	01/24/2019	61366 Newfoundland and Labrador Inc.	6,210.00	A/P	OUT-STD	01/24/2019
007567	01/24/2019	62167 Newfoundland and Labrador Inc	7,380.30	A/P	OUT-STD	01/24/2019
007568	01/24/2019	Acklands Grainger Inc.	531.71	A/P	CLEARED	01/31/2019
007569	01/24/2019	Bay by Bay Recycling Ltd.	7,115.63	A/P	CLEARED	01/30/2019
007570	01/24/2019	Bell Conferencing Inc.	12.42	A/P	CLEARED	01/31/2019

** - Name on Check was modified

Eastern Regional Service Board

BNK2 - Bank of Montreal - EW

Cheques from 000001 to 007647 dated between 01-01-2019 and 01-31-2019

CHEQUE REGISTER

Printed: 9:15:26AM 02/08/2019

Page 2 of 2

Number	Issued		Amount	SC	Status	Status Date
007571	01/24/2019	Blaketown Service Station	1,690.94	A/P	OUT-STD	01/24/2019
007572	01/24/2019	Bradley Power	189.63	A/P	CLEARED	01/30/2019
007573	01/24/2019	CAN-AM Platforms & Construction Ltd.	117,938.25	A/P	OUT-STD	01/24/2019
007574	01/24/2019	Christie Dean	877.42	A/P	OUT-STD	01/24/2019
007575	01/24/2019	City of St. John's	37,046.67	A/P	CLEARED	01/30/2019
007576	01/24/2019	D&L Russell Limited	42.55	A/P	CLEARED	01/30/2019
007577	01/24/2019	Dicks and Company Limited	138.12	A/P	CLEARED	01/30/2019
007578	01/24/2019	Dodd's Diesel Repair Ltd.	3,336.69	A/P	OUT-STD	01/24/2019
007579	01/24/2019	Eastern Machining & Welding Inc.	2,990.00	A/P	OUT-STD	01/24/2019
007580	01/24/2019	E K Lomond Auto Solutions Inc	22.41	A/P	CLEARED	01/31/2019
007581	01/24/2019	eSCRIBE Software Ltd.	11,442.50	A/P	OUT-STD	01/24/2019
007582	01/24/2019	Harbour Construction Limited	1,690.50	A/P	OUT-STD	01/24/2019
007583	01/24/2019	Harvey & Company Ltd.	16,905.86	A/P	CLEARED	01/31/2019
007584	01/24/2019	Healthy Teens Magazine	1,017.75	A/P	OUT-STD	01/24/2019
007585	01/24/2019	Kenneth Rollings	142.81	A/P	CLEARED	01/30/2019
007586	01/24/2019	Leslie Squires	660.00	A/P	CLEARED	01/30/2019
007587	01/24/2019	Modern Business Equipment Limited	397.90	A/P	CLEARED	01/30/2019
007588	01/24/2019	NATIONAL Public Relations	3,751.26	A/P	OUT-STD	01/24/2019
007589	01/24/2019	Newfoundland Power Inc.	1,615.08	A/P	CLEARED	01/30/2019
007590	01/24/2019	Nexgen Municipal Inc.	178.00	A/P	OUT-STD	01/24/2019
007591	01/24/2019	ORKIN Canada Corporation	194.35	A/P	OUT-STD	01/24/2019
007592	01/24/2019	Parts For Trucks Inc.	7.45	A/P	CLEARED	01/31/2019
007593	01/24/2019	SaltWire Network Inc.	935.64	A/P	CLEARED	01/30/2019
007594	01/24/2019	Sam Pike Masonry Ltd.	228.45	A/P	OUT-STD	01/24/2019
007595	01/24/2019	TForce Final Mile Canada Inc.	9.27	A/P	OUT-STD	01/24/2019
007596	01/24/2019	Tulk Tire & Service Ltd.	517.50	A/P	CLEARED	01/30/2019
007597	01/24/2019	WAJAX (Power Systems)	446.78	A/P	OUT-STD	01/24/2019
007598	01/24/2019	Wood Environment & Infrastructure Solutions	6,334.55	A/P	OUT-STD	01/24/2019
007599	01/24/2019	Woodman's Welding Ltd.	1,052.25	A/P	OUT-STD	01/24/2019
007600	01/24/2019	Cook, Robert & Edward F. Cook	330.90	A/R	CLEARED	01/30/2019
007601	01/24/2019	Anita's Hair Salon,	119.84	A/R	OUT-STD	01/24/2019
007602	01/24/2019	Newfoundland Exchequer - Tax Admin Div	20,983.53	G/L	OUT-STD	01/24/2019
007603	01/24/2019	Newfoundland Exchequer - Tax Admin Div	17,904.71	G/L	OUT-STD	01/24/2019
Cheque Totals Issued:			739,362.72			
Void:			12,247.50			
Total Cheques Generated:			751,610.22			
Total # of Cheques Listed:			78			

(4)(a)(2) Tender Award for Pick-up Trucks

BRIEFING NOTE

Tender Award – Three (3) 4x4 2018 ½ Ton Pick-up Trucks

BACKGROUND

A tender was issued for the supply of Three (3) 4x4 2018 ½ Ton Pick-up Trucks on January 11, 2019. The tender closed on January 24, 2019.

There were three bids, ranging from \$99,768.00 (before HST) to \$104,694.39 (before HST). A comprehensive list of the bids is included on page 2 of this briefing note.

The lowest bidder was Royal Garage Limited for \$99,768.00 before taxes, or \$114,733.20 including HST.

The per unit cost is \$1,688.00 (before HST) less than the per unit cost of the tender results from 2018.

Staff have consulted with the Public Procurement Agency regarding the past performance of the Royal Garage. In June of 2018 the Royal Garage was awarded a tender to provide a new pick-up truck. This truck has not been received as of this meeting. The verbal advice from the Public Procurement Agency is that two instances of non-performance would warrant moving to the next bidder. Written guidance has been requested.

Therefore, Staff recommend awarding the tender to Royal Garage Limited.

The new truck can be delivered in 12 -14 weeks after award.

MOTION:

It is Recommended that the ERSB award the tender for Three (3) 4x4 2018 ½ Ton Pick-up Truck to Royal Garage for the sum of \$114,733.20, including HST, with a penalty clause that each 7 days beyond the delivery date results in a \$1,000 penalty and after 60 days the award is cancelled.

Eastern Waste Management
REQUEST FOR QUOTES

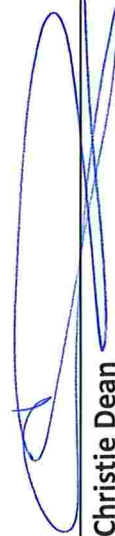
SUPPLY OF 4x4 ½ Ton Pick-up Trucks


Closing Date and Time: January 24, 2019 @ 10:00 am

Tender Description: Supply of 4x4 ½ Ton Pick-up Trucks

Project Number: 3 Units

Name	Base Bid	HST	Tender Total
Arden Ford Sales 1996 Limited	104,694.39	15,704.16	120,398.55
Royal Garage Limited	99,768.00	14,965.20	114,733.20
Hickman Chrysler Dodge Jeep	102,995.25	15,449.29	118,444.54


Christie Dean
Manager Waste Operations
Eastern Waste Management


Ken T. Kelly
Witness

KEN TODD KELLY
A Commissioner for Oaths in and for
the Province of Newfoundland and Labrador.
My commission expires on December 31, 2021.

(4)(b) Strategy & Policy Committee

**(4)(b)(3) Letter from Minister Letto
re: Waste Management Collection
and Fees for Cabin Owners**

FEB 08 2019

COR/2019/00445

Mr. Ed Grant, Chairperson
Eastern Regional Service Board
255 Majors Path, Suite 3
St. John's, NL A1A 0L5
E-mail: info@easternwaste.ca

Dear Mr. Grant:

I write in follow-up to a meeting with yourself and Ken Kelly on November 15, 2018 and subsequently with the Eastern Regional Service Board (ERSB) on December 5, 2018, and further to your press release of February 1, 2019 regarding waste management collection services and fees for cabin owners in unincorporated areas.

As you know, my approach to this issue upon my appointment as Minister of Municipal Affairs and Environment in November was to seek to find common ground between cabin owners and the ERSB on these issues in a collaborative fashion. I had pursued this through meetings with the ERSB as well as representatives from the Cabin Owners Against Trash Tax (COATT) group. During our meeting in November, I specifically requested that you and Mr. Kelly develop a plan to implement seasonal rates or to remove un-serviced roads from your collection routes, for further consideration and deliberation. This approach was intended to engage the Board in working towards a solution, rather than receiving a directive from the Provincial Government. From the follow-up meeting with the ERSB board members and your subsequent correspondence, it had become clear that the Board was unwilling to take any such action. At that time, the preferred course of action was to pursue an independent review of waste management collection services and associated fees in this region.

In your recent public statement, I took great interest in the indication that the ERSB would take direction from the Provincial Government with respect to waste collection practices in these areas. I note ERSB's position in this regard, and as the Minister responsible for the *Regional Service Boards Act, 2012* (the Act), I am taking this opportunity to clarify our government's position and provide clear direction on waste management in the region.

First, I acknowledge that the Act and its associated regulations include unincorporated areas within the regions in which Regional Service Boards may provide services. I also acknowledge that determining the specific areas to be serviced are operational policy decisions that are within the jurisdiction of the local government representatives who serve on the respective Boards. However, our government firmly believes in the principle that fees should only be charged and collected where the service can be reasonably provided, in keeping with our vision to deliver better services and outcomes through The Way Forward. I would also expect that such service delivery considerations and logistics be considered in the Board's operational decisions.

Therefore, I am hereby directing the ERSB to take the actions outlined below:

- 1) Cease the collection of waste on un-serviced roads, or where the services cannot be reasonably provided on a regular basis, as soon as possible. Based on past discussions, it is my understanding that officials with the ERSB have some idea as to the areas in question but a dialogue amongst our respective teams may assist in finalizing the approach. It is also my position that this action should not result in any increased costs to other clients of waste management services in the region for which you provide these services. I would appreciate an update on plans to discontinue this practice **by February 20, 2019.**
- 2) On a go forward basis, limit all outstanding fees and interest (i.e. or "back fees") charged to individuals on their first invoice to a two-year period.
- 3) Improve the Board's transparency, accountability, and engagement by publicly advertising the time and location of public meetings, posting minutes in a timely fashion, and ensuring that thorough consultations are completed in advance of the setting of an annual budget and fees and/or expanding service areas or other operational changes impacting the public.

In addition to the above, as you know the Province is undertaking a comprehensive review of the Provincial Waste Management Strategy, and direction on other issues pertaining to waste management may be conveyed upon its conclusion.

The ERSB plays an integral role in implementing the Provincial Waste Management Strategy and providing these services to the public in this region of the Province. The Province will continue to work with you in this endeavor.

Sincerely,



GRAHAM LETTO, MHA
District of Labrador West
Minister of Municipal Affairs and Environment

cc: Honourable Premier Dwight Ball
COATT

NLIS 3

Municipal Affairs and Environment

February 8, 2019

The following statement was issued today by the Honourable Graham Letto, Minister of Municipal Affairs and Environment:

Minister Letto Issues Direction to Eastern Service Board

As the Minister of Municipal Affairs and Environment, I have provided direction to the Eastern Regional Service Board regarding the implementation of the Provincial Waste Management Strategy in the eastern region.

The board has acknowledged its role in the implementation of the strategy and has requested direction regarding the issue of waste management for cabin owners in unincorporated areas.

As such, I have directed the board to:

- Cease the collection of waste on un-serviced roads as soon as possible;
- Going forward, limit all outstanding fees and interest (i.e. "back fees") charged to individuals on their first invoice to a two-year period; and
- Improve the board's transparency, accountability, and engagement.

I have also notified the board that once the comprehensive review of the Provincial Waste Management Strategy has concluded, direction may be provided on other issues.

My recent [correspondence with the Eastern Regional Service Board](#) and [a statement from the board](#) regarding these issues can be found online.

The board plays an integral role in implementing the Provincial Waste Management Strategy and we will continue to work with them to improve services for residents.

- 30 -

Media contact

Lynn Robinson

Municipal Affairs and Environment

709-729-5449, 691-9466

lynnrobinson@gov.nl.ca

2019 02 08

3:00 p.m.

Hon, Graham Letto, MHA
Minister of Municipal Affairs and Environment
Government of Newfoundland & Labrador
PO Box 8700
St. John's, NL, A1B 4J6

February 20, 2019

Dear Minister Letto,

The Eastern Regional Service Board (ERSB) is extremely pleased to have received your letter of February 8, 2019 clarifying your Government's position on the Provincial Waste Management Strategy. In our press release of February 1, 2019 the Board had requested just such a response and we now look forward to implementing this new directive.

In your letter there were three areas in which you focused your direction to the Board. We have structured our response to your letter around those directives.

Therefore, I am hereby directing the ERSB to take the actions outlined below:

- 1) Cease the collection of waste on un-serviced roads, or where the services cannot be reasonably provided on a regular basis, as soon as possible. Based on past discussions, it is my understanding that officials with the ERSB have some idea as to the areas in question but a dialogue amongst our respective teams may assist in finalizing the approach. It is also my position that this action should not result in any increased costs to other clients of waste management services in the region for which you provide these services. I would appreciate an update on plans to discontinue this practice by February 20, 2019.*

Attached is a list of roads within the eastern region where we have experienced some operational challenges in maintaining a curbside/roadside waste collection service year-round. This list is based on the review of our Global Positioning System (GPS) fleet tracking data of the routes our vehicles travel. Discussions between ERSB and the Department of Municipal Affairs and Environment identified these areas and we acknowledge issues with access on a recurring basis. Service on these roads can be stopped immediately and a motion can be tabled at our next monthly meeting that will bring this change in operations into effect as of March 31, 2019 as per your directive.

In these areas we have augmented the summer curbside/roadside waste collection service with a series of winter waste drop-off locations to ensure that property owners have a means to dispose of waste in an appropriate manner. This practice was approved and operated under a Certificate of Approval. We suggest continuing with the winter drop off locations until March 31, 2019 as it

correlates with the posted removal dates for the winter drop off locations. This should provide sufficient time for communication of changes and mitigate any confusion of the public that use these sites that the service has disappeared without an alternative being put in place and avoid illegal dumping.

Further, we will advise these property owners that all service, both summer/winter will be discontinued and they should make alternative arrangements. We will arrange to very quickly refund anyone who may have paid for the 2019 service. At the same time we will strongly encourage all these property owners to utilize our nearest Residential Waste Recovery Facility for bulk household items, at no charge, to protect the environment from illegal dumping.

This change in operations will not necessitate any increase in fees charged to those remaining as recipients of the weekly curbside/roadside waste collection services delivered by the ERSB.

With your concurrence, the attached list of roads can be immediately removed from our service model, property owners advised, and refunds issued where necessary. Further, there is considerable confusion surrounding "un-serviced" roads which needs to be rectified. We suggest that a joint press release be issued clarifying exactly who is affected as we are getting calls for refunds, cancelling existing payment arrangements, who do they get to provide service and related issues.

- 2) *On a go forward basis, limit all outstanding fees and interest (i.e. or "back fees") charged to individuals on their first invoice to a two-year period.*

We acknowledge this directive and will now only back charge to 2017 or later if the service started thereafter. We are concerned that this directive to limit outstanding fees and interest to two years without qualifying the circumstances will incentivize those that have not come forward to continue to defer identification. I often refer to this as "Catch as catch can." We suggest we establish January 1, 2017 as the date that new invoices to newly invoiced property owners will be limited. This creates an incentive for those that have not self-identified to come forward. However, we further assert that by now all property owners in the eastern region know of the service and therefore the back charge period not be limited to two years going forward. We await your further clarification of this position.

Actions to recover funds from delinquent accounts will start again as of the date of this letter.

- 3) *Improve the Board's transparency, accountability, and engagement by publicly advertising the time and location of public meetings, posting minutes in a timely fashion, and ensuring that thorough consultations are completed in advance of the setting of an annual budget and fees and/or expanding service areas or other operational changes impacting the public.*

With regards to the last directive the ERSB holds monthly public meetings with the details of these meetings published to our Board's website so that the public can attend. This has been the practice for some time. All minutes of our meetings are made public once they have been adopted, normally at the following monthly meeting. This is the same practice for a municipality to adopt

minutes of the previous meeting at the next available opportunity. Minutes of meetings have been published to our website since 2013.

With regards to annual budgets these reflect the costs of the Board and are published on our web site. Information on our annual budget is sent to all of the municipalities and local service districts in the eastern region. Once adopted, it is posted to the Board website along with the minutes of all meetings since 2013. Further, the annual audit of the Board and the presentation of financial statements are prepared by a licensed public accounting firm and are also published to our website.

In addition, the Board recently completed a public consultation project in which all 32,000 properties in our service area were asked to participate in either an online survey or via telephone. Invitations were sent to seasonal and permanent property owners, online advertising and social media advertisements were placed as were traditional media advertising. The consultation resulted in 323 responses which was not even sufficient to make the results statistically representative. The Board then engaged a third party firm to telephone another 200 property owners in the service area to receive sufficient feedback to make the sample statistically representative. This survey asked about our services, what services were important to property owners, how they thought the services should be paid for and what was their opinion of the ERSB. We service some 46 municipalities and 46 LSD's in addition to unincorporated areas. We consider the lack of response from our client base to be reflective of satisfactory service, albeit, we are constantly striving to make improvements. Many of the critics of the service are simply not providing factual information regarding operations, accountability or transparency. They simply reject the service outright and, frankly, we are unable to find any accommodation for their position. Any suggestions you can offer would be appreciated.

As mentioned earlier your three directives require clarification amongst the public. We have been monitoring the social media discussions on your directives and they are interpreting the directives in many different fashions. A joint Provincial Government and ERSB communication that details the outcomes of the work done to date is required to provide clarity. Further, we could possibly outline steps and options for those that are displeased by this outcome to advocate during the Provincial Waste Management Strategic review.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ed Grant', with a stylized, cursive script.

Ed Grant
Chairperson
Eastern Regional Service Board

cc. ERSB Board Members

AREA	COMMUNITY CODE	ROAD NAME	TOTAL UNITS IDENTIFIED BY MAPPING	TOTAL UNITS IDENTIFIED & INVOICED BY ERSB	NUMBER OF CUSTOMERS PAID AT FEB 20 2019	% OF 2019 FEES PAID TO FEB 20 2019	% OF 2018 FEES PAID
CHANCE COVE	3596	Old Shoe Cove Road	34	23	6	24%	28%
LOWER ISLAND COVE		Leah Wheeler's Road	1	1	1	20%	100%
WESTERN BAY	5321	Western Bay Line	89	56	20	35%	49%
TRINITY CONCEPTION NORTH	1310	Daniel's Cove	10	9	5	35%	70%
TRINITY BAY SOUTH	476	Holiday Hill Road	50	31	19	54%	83%
BRIGUS JUNCTION	616	Dam Pond Road	3	2	2	100%	100%
		Pigeon Inlet	2	1	1	100%	100%
		Twin Gullies Road	8	6	2	18%	67%
SOUTHERN SHORE	5456	Old Witless Bay Line	24	13	5	36%	59%
GOOBIES	1885	North Harbour Pond Road	20	2	2	100%	100%
NEW HARBOUR BARRENS	5018	Rocky Pond Road	24	11	3	19%	38%
PLACENTIA JUNCTION	3805	Junction Pond Road	6	5	3	42%	82%
		Old Mill Road West of Second Bridge	15	6	6	73%	89%
		Station Pond Road North of Pond	14	9	7	78%	79%
			300	175	82		

TOTAL 2019 FEES PAID BY CUSTOMERS IN ABOVE AREAS TO FEBRUARY 20: \$ 12,905.07

NOTE: *Brigus Junction - Twin Gullies Road - ONE customer is a permanent resident*
Old Witless Bay Line - ONE customer is a permanent resident

FINAL Feb 27 2019

FEB 27 2019

COR/2019/00701

Mr. Ed Grant, Chair
Eastern Regional Service Board
255 Majors Path, Suite 3
St. John's NL, A1B 4J6

Dear Mr. Grant:



Thank you for your draft response dated February 20, 2019, to my February 8, 2019 letter in which I provided direction to ERSB with respect to waste management collection services in unincorporated areas. I am pleased to see that ERSB is willing to comply with the direction provided.

With respect to the list identifying roads where you have experienced operational challenges in maintaining collection services year round, I am pleased to confirm that these are indeed un-serviced and should be removed from waste collection service immediately and refunds provided as per your suggested approach.

Further to this, I acknowledge that there has been significant confusion around the definition of an un-serviced road and how it pertains to other publicly owned roads that may be maintained through private arrangements. The Department has engaged our colleagues in Transportation and Works to review policies that they have in place with respect to un-serviced roads in an effort to determine if additional roads should be considered. It is expected that this internal review will be completed in the coming weeks and further guidance and direction will be provided to ERSB.

In regard to the issue related to back fees, the directive as written in my February 8, 2019 letter accurately reflects the fact that the onus is on ERSB to identify and adequately provide invoices to the property owners being serviced. Therefore, the suggestion by ERSB to utilize January 1, 2017 as the initial date of fee collection for all future identified property owners, regardless as to when the property is identified, is not acceptable.

I look forward to continue to engage with your board and staff as we work through this issue as well as the fulsome review of the Provincial Waste Management Strategy.

Sincerely,

A handwritten signature in blue ink, appearing to read "Graham Letto", with a long horizontal stroke extending to the right.

GRAHAM LETTO, MHA

District of Labrador West

Minister of Municipal Affairs and Environment

(4)(c) Governance Committee

(4)(c)(2) Update on eSCRIBE Implementation

BRIEFING NOTE

Update on eSCRIBE Implementation

BACKGROUND

In January 2018, ERSB purchased a subscription to eSCRIBE, a digital meeting management software. The implementation of the software began in February 2018 and is nearing completion.

eSCRIBE is a leading provider for digital meeting management solutions, popular with public and private sector boards, committees and councils throughout the country. The online software does more than just create automated agendas, or act as a record management system, eSCRIBE covers end-to-end of each meeting lifecycle (distribution of materials, voting management, etc.). eSCRIBE will improve efficiency, transparency and resource allocation within ERSB, so staff can focus on other higher-value tasks and projects to better serve the Board.

In January 2019, after a new computer server was installed at ERSB headquarters and eSCRIBE administrator training was completed, the Board Clerk began using the software for both ERSB Committee and Board meetings. Board members may have already noticed the agendas and minutes of meetings now look a little different, and some may have begun receiving online notifications from eSCRIBE for when meetings are scheduled and information package are published. Within 60 days, all Board members will be in a position to utilize eSCRIBE and its functionality.

**(4)(c)(3) Proposed Changes to the
ERSB Rules and Regulations
Governing the Procedures of
Meetings**

BRIEFING NOTE

PROPOSED CHANGES TO ERSB RULES AND REGULATIONS GOVERNING THE PROCEDURES OF MEETINGS

BACKGROUND

In January 2018, ERSB purchased a subscription to eSCRIBE, a digital meeting management software. This software, while quite advanced overall, does not provide the functionality to create a “recommendation” at a Committee meeting, it only allows for a “motion” to be passed.

Motions at the Committee level are not binding on the Board. In the past, a recommendation was made at the Committee level and gets brought forward to a Board meeting. This is a rule of thumb and best practice, but it is not enshrined in ERSB governance documents.

It states on Page 9 of the ERSB Rules and Regulations Governing the Procedures of Meetings, under Conduct of Meetings, that “*All recommendations of Committees shall be arrived at by a majority of the members present,*” but the document lacks clarity on whether this can be achieved through a “motion” at the Committee level and/or how that moves to the Board for ratification. As outlined above, a process is in place, but it is not written in governing documents.

RECOMMENDATION:

It should be clearly articulated in the ERSB Rules and Regulations Governing the Procedures of Meetings Conduct of Business section that a “motion” from and ERSB Committee must be ratified at the Board level before being actioned.

Motions from ERSB Committees should be maintained separately from the Board's official Motions Log.

Original Text on Page 9:

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.

Proposed Amendments to Page 9 (Additions Highlighted):

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 **in the form of a motion** shall be arrived at by majority vote of the members present.
5. **Motions approved at the Committee level are not binding on the Board of Directors. Such resolutions must be presented to the Board of Directors as**

recommendations, and be subsequently ratified by a vote (as prescribed in this document).

- i. Motions presented at the Committee level will be recorded separately from the official ERSB Motions Log.

Prepared by: Bradley Power, Board Clerk
Approved By: Ken Kelly, CAO
Date: February 15, 2019

DRAFT



Rules and Regulations Governing the Procedures of Meetings

Authority

The Eastern Regional Service Board (hereinafter referred to as “the Board”) has been established by the Province under the authority granted in the *Regional Service Board Act 2012* as a board of governance.

In accordance with Section 16 of the *Regional Service Board Act 2012* the Board must adopt rules and procedures for meetings.

Composition

The Board shall be comprised of twenty individuals appointed by the Minister of Municipal Affairs. Appointments shall remain in effect until the individual is removed by the Minister of Municipal Affairs as per Section 8 of the Act.

An independent Chairperson shall be appointed by the Minister of Municipal Affairs in accordance with Section 5 of the Act.

Voting

Each appointed member and the Chairperson are entitled to one vote.

Regular and Special Meetings

The Chairperson will convene the Board on a regular monthly basis, or more frequently as may be required in order to achieve the Terms of Reference. The Board by majority vote will name the date and hour on which a regular meeting shall be held. The Board has adopted the fourth Wednesday of each month at 7:00pm as the regular monthly meeting.

Special meetings may be held as required. The Chair will convene all special meetings.

Notice

Notice of meetings of the Board by way of an Agenda, shall be made available to all members of the Board at least forty-eight (48) hours prior to each meeting as follows:

Regular Meeting - the Chair will notify each member by email of the time and location of the meeting and provide an agenda.

Special Meeting – the Chair or designate will contact each member by email advising of the date, time and agenda for the meeting.

Failure of any member not to have received notice in the prescribed manner shall not invalidate a meeting of the Board.

Statutory Holiday

When the day fixed for a meeting of the Board falls on a statutory holiday, the meeting shall be held on the next day following which is not a statutory holiday.

Meetings Open to The Public

Meetings of the Board are open to the public except when held as a Privileged meeting. 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.

Privileged Meeting

In accordance with Section 17 of the *Regional Service Board Act* a meeting of the Board can be held as a privileged meeting or declared by a vote of the members present as a privileged meeting.

If a meeting is held as a privileged meeting or declared to be a privileged meeting, all members of the public present at the meeting shall leave.

A decision of the members made at a privileged meeting shall not be valid until that decision has been ratified by a vote of the members at a public meeting.

Presiding Officer

Every meeting of the Board or Committee shall be presided over by a presiding officer who shall be the Chair or designate if the Chair is absent.

If no designate has been assigned by the Chair then the Board members shall nominate a member to preside over the meeting and shall make a motion and seconded to appoint the presiding officer, which shall then be debatable.

Attendance at Meetings

All members are expected to attend Board and Committee meetings.

The ERSB is a fully inclusive organization. For those individuals with a self-identified disability or medical condition, the Board will (at the individual's request), facilitate remote attendance and other accommodations (including, but not limited to teleconferencing, hearing and/or visual aids/devices), to ensure the Board member has full participation and voting privileges. All other requests for accommodations or to participate remotely will be at the discretion of the Chair, providing such onus for participation is demonstrated by the individual.

Resignation from Committee

Any member who wishes to resign from the Board or Committees shall do so by informing the Chair and by written notice to the Minister of Municipal Affairs that the member wishes to resign in accordance with Section 9 of the Act. It will be the prerogative of the Minister to accept or deny the resignation and to appoint a new member to fill a vacant position.

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.

Absence of Quorum

If there is no quorum present within fifteen (15) minutes of the time appointed for holding the meeting, or if no members have stipulated they will make it within a half hour of the appointed time, the Chair shall adjourn the meeting until the next regular meeting.

Minutes

Minutes of meetings shall be recorded by the Chair or designate and shall contain:

- All motions and resolutions including the names of the movers and seconders.
- Mention by title or brief descriptions the purpose of reports, petitions and other documents tabled at the meeting.
- Reports accepted by the Board may be attached to the Minutes.

If any member objects to any portion of the Minutes of the proceeding meeting, that member shall state the grounds of the objection, and, if the Board agrees, the Minutes shall then be adopted as corrected at the next meeting.

Amending Minutes

If all members of the Board that are present do not consent to the correction of the Minutes, then a motion must be made and seconded to amend the minutes to meet the objection, which shall then be debatable.

Agenda

Prior to each regular meeting of Board, the Chair or designate shall prepare an agenda for the Meeting and the agenda shall be distributed to members via email.

The agenda will include:

- Calling the Meeting to Order
- Adoption of Agenda
- Adoption of Minutes
- Business Arising from Minutes
- Committee Reports: (Strategy & Policy, Finance & Audit, Governance)
- General Business (new/unfinished)
- Agenda Items/Notice of Motion (for next meeting)
- Scheduling of Committee meetings
- Adjournment

Any member of the Board may submit to the Chair an item for inclusion in the Agenda under “New Business” or “Notices of Motion”, provided that the item is submitted via email by 5pm. Tuesday of the week prior to the date fixed for the next Board meeting.

Business of Special Meeting

When a special meeting is called for the consideration of some particular matter, Board shall proceed at once to the consideration of that matter which shall be specified in the notice calling the meeting and no other business

shall be considered unless otherwise decided by a majority vote of the Board members present at the meeting.

Order and Decorum

The presiding officer at any meeting shall preserve order during debate and maintain decorum at all times.

The presiding officer may expel and exclude from a meeting any member of the Board or other person who has been guilty of improper conduct at such meeting and in case of the exclusion of a member of the Board the minutes will reflect a reason for such exclusion.

If any member of Board or other person uses insulting or improper language to the presiding officer or any member and refuses to apologize when so directed by the presiding officer or willfully obstructs the conduct of business, he/she may be ordered by the presiding officer to leave the Board meeting for the remainder of the meeting, and if he/she refuses to do so, then, by order of the presiding officer, the member may be removed from the meeting by any member of the Royal Newfoundland Constabulary.

Any member removed from the meeting under the provisions of this rule, may be permitted, by majority vote of the meeting in progress, to resume his/her place upon making an apology to the presiding officer and to any member of members insulted by the actions of the offending member.

Notice of Motion

Every notice of motion shall be in writing and shall be placed on the Agenda in the manner described above.

Notice under Debate

When a motion is under debate, the following non-written motions shall be in order:

- To extend the time of the meeting
- To refer or commit
- To amend
- To lay on the table
- To move the previous question
- To postpone

Motions to be seconded

Every motion shall be seconded before being put or debated.

Withdrawal of motion

When a motion has been moved and seconded it cannot be withdrawn, except with the permission of the Board and the mover and the seconder, and then before a decision of the amendment thereof.

Division of Motion

Any motion or question which contains several distinct propositions may, by the direction of the presiding officer or upon the request of any member be divided. The vote on each such division shall be taken separately. If a motion cannot reasonably be so divided then the request shall be declared out of order by the presiding officer.

Addressing the Motion

Members of the Board shall address their remarks to the presiding officer and confine themselves to the question at hand. If two or more members speak at the same time, the presiding officer shall determine which member is entitled to speak.

Rereading of Motion

Any member of the Board may require the question or motion under discussion to be read for information at any period during the debate but not so as to interrupt a member speaking.

Member Speaking Not to be Interrupted

When a member is speaking or a question is being put, no member shall hold any private discourse or make any noise or disturbance or interrupt a speaker, except to ask a question.

Length of Debate

No member, without the consent of the Board, shall speak longer than five (5) minutes at any one time or more than once on any motion, or more than once on any amendment thereto. The mover of a motion may, however, speak twice.

Voting

All votes of the Board, unless otherwise specified under these rules, shall be by majority vote of the members present. Every member must register a vote or an abstention, including the Chair, with all votes being recorded. No vote shall be taken by the Board by ballot or any other method of secret voting.

A vote may take place via email with the list of those voting for or against read at the next Board meeting and a ratification of the motion and vote taking place.

Reconsideration

Any question may be reconsidered providing a notice of motion of reconsideration is given in accordance with the rules defined under the Agenda.

If a motion to reconsider is carried by a majority of members present and voting, the main question shall then be read and shall be open for debate the same as an original motion.

Motion to Adjourn

A motion to adjourn does not need to be seconded and is always in order except when:

- A member is addressing the Chair
- A vote is being taken
- It has been decided that the previous question shall be taken.

A motion to adjourn the Board meeting or adjourn the debate cannot be amended and is not debatable. However, a motion to adjourn the Board meeting or the debate to a given day may be amended or the debate to a given day may be amended and is open to debate.

No second motion to adjourn the Board meeting or the debate shall be made until some intermediate proceedings have transpired.

Previous Question

The previous question shall preclude all amendments of the main question and shall be put in the following words: “that the question be now put.” If the motion is resolved in the affirmative, the original question shall be put forthwith without any amendment or debate. If the motion is resolved in the negative, the main question may then be debated and amended.

Amendments

Every amendment shall be decided or withdrawn before the main question is voted on.

Amendments shall be voted on in the reverse order to that in which they are moved.

Motion to Lay on the Table

A motion to lay a question on the table shall not be debatable. However, a motion to “lay on the table” with addition, qualification or deletion shall be subject to amendment and debate.

Motion to Suspend the Rules

A motion to suspend the Rules requires a majority vote of the members present.

Privilege

Whenever a matter of privilege arises it shall be dealt with immediately by the Board.

Motion to Refer or Commit

A motion to refer or commit a matter under discussion shall preclude all amendments of the main question until it is decided.

Motion to Postpone

A motion to postpone shall not be amended and shall preclude all amendments of the main question until it is decided.

Call to Order

The presiding officer may call a member to order while debate is in progress. The debate shall then be suspended and the member called to order shall not speak again until the point of order has been decided.

Point of Order

The decision of the presiding officer on a point of order is subject to an appeal to the Board which is to be decided without debate.

Committees

The Board shall determine the number of standing committees and the Chair shall appoint at least five (5) members of the Board to each. The Chair, as an ex-officio member of all committees, shall have the same status as other committee members.

Quorum of Committee

At least three (3) members of the Committee shall constitute a quorum.

Minutes and Reports of Committees

All reports of Committee meetings should be ready for inclusion with the Board Notice of Meeting package 48 hours in advance of the Boards regular monthly meeting. Said reports are to include recommendations to the Board.

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.

Minority Report of Committee

One or more members of a Committee dissenting from a recommendation to the Board may prepare and have circulated to the Board the reason for dissent. This report must accompany the Committee's report to the Board.

Conflict of Interest

Where a member of the Board or a member of staff fails to disclose that he/she is in conflict of interest the onus is upon the presiding officer to inform the Board of such conflict of interest. If the presiding officer is unaware or fails to act, any member of the Board or staff member shall advise Board of such conflict of interest and request a decision. Section 10 of The Act will govern matters in this regard.

Delegations

When delegations request to be present at Board meetings the following procedure shall apply:

1. A written request (email) must be submitted to the Chair not later than the close of business on Friday the week preceding the meeting.
2. The Chair will decide if the request is of sufficient importance that the privilege to address the Board should be granted.
3. Requests to address the Board will only be considered after appropriate representations have been made to the Board through the Committees of the Board.

4. The privilege of speaking will be granted for a period of fifteen minutes. There will be no discussion or debate. The Chair may request further information or clarification.

Board Spokesperson

The Chairperson, or Vice Chairperson in the Chairperson's absence, shall be the spokesperson for the Board on all matters, unless otherwise decided by the Board. The Chair may ask another member or staff member to speak to a specific issue.

Clarification of Rules

In all cases where these rules and regulations do not make provision or adequate provision, then Robert's Rules of Order shall apply.

Amendment of Rules

Any motion to amend these Rules shall be submitted to the Board in the manner prescribed under the rules governing the AGENDA and appropriate Notice of Meeting and shall be passed by a majority of members present at a meeting.

Effective Date

These rules and regulations shall become effective upon the date of enactment: **MAY 26, 2015.**

Chair:



Amended: June 27, 2017;

(6) NEW BUSINESS

(6)(a) Website Redevelopment



ERSB

Website Redevelopment Estimate

N|A|T|I|O|N|A|L

NATIONAL Public Relations
1701 Hollis Street, Suite L101
Halifax, NS B3J 3M8



OUR UNDERSTANDING

ERSB is seeking to consolidated their websites into one central property. The websites to be included are:

- o <http://easternregionalserviceboard.com/>
- o <http://easternwaste.ca/>
- o <http://Fairwaste.ca>

The survey website: <http://goodneighbours.ca> should also be considered but it may be that this needs to remain as its own property based on the unique functionality and purpose.

The website will be updated with a design that provides a focused experience for visitors. The process will be to assess the current content on all websites and determine how this can be reworked to create a simplified solution that meets the needs of ERSB and their website audiences. There is also a benefit to update the website content management system (CMS) platform as the current Expression Engine version is nearing end-of-life.

OUR APPROACH

Based our understanding, we propose the following phased approach:

1. Engagement Session (to meet with you and identify website goals and audiences)
2. Content Audit and Recommendations (site scan, analytics review, and assessment of content)
3. Design (includes design mock ups of primary pages)
4. Website Development (build of new site)
5. Testing and Launch

Our intention is to be as efficient as is feasible and we will assess the existing brand and content, and make recommendations to how this will transition into a new website build. We would work with the team at ERSB to determine requirements and then clearly define who will be responsible for what aspects of the new website. Our proposed approach is outlined below:

Engagement Session

NATIONAL will meet with your team to get a full understanding of your needs and priorities for the new website. We'll also discuss your audience groups, identify what's important to them, and what tasks they would perform when on the site. Other considerations in this meeting will be the technology platform, administrative needs, and meeting future requirements for updating the site.

Content Audit and Recommendations

NATIONAL will review all site content and make recommendations for the revised site structure and what content needs to be updated, removed, or identify where new content is required. If applicable we will reference Google Analytics data to get an understanding of how users are currently interacting with the site and what content they are engaging with. The outcome from these steps will be a site map structure and content requirements and an understanding of how visitors will use the site.

Note: Content development is not included in this estimate. Content support and scope will be determined as an outcome of the audit step.

Wireframing and Design

With an approved site map and user flow we will move ahead with wireframing key pages for approval. This will likely include the homepage, and one or two secondary pages that have unique features. Once approved and with clear direction for brand and design standards we'll proceed with creative designs. For design we would provide key or unique pages for design approval. Wireframe and design views will show both desktop and responsive mobile views. The approach will take into consideration ERSB's brand identity and develop a complimentary look for the website and an improved, intuitive navigation will be a key feature of the new website design.

Website Development

This stage involves the technical build, which includes setting up the content management system (CMS) and building the template framework for the site. We work with Craft as our preferred CMS, but are able to work with other platforms should you have a preference.

Front end development, styling, and content entry will also take place in this stage. The assumption is that all photography and content will be provided by ERSB, and will be entered by us. NATIONAL will keep you involved and updated with progress throughout the build and provide a demo for review.

Testing and Launch

We perform robust testing on all of our websites to ensure compatibility across current browser standard and devices. The ERSB team will get an opportunity to review and test the site. Once we receive approval we'll prepare the site for launch.

Any changes requested at this time may incur additional costs. Other considerations for launch preparation will be training your team on the CMS and working with you ensure a smooth transition from the existing site to the new one. Technical aspects will be taken into account such as domain record changes and ensuring services such as your email are not affected. These items will be discussed and listed in our information gathering at the outset of the project.

Measurement and Ongoing Maintenance

As part of the development process we will add your Google Analytics code to the website for continued tracking. NATIONAL also offers tailored measurement planning and ongoing reporting as a service if

desired. With any website we highly recommend ongoing maintenance and support on a regular basis and, depending on requirements, we will recommend a structured approach to regular checks and updates to ensure your site is secure and technical issues are avoided.

Hosting and License Fees

If a change is required, NATIONAL will recommend a hosting provider for the new website. Our team can manage all aspects of host management and any software service fees for plugins or other licenses.

TIMELINE:

We anticipate the project will take 12—14 weeks from start to finish but this will be contingent on what your internal stakeholder review and approval process is. We are flexible in our approach and will accommodate your preferred schedule to the best of our abilities. A full and detailed project plan will be developed once the project is approved to proceed.

Phase	Duration
Engagement and Planning	2 weeks
Content Audit and Recommendations	2 weeks
Wireframing & Design	3 weeks
Development	4 weeks
Testing and Launch	2 weeks

BUDGET:

In the table below we have outlined the project budget based on our proposed approach. Once we meet with you to determine the overall requirements we'll provide a confirmed budget.

Phase	Estimate
Engagement and Planning <ul style="list-style-type: none">• Team onboarding and familiarization• Meeting to determine project requirements, website goals, and audience• Approach and recommendations summary	\$2,000

Content Audit and Recommendations <ul style="list-style-type: none"> • Site review and recommendations • Sitemap • Determine content responsibilities • <i>Note: Does not include content development</i> 	\$3,000
Wireframing and Design <ul style="list-style-type: none"> • Wireframes, includes one round of revisions • Design mock-ups of homepage and sub page, includes one round of revisions 	\$5,000
Development <ul style="list-style-type: none"> • CMS configuration • Design template implementation • Front end development • Content entry 	\$8,000
Testing and Launch <ul style="list-style-type: none"> • Browser and device testing • Client review and feedback/approval • Technical preparation for launch • Launch and monitoring 	\$3,000
Project Management <ul style="list-style-type: none"> • Overall project management, including client meetings, ongoing day-to-day liaison with the digital team and creative team • Development of timelines, reporting, managing edits, and careful review of budgets 	\$2,000
Measurement Planning <ul style="list-style-type: none"> • Analytics brief • Measurement plan • Tracking implementation 	\$2,000
Hosting and Software Licenses <ul style="list-style-type: none"> • Anticipate this to be approx. \$500 for first year 	\$500/yr.
TOTAL (excludes measurement, maintenance, and hard costs):	\$25,500
Ongoing Maintenance (Optional) <ul style="list-style-type: none"> • CMS and plugin updates • Quality assurance testing • Incorporate fixes • Monthly maintenance report 	\$350-\$500/mo.

Please note that there is an additional charge of 17.65% for any outsider supplier fees. Hard costs, including but not limited to, travel, catering, photography and printing are not included in the project estimate. Taxes are extra on all costs shown.

(6)(b) Strategic Marketing Plan

N



ERSB

Project Scope: 2019 Strategic Marketing Plan

N|A|T|I|O|N|A|L

NATIONAL Public Relations
Baine Johnson Centre
10 Fort William Place
St. John's, NL A1C 1K4



OUR UNDERSTANDING

We know ERSB provides residents in its region with valuable and imperative services.

Unfortunately, as regional service delivery approaches have been advanced by Government, there has been very little communication of how this approach benefits residents or how regional service boards and municipalities work together to plan and deliver services.

While, last year's engagement program was one step in a long-term process to positively affect awareness and public perception of ERSB, we know more needs to be done. ERSB now requires a one-year strategic marketing plan to drive awareness and improve reputation of the organization.

The proposed strategic marketing plan needs to address two keys concerns: brand awareness and reputation.

- There is brand confusion in the market, legacy from ERSB original mandate and presence as "Eastern Waste." This branding still exists in the form of public signage and digital presence.
- The engagement survey revealed there was poor public perception of ERSB as a dependable, trustworthy organization.

We look forward to helping you change this.

OUR APPROACH

Based our understanding and work completed to date, we propose a simplified approach that will help us mobilize efficiently to affect change in awareness levels and public perception:

1. Ideation
2. Plan
3. Action

1. IDEATION

We'll reflect on what's worked in the past, and where we see new and exciting opportunities for ERSB. While we bring a fresh perspective, we believe there is a lot to be learned from reflecting on past experiences and successes. We'll engage a team of strategists, marketers, creatives, and digitals to spend some time thinking our ERSB's challenges and opportunities, then bring the best thinking to an idea generation workshop. With your strategic objectives are in mind we'll narrow down our list to 5-8 of the best tactics.

2. PLAN

Armed with ideas and the insights gleaned from ERSB's engagement work, we will get to work and build a strategic marketing plan—a roadmap outlining the direction and tactics that will help raise awareness of your organization and show value for what you do and why you do it.

Plan Outline:

1. Overview
2. Identification of goals and objectives
3. Definition of audiences
4. Detailed tactics
5. Milestone identification and timelines
6. Budget details for implementing each tactic
7. Measurement and reporting plan

3. ACTION

Pending approval of the strategic marketing plan, we will get to work to action the approved tactics.

BUDGET:

In the table below we have outlined the project budget based on our proposed approach.

Phase	Estimate
Ideation , includes: <ul style="list-style-type: none"> - Team briefing - Research time for planning team (5 members representing consultant, creative, digital, marketing, and senior strategy teams) - One internal idea generation workshop 	\$4,754.10
Plan , includes: <ul style="list-style-type: none"> - Draft Strategic Marketing plan - One round internal team revisions - Two rounds of client revisions - Presentation to ERSB team - Proofing 	\$3,720.60
Project Management , including: <ul style="list-style-type: none"> - Time management, logistics, budget control - Client liaison 	\$1,229.60
TOTAL:	\$9,704.30

Unless otherwise agreed upon, invoices are issued in the first week of each month and payment is due within 30 days. Invoices are not inclusive of taxes. Please note that there is an additional charge of 17.65% for any outsider supplier fees. Hard costs, including but not limited to, travel, catering, photography and printing are not included in the project estimate.

TIMELINE:

We anticipate the project will take 4 weeks from start to finish but this will be contingent on your internal review and approval process. We are flexible in our approach and will accommodate your preferred schedule to the best of our abilities.

Phase	Duration
Ideation	2 weeks
Plan	2 weeks