



MINUTES

BOARD OF DIRECTORS MEETING #64

Wednesday, November 28, 2018 @ 7:00 p.m.

Fairfield Inn & Suites by Marriott
199 Kenmount Road, St. John's

IN ATTENDANCE:

- Mr. Ed Grant, Chair (Remotely)
- Mr. Harold Mallowney, Vice Chair
- Mr. Bill Bailey, Clarenville & Isthmus
- Mr. Danny Breen, City of St. John's
- Ms. Maggie Burton, City of St. John's
- Mr. Glenn Clarke, Trinity Conception North
- Mr. Wally Collins, City of St. John's
- Mr. Ian Froude, City of St. John's
- Mr. Sandy Hickman, City of St. John's
- Ms. Hope Jamieson, City of St. John's
- Mr. Jamie Korab, City of St. John's (Remotely)
- Mr. Dave Lane, City of St. John's
- Mr. Kevin McDonald, Southwest Avalon
- Ms. Sheilagh O'Leary, City of St. John's
- Ms. Peggy Roche, Small Metro
- Ms. Deanne Stapleton, City of St. John's
- Ms. Lucy Stoyles, Mount Pearl
- Mr. Gerard Tilley, Conception Bay South
- Mr. Sam Whalen, Bay Roberts
- Ms. Hilda Whelan, TBS & Isthmus East
- Mr. Sterling Willis, Paradise

OTHER ATTENDEES:

- Mr. Ken Kelly, ERSB
- Ms. Lynn Tucker, ERSB
- Ms. Christie Dean, ERSB
- Mr. Bradley Power, ERSB

- Ms. Lynnann Winsor, City of St. John's
- Mr. Andrew Niblock, City of St. John's

REGRETS:

- None

PROCEEDINGS:

1) CALL TO ORDER

The meeting was called to order by Mr. Mallowney at 7:00 p.m.

Per the Rules and Eastern Regional Service Board's Regulations Governing the Procedures of Meetings, Mr. Mallowney Chaired the meeting due to Mr. Grant's remote participation.

2) ADOPTION OF AGENDA

It was moved and seconded (Ms. Stoyles/Mr. Hickman) to adopt the Agenda with the additions. All in favour.

MOTION 2018-070 Carried (unanimously)

3) REVIEW OF MINUTES

It was moved and seconded (Mr. Hickman/Mr. Whalen) that the Minutes of the October 24, 2018 meeting of the Eastern Regional Service Board be adopted as tabled. All in favour.

MOTION 2018-071: Carried (unanimously)

4) COMMITTEE REPORTS

a) Finance & Audit Committee (Tuesday, November 13, 2018)

Mr. Breen delivered the report on behalf of the ERSB Finance and Audit Committee:

(1) Board Expenditures Report:

The cheque register and payroll summary for the month of October 2018 was presented for review.

It was moved and seconded (Mr. Hickman/Mr. Froude) that ERSB adopt the Board Expenditures (Cheque Register and Payroll Summary) for October 2018 as tabled. All in favour.

MOTION 2018-072: Carried (unanimously)

b) Strategy and Policy Committee (Tuesday, November 15, 2018)

Mr. Whalen delivered the report on behalf of the ERSB Strategy and Policy Committee:

(1) Update on ERSB Public Engagement Strategy:

A briefing note regarding the ERSB Public Engagement Strategy was presented.

It was noted that the Board has received 294 completed surveys thus far. Staff have sent the invitation to over 27,000 households. The survey was also advertised in newspapers and an e-mail to all communities. A post was also made on the NL Community Leaders Forum.

The Board needs 400 surveys for a proper analysis. Work will continue into December and January to get the required number of surveys. The deadline for submissions is January 8, 2019.

A “What We Heard” document with the results of the survey will be completed in January and February. The intention is to release the document publicly once finalized.

c) Governance Committee (Tuesday, November 20, 2018)

Mr. Mullooney delivered the report on behalf of the ERSB Strategy and Policy Committee:

(1) Board Chair Selection Process:

By consensus, the Board Chair selection process was deferred to the New Business portion of the meeting.

(2) Meeting Documentation Process:

A briefing note was presented regarding the process for documenting ERSB Board and Committee meetings.

It was moved and seconded (Mr. Mullooney/Ms. Stoyles) that ERSB employ a hybrid method of note taking for all Board and Committee meetings moving forward, including the Board meeting on November 28, 2018. All in Favour. MOTION 2018-073: Carried (unanimously)

(3) CAO Performance Review Process:

The form required for each Board member to complete a performance review of the Chief Administrative Officer was distributed. All Board members are asked to provide their input by December 19, 2018. An update will be provided in a privileged discussion at the next meeting.

(4) Board Remuneration Information on Website:

*It was moved and seconded (Mr. MULLOWNEY/Mr. Lane) that ERSB post information on its website related to the per diem rate and guidelines for how ERSB Board members are paid. All in Favour.
MOTION 2018-074: Carried (unanimously)*

5) CORRESPONDENCE

(1) Letter from Minister Graham Letto re: Cabin Fees and Seasonal Properties:

A letter from the Honourable Graham Letto, Minister of Municipal Affairs and Environment regarding Cabin Fees and Seasonal Properties was presented.

*It was moved and seconded (Mr. Willis/Ms. Stoyles) that the Board move to a privileged discussion at 7:13 p.m. All in Favour.
MOTION 2018-075: Carried (unanimously)*

A privileged discussion took place for approximately 50 minutes.

*It was moved and seconded (Mr. Hickman/Mr. Tilley) that the Board conclude its privileged discussion at 8:03 p.m. All in Favour.
MOTION 2018-076: Carried (unanimously)*

Resulting from the privileged discussion, a Notice of Motion was presented by Mr. MULLOWNEY on behalf of the Board:

The ERSB gives note that a Motion will be brought forward in the future to cease the provision of services, including curbside waste/recycling collection, and fire and emergency services on all roads in unincorporated areas not maintained by the Provincial Government, unless explicitly instructed otherwise by government. Should an unincorporated area want to avail of services from the ERSB, they must first form a Local Service District and then make a formal request to the Board.

Ref Number: ERSB2018-NM001

(2) Letter from Town of Wabana re: Illegal Dumping:

A letter from the Town of Wabana regarding illegal dumping was presented.

It was noted that illegal dumping may decrease after the Government of Newfoundland and Labrador builds a Waste Recovery Facility on Bell Island. Funding for the initiative has not yet been approved. The Board will continue to work with the Town of Wabana and advocate to the Provincial Government on this issue.

6) NEW BUSINESS

(1) Joint Council Summit Debrief:

A news release was presented regarding the inaugural Joint Council Summit which was recently held in St. John's. The summit was hosted by the Northeast Avalon Joint Council, in partnership with the Eastern Regional Service Board. A short discussion took place.

The 2019 summit will be explored/considered in consultation with the various regional groups, joint councils and joint mayors' association throughout the Eastern Region.

(2) 2019 Board Meeting Schedule:

A proposed Board meeting schedule for 2019 was presented. No issues were identified. Board meetings will continue to take place on the last Wednesday of each month at 7:00 p.m. at the Fairfield Inn and Suites, 199 Kenmount Road, St. John's, NL.

(3) Board Chair Selection Process:

A briefing note regarding the Board Chair selection process was presented. A short discussion took place.

It was moved and seconded (Mr. Mullooney/Mr. Tilley) that the Board extend Mr. Ed Grant's term as Board Chair for nine months from today's date while the Governance Committee studies other organizational items, such as Board representation and the election process. All in Favour.

MOTION 2018-077: Carried (unanimously)

7) UPCOMING MEETINGS

- Finance & Audit Committee – Tuesday, January 15, 2019 at 12:30 p.m.
- Strategy & Policy Committee – Thursday, January 17, 2019 at 10:30 a.m.
- Governance Committee – Tuesday, January 22, 2019 at 10:30 a.m.
- Board of Directors – Wednesday, January 30, 2019 at 7:00 p.m.

8) ADJOURNMENT:

Seeing no further business to be discussed, it was moved and seconded (Mr. Willis/Mr. Hickman) that the meeting adjourn. All in favour.

MOTION 2018-078: Carried (unanimously)

The meeting adjourned at approximately 8:40 p.m.

(4) COMMITTEE REPORTS

**(4)(a) FINANCE AND AUDIT
COMMITTEE REPORT**

**(4)(a)(1) Board Expenditures for
October 2018**

EASTERN REGIONAL SERVICE BOARD

PAYROLL EXPENSE

OCT 2018

Payroll – Staff (<i>2 pay periods – 35 employees</i>).....	\$140,739.99
Payroll – Board (<i>20 members</i>)	<u>\$ 17,668.77</u>
Total Payroll (<i>55 employees</i>)	\$158,408.76
Payroll CRA Remittance	<u>\$ 44,118.80</u>
TOTAL GROSS PAYROLL	<u>\$202,527.56</u>

PREVIOUS MONTH

SEP 2018

Payroll – Staff (<i>2 pay periods – 35 employees</i>).....	\$137,116.60
Payroll – Board (<i>19 members</i>)	<u>\$ 00,000.00</u>
Total Payroll (<i>35 employees</i>)	\$137,116.60
Payroll CRA Remittance	<u>\$ 41,458.73</u>
TOTAL GROSS PAYROLL	<u>\$178,575.33</u>

Eastern Regional Service Board

BNK2 - Bank of Montreal - EW

Cheques from 000001 to 007346 dated between 10-01-2018 and 10-31-2018

CHEQUE REGISTER

Printed: 11:10:57AM 11/01/2018

Page 1 of 3

Number	Issued	Amount	SC	Status	Status Date
007227	10/02/2018 61366 Newfoundland and Labrador Inc.	5,290.00	A/P	CLEARED	10/17/2018
007228	10/02/2018 Acklands Grainger Inc.	729.01	A/P	CLEARED	10/10/2018
007230	10/02/2018 Around The Bay Disposals Inc.	41,714.19	A/P	CLEARED	10/10/2018
007231	10/02/2018 Bell Aliant	1,649.06	A/P	CLEARED	10/17/2018
007232	10/02/2018 Bellevue\Thornlea\Bellevue Beach Volunteer Fire Department	1,000.00	A/P	CLEARED	10/17/2018
007233	10/02/2018 Blaketown Service Station	583.58	A/P	CLEARED	10/17/2018
007234	10/02/2018 Bradley Power	800.83	A/P	CLEARED	10/03/2018
007235	10/02/2018 Christie Dean	2,963.20	A/P	CLEARED	10/24/2018
007236	10/02/2018 Clarenville Fire Department	1,000.00	A/P	CLEARED	10/24/2018
007237	10/02/2018 D&L Russell Limited	71.73	A/P	CLEARED	10/17/2018
007238	10/02/2018 Dodd's Diesel Repair Ltd.	0.00	A/P	*VOID*	10/02/2018
007239	10/02/2018 Dodd's Diesel Repair Ltd.	0.00	A/P	*VOID*	10/02/2018
007240	10/02/2018 Dodd's Diesel Repair Ltd.	26,989.57	A/P	CLEARED	10/10/2018
007241	10/02/2018 Ed Grant	876.15	A/P	CLEARED	10/10/2018
007242	10/02/2018 Fair Haven Fire Department	1,000.00	A/P	CLEARED	10/10/2018
007243	10/02/2018 George's Brook Fire Department	1,000.00	A/P	OUT-STD	10/02/2018
007244	10/02/2018 Glenn Clarke	183.55	A/P	CLEARED	10/17/2018
007245	10/02/2018 Harold Mallowney	518.35	A/P	CLEARED	10/03/2018
007246	10/02/2018 Harvey & Company Ltd.	55.72	A/P	CLEARED	10/10/2018
007247	10/02/2018 Jenkins Anthony Inc.	5,054.87	A/P	CLEARED	10/10/2018
007248	10/02/2018 Ken Kelly	3,192.91	A/P	CLEARED	10/03/2018
007249	10/02/2018 Kevin McDonald	235.61	A/P	CLEARED	10/17/2018
007250	10/02/2018 Long Harbour-Mt Arlington Hgts Volunteer Fire Department	1,000.00	A/P	OUT-STD	10/02/2018
007251	10/02/2018 Lynn Tucker	78.88	A/P	CLEARED	10/10/2018
007252	10/02/2018 Margaret (Peggy) Roche	26.33	A/P	OUT-STD	10/02/2018
007253	10/02/2018 Newfoundland Power Inc.	883.91	A/P	CLEARED	10/17/2018
007254	10/02/2018 NL Association of Fire Services	368.00	A/P	CLEARED	10/24/2018
007255	10/02/2018 NL News Now	516.49	A/P	CLEARED	10/10/2018
007256	10/02/2018 Norman's Cove-Long Cove Volunteer Fire Department	1,000.00	A/P	CLEARED	10/24/2018
007257	10/02/2018 Northern Business Intelligence	457.13	A/P	CLEARED	10/10/2018
007258	10/02/2018 Northern Bight Fire Department	1,000.00	A/P	OUT-STD	10/02/2018
007259	10/02/2018 Pat Singleton	5,500.00	A/P	OUT-STD	10/02/2018
007260	10/02/2018 Placentia Volunteer Fire Department	1,000.00	A/P	OUT-STD	10/02/2018
007261	10/02/2018 Provincial Ready Mix Inc.	599.61	A/P	CLEARED	10/10/2018
007262	10/02/2018 SaltWire Network Inc.	467.82	A/P	CLEARED	10/10/2018
007263	10/02/2018 Sam Whalen	148.54	A/P	CLEARED	10/10/2018
007264	10/02/2018 T2 Ventures Inc.	206,216.52	A/P	CLEARED	10/03/2018
007265	10/02/2018 Town of Clarenville	1,608.00	A/P	CLEARED	10/17/2018
007266	10/02/2018 Tulk Tire & Service Ltd.	67.19	A/P	CLEARED	10/10/2018
007267	10/02/2018 Wayde Higdon	320.00	A/P	CLEARED	10/17/2018
007268	10/02/2018 Receiver General of Canada	3,820.79	G/L	CLEARED	10/17/2018
007269	10/17/2018 62167 Newfoundland and Labrador Inc	7,380.30	A/P	OUT-STD	10/17/2018
007270	10/17/2018 Around The Bay Disposals Inc.	580.68	A/P	OUT-STD	10/17/2018
007271	10/17/2018 Bell Mobility Inc.	1,550.93	A/P	OUT-STD	10/17/2018
007272	10/17/2018 Blaketown Service Station	3,450.58	A/P	OUT-STD	10/17/2018
007273	10/17/2018 Bradley Power	124.10	A/P	CLEARED	10/24/2018

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Cheques from 000001 to 007346 dated between 10-01-2018 and 10-31-2018

CHEQUE REGISTER

Printed: 11:10:58AM 11/01/2018

Page 2 of 3

Number	Issued	Amount	SC	Status	Status Date
007274	10/17/2018 CAN-AM Platforms & Construction Ltd.	97,456.18	A/P	OUT-STD	10/17/2018
007275	10/17/2018 Channel 6 Ads	146.97	A/P	CLEARED	10/24/2018
007276	10/17/2018 Christie Dean	752.22	A/P	CLEARED	10/24/2018
007277	10/17/2018 City of St. John's	45,812.06	A/P	CLEARED	10/24/2018
007278	10/17/2018 Coish's Trucking & Excavating Ltd.	14,432.50	A/P	CLEARED	10/24/2018
007279	10/17/2018 Curtis Dawe	6,500.61	A/P	CLEARED	10/24/2018
007280	10/17/2018 D&L Russell Limited	21.47	A/P	OUT-STD	10/17/2018
007281	10/17/2018 Dicks and Company Limited	795.48	A/P	CLEARED	10/24/2018
007282	10/17/2018 Dodd's Diesel Repair Ltd.	8,509.97	A/P	CLEARED	10/24/2018
007283	10/17/2018 Dyna-Pro Environmental	76.28	A/P	CLEARED	10/24/2018
007284	10/17/2018 Eastern Health	183.88	A/P	CLEARED	10/24/2018
007285	10/17/2018 Ed Grant	721.60	A/P	CLEARED	10/24/2018
007286	10/17/2018 E K Lomond Auto Solutions Inc	21.26	A/P	CLEARED	10/24/2018
007287	10/17/2018 Envirosystems Incorporated	15,446.80	A/P	OUT-STD	10/17/2018
007288	10/17/2018 Gary Loder	218.00	A/P	OUT-STD	10/17/2018
007289	10/17/2018 GCR Tires & Service	473.74	A/P	OUT-STD	10/17/2018
007290	10/17/2018 Harvey & Company Ltd.	9,466.61	A/P	OUT-STD	10/17/2018
007291	10/17/2018 Hilda Whelan	260.91	A/P	OUT-STD	10/17/2018
007292	10/17/2018 Imperial Oil	60.25	A/P	OUT-STD	10/17/2018
007293	10/17/2018 Ken Kelly	3,708.80	A/P	CLEARED	10/24/2018
007294	10/17/2018 Kevin Power	196.28	A/P	OUT-STD	10/17/2018
007295	10/17/2018 Kevin Butt	114.99	A/P	CLEARED	10/24/2018
007296	10/17/2018 Miller IT Limited	1,587.00	A/P	CLEARED	10/24/2018
007297	10/17/2018 Modern Business Equipment Limited	106.08	A/P	CLEARED	10/24/2018
007298	10/17/2018 NATIONAL Public Relations	8,718.01	A/P	OUT-STD	10/17/2018
007299	10/17/2018 Nexgen Municipal Inc.	1,346.10	A/P	OUT-STD	10/17/2018
007300	10/17/2018 NL News Now	86.40	A/P	CLEARED	10/24/2018
007301	10/17/2018 North Atlantic	35,125.18	A/P	OUT-STD	10/17/2018
007302	10/17/2018 Northern Business Intelligence	2,394.44	A/P	OUT-STD	10/17/2018
007303	10/17/2018 OMB Parts & Industrial Ltd.	75.25	A/P	CLEARED	10/24/2018
007304	10/17/2018 ORKIN Canada Corporation	194.35	A/P	OUT-STD	10/17/2018
007305	10/17/2018 SaltWire Network Inc.	467.82	A/P	CLEARED	10/24/2018
007306	10/17/2018 Sam Pike Masonry Ltd.	48.60	A/P	OUT-STD	10/17/2018
007307	10/17/2018 Saunders Equipment Ltd.	489.33	A/P	OUT-STD	10/17/2018
007308	10/17/2018 Shred-it International ULC	62.59	A/P	OUT-STD	10/17/2018
007309	10/17/2018 Skyline NL Exhibit House	251.86	A/P	OUT-STD	10/17/2018
007310	10/17/2018 TForce Final Mile Canada Inc.	9.89	A/P	OUT-STD	10/17/2018
007311	10/17/2018 Tulk Tire & Service Ltd.	3,767.26	A/P	CLEARED	10/24/2018
007312	10/17/2018 Vardy Villa Limited	35,091.67	A/P	OUT-STD	10/17/2018
007313	10/17/2018 WAJAX (Power Systems)	446.78	A/P	OUT-STD	10/17/2018
007314	10/17/2018 Wood Environment & Infrastructure Solutions	32,054.24	A/P	OUT-STD	10/17/2018
007315	10/17/2018 Legge, Neil	48.93	A/R	*VOID*	10/17/2018
007316	10/31/2018 Acklands Grainger Inc.	269.34	A/P	OUT-STD	10/31/2018
007317	10/31/2018 Bell Aliant	1,779.09	A/P	OUT-STD	10/31/2018
007318	10/31/2018 Bounty Print	1,423.78	A/P	OUT-STD	10/31/2018
007319	10/31/2018 Bradley Power	211.86	A/P	OUT-STD	10/31/2018
007320	10/31/2018 CAN-AM Platforms & Construction Ltd.	319,710.93	A/P	OUT-STD	10/31/2018

** - Name on Check was modified

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Cheques from 000001 to 007346 dated between 10-01-2018 and 10-31-2018

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Page 3 of 3

Number	Issued	Amount	SC	Status	Status Date
007321	10/31/2018 Christie Dean	7,568.61	A/P	OUT-STD	10/31/2018
007322	10/31/2018 Dicks and Company Limited	75.88	A/P	OUT-STD	10/31/2018
007323	10/31/2018 Dodd's Diesel Repair Ltd.	19,907.35	A/P	OUT-STD	10/31/2018
007324	10/31/2018 Eastern Machining & Welding Inc.	1,704.11	A/P	OUT-STD	10/31/2018
007325	10/31/2018 Fortis Concrete Inc.	5,744.25	A/P	OUT-STD	10/31/2018
007326	10/31/2018 GCR Tires & Service	151.80	A/P	OUT-STD	10/31/2018
007327	10/31/2018 Glenn Clarke	167.70	A/P	OUT-STD	10/31/2018
007328	10/31/2018 Ken Kelly	5,640.54	A/P	OUT-STD	10/31/2018
007329	10/31/2018 Kevin Power	502.85	A/P	OUT-STD	10/31/2018
007330	10/31/2018 Kevin McDonald	117.39	A/P	OUT-STD	10/31/2018
007331	10/31/2018 Leslie Squires	550.00	A/P	OUT-STD	10/31/2018
007332	10/31/2018 Lynn Tucker	97.14	A/P	OUT-STD	10/31/2018
007333	10/31/2018 NATIONAL Public Relations	19,523.06	A/P	OUT-STD	10/31/2018
007334	10/31/2018 Newfoundland Power Inc.	1,009.88	A/P	OUT-STD	10/31/2018
007335	10/31/2018 Northeast Avalon Joint Council	8,000.00	A/P	OUT-STD	10/31/2018
007336	10/31/2018 Parts For Trucks Inc.	58.44	A/P	OUT-STD	10/31/2018
007337	10/31/2018 Sam Whalen	150.57	A/P	OUT-STD	10/31/2018
007338	10/31/2018 T2 Ventures Inc.	201,824.62	A/P	OUT-STD	10/31/2018
007339	10/31/2018 Tulk Tire & Service Ltd.	3,534.12	A/P	OUT-STD	10/31/2018
007340	10/31/2018 WAJAX (Power Systems)	676.55	A/P	OUT-STD	10/31/2018
007341	10/31/2018 Wayde Higdon	560.00	A/P	OUT-STD	10/31/2018
007342	10/31/2018 Workplace NL	3,554.82	A/P	OUT-STD	10/31/2018
007343	10/31/2018 Fairstone Financial,	48.93	A/R	OUT-STD	10/31/2018
007344	10/31/2018 Hogan, Margaret	491.81	A/R	OUT-STD	10/31/2018
007345	10/31/2018 Stockwood, John & Phyllis	29.75	A/R	OUT-STD	10/31/2018

Cheque Totals Issued:	1,265,859.01
Void:	48.93
Total Cheques Generated:	1,265,907.94
Total # of Cheques Listed:	118

**(4)(b) STRATEGY AND POLICY
COMMITTEE REPORT**

(4)(b)(1) Update on Public Engagement Strategy

To:	Brad Power, Ken Kelly
From:	Jill Pitcher
CC:	Matthew Raske, Kate Greenwood
Date:	November 14, 2018
Subject:	Engagement Campaign Status Update

Please see below for an analysis of the engagement program response realized since launch October 25, 2018.

As we approach the two week mark, site visitation and survey completions remain consistent. Direct traffic accounts for 62 per cent of survey completions. Conversion rates (Survey completion rates) are highest for organic search, direct, and referral traffic. Display, while valuable to generating awareness (>200,000 impressions) has a low conversion rate. Traffic is holding steady (40-50 users per day), and we have seen fluctuations in survey completions with low response over the Remembrance Day long weekend.



Timeline:

- Site Launch: Thursday, October 25
 - News Release Distribution
- Awareness Campaign Launch: October 26
 - Friday, October 26 – Digital ads and community channel ads
 - W/O November 5 – First flight print ads, direct mail drop
 - W/O November 12 – direct mail
 - W/O November 19 – RECOMMEND Second flight print

Questions

- What is the status of direct stakeholder engagement?
- What is the status on distribution of posters?

ANALYTICS

Survey Submissions

- **174 digital** survey submissions and **5 phone** survey requests (Not including those received directly by ERSB).
 - **51%** are from permanent residents
 - **42%** are from seasonal residents
 - **5%** are from those owning a permanent and season property

Website Analytics

- **625 unique users** visited the site from the following sources:
 - Display ads: 41% (Note: Conversation rates extremely low)
 - Direct: 36%
 - Social: 9% (All Facebook)
 - Organic search: 9%
 - Referral: 5% (all from easternregionsserviceboard.com)
- **243 users** started the survey
 - 72% of those users who start it complete it
- **6:06 minutes** is the average time on the site

Display Ad Analytics

- Impressions: 207,284
- Clicks: 319
- Unique users: 262
- Click-through rate: 0.15%
- Survey completions: 4

RECOMMENDATIONS

- Activate the second insertions in the three target community papers – NATIONAL
- Encourage stakeholders (municipalities and LSDs) to post links on owned websites
- Provide stakeholders with newsletter content
- Confirm stakeholders have placed posters at town halls, public libraries, or recreation facilities
- Distribute additional invites at waste recovery facilities – recommend Saturday, November 24
- Maintain digital spend to generate awareness
- If completions remain below 400 by November 22, consider extending cut off and modify language in the guidebooks, encouraging residents to fill out the survey by the cut-off date
 - Represents a second touchpoint with all 33,000 households
 - Could be featured on back cover with strong call out to “complete our survey and win”

**(4)(c) GOVERNANCE COMMITTEE
REPORT**

(4)(c)(1) Board Chair Selection Process

Process to Elect a Chairperson and Vice-Chairperson

BACKGROUND

The *Regional Service Board Act* provides the Board with the authority to choose the process and the person to be the Chairperson for the Board. The Act is more prescriptive in how the Vice-Chairperson is chosen and states that it is from amongst the elected members of the board itself. The following is an excerpt from the Act:

Chairperson and Vice-Chairperson

5. (1) *The members of a board shall, by resolution, elect a Chairperson from among the members of the board or from outside the board.*

(2) *The members of a board shall, by resolution, elect a vice-Chairperson from among the members of the board.*

(3) *In the absence or incapacity of the Chairperson, or where the office of the Chairperson is vacant, the vice-Chairperson has the powers and shall exercise the duties of the Chairperson.*

There was some significant dialogue between November of 2017 and January 2018 with regard to the processes to select the Chairperson and Vice-Chairperson for each of the regional service boards across the province. Premier Ball and then Minister of Municipal Affairs and Environment (MAE), Eddie Joyce, both stated that they intend to make changes to the legislation such that the Provincial Government would retain the authority to appoint the Chairperson of service boards based on recommendations from either the Independent Appointments Commission or the Public Service Commission.

The dialogue indicated that legislative changes were to be introduced in the fall 2017 sitting of the House of Assembly, but that did not come to fruition. There has been no additional communication by the Provincial Government on this issue.

The Board is still operating under the current legislation. Mr. Ed Grant was re-appointed as Chairperson through resolution of the Board in January 2018 for a period of 9-12 months. The following is the resolution passed by the Board unanimously:

It was moved and seconded (Mr. Mullooney/Ms. Roche) that the Eastern Regional Service Board extend its current Chairperson for a period of nine (9) to twelve (12) months, pending a review of the election process and an update from the Provincial Government respecting their plans to change the appointment process under the Regional Service Board Act.
MOTION 2018-009: Carried (unanimously)

At the same time as the discussion to amend the legislation to make the Chairperson a Provincial prerogative was taking place there was also discussion of regional government and significant changes to be implemented in 2019. In making the appointment of the Chairperson the Board decided that a short 9-12 month term would allow the Board to react or implement the changes that the Province was foreshadowing without being limited by a commitment for a 2 or 3 year term of a Chairperson.

The Province has not made any changes to the *Regional Service Board Act*.

Effectively in January 2019 the Board will be required to address this issue again, whereas Mr. Grant's term will have expired. There are three options for the Board to consider in terms of selecting a Chair and Vice Chair:

1. Maintain the status quo and appoint/reappoint by resolution of the Board;
2. Implement a process to select a Chairperson from outside the Board that would involve one of the following options:
 - a. a public expression of interest (advertisement), evaluation by a selection committee, recommendation to the Board, and a resolution of the Board;
 - b. hold an election for a regional chair to be selected by a vote of eligible voters based on the Provincial Voters List with a resolution of the board to appoint the successful candidate from that process; and/or,
3. Implement a process to select a Chairperson from among the elected members of the Board that would see a call for interested Board members and a vote amongst members.

The key question for this discussion seems to be whether to choose an independent Chairperson, versus a Chairperson from the current compliment of recently appointed/elected Board members. The process for the Burin, Central, and Western regional service boards will see a Chairperson chosen from amongst those elected to the Board, which is also the process used in the Province of British Columbia (BC). As we know, BC has extensive experience with the governance of regional service delivery organizations.

The most significant factor that may influence this decision, and affects the eastern board differently than the other boards in the province, is the actual composition of the board. The current composition with ten (10) members from the City of St. John's and ten (10) from other municipalities and sub-regions was adopted by the former Eastern Waste Management Committee (EWM).

Prior to the board being formally established in September 2011, EWM was asked to develop a governance structure and submit it to the Provincial Government. At the time EWM was an appointed ministerial committee with a Chairperson appointed by the Minister, and eight (8) members from the City of St. John's (including staff), and eight (8) other members from the following municipalities or local service districts: Torbay, Ferryland, Placentia, Carbonear, Mount Pearl, Clarenville, Cavendish and South River (See News Release from March 27, 2008).

At a meeting of EWM held May 12, 2010, the issue of 50 per cent representation by the City of St. John's was discussed, as well as the governance structure for the Board. Stated in this meeting was the Provincial Government's parameters upon which it established the Committee of eight (8) and eight (8), and the City of St. John's stated its position that it would not place itself in a minority position as part of the Eastern Waste Management Committee, or the future Eastern Regional Service Board. At the June 18, 2010 meeting, EWM (by motion of the Committee) accepted a twenty (20) member board, plus an independent Chairperson. The Minister of Municipal Affairs was in attendance at that meeting.

The independent Chairperson appointed by the Minister during that time ensured that there was a balance of members on the Board, an uneven number of votes (21), and the independent Chairperson would cast the deciding vote in an evenly split call of votes on a question.

In the context of the Eastern Regional Service Board choosing a Chairperson from among the members of the Board it would result in one group or the other holding the Chair position and there would not be an uneven number for voting purposes.

There is a perception that because the City of St. John's has ten members on the Board it controls the Board. In fact, it has less than a majority in the current context, forty-seven (47) per cent of the votes (10/21). However, the perception is that the City controls the Board and if they hold the Chair position this will reinforce that perception. That perception is not beneficial in the development of regional services that may mostly focus on areas outside the metro communities.

In the same vain, it is not an equitable practice or rule to be established that the City of St. John's can never hold the Chair position and it will always be someone other than a City Councillor from that municipality.

So, the decision of choosing an independent Chairperson, or one from amongst the members of the elected Board, seems to be linked to the composition of the Board itself and the original principals upon which the governance structure of the Board was created – twenty (20) elected Board members and an independent Chairperson.

Therefore, it would seem that a decision to deviate from the process that is based on selecting an independent Chairperson should also include a new proposal to define the principals upon which the number of wards in the region and the subsequent representation of those wards is addressed.

According to the *Regional Service Board Act*, the Minister is to define in regulation the number of wards and the ward boundaries that are to form the Eastern Regional Service Board. The Minister is also to define in regulation the process by which the election or appointment process for the representation of those wards is conducted.

The process of developing a proposal for a new governance structure for the Board would take some time to research and finalize. This process will also require the approval of the Provincial Government prior to its implementation. In the interim the Board will still need to have a Chairperson.

(4)(c)(2) Meeting Documentation Process

BRIEFING NOTE

MEETING DOCUMENTATION PROCESS

(Minutes of Board and Committee Meetings)

BACKGROUND

The Eastern Regional Service Board (ERSB) currently documents all Board and Committee meetings by publishing meeting minutes. The minutes are distributed to Board members in draft form to review for errors or omissions, and then they are officially approved at the next Board or Committee meeting.

ERSB currently develops “narrative/long-form” meeting minutes. This style of note taking includes, among other things, a detailed transcript of each individuals’ comments. Meeting minutes can also be developed in “resolution/short form” and “hybrid”, which are both shorter and more concise and have less narration. Examples of each style is included in the Appendix.

According to the Canadian Society of Corporate Secretaries, “the fundamental role of minutes is to provide an official record of the actions and deliberations of a Board or Committee meeting. As such, minutes not only inform Management and the Board about the matters considered, the actions taken or approved, and other decisions the Board makes, but they can also make the Board more or less vulnerable to potential legal action. Well-kept minutes, reflecting a careful deliberative process, can help prove that Board members have met their fiduciary obligations, while poorly kept minutes deny the board this valuable resource from which to defend their conduct and decision making process.”

Summary of What is Included in the ERSB Meeting Minutes

- instructions from the Board to management
- the amount of time devoted to each item (where appropriate)
- the board’s reliance on reports by management
- references to briefing materials distributed in advance
- any information provided or presented to the board at the meeting
- the board’s reliance on professional advisors
- procedural requirements (date and location, type of meeting (i.e., regular, special), identification of Board members present (whether in-person or by teleconference) and absent, beginning and ending time of meeting, whether quorum was met, names of presenters or other participants)
- description of any conflicts of interest disclosed by any director in accordance with statutory requirements

Summary of What is Not Included in ERSB Meeting Minutes

- privileged discussions
- names of dissenting board members (unless such board member requests his or her name to be inserted in the record)

Other Regional Service Boards across the province utilize a different format than the ERSB. Central Regional Service Board utilizes a resolution/short form format; Western Regional Service Board utilizes a hybrid format; Norpen Regional Service Board utilizes a hybrid format; and Burin Peninsula Regional Service Board utilizes a hybrid format. Hybrid minutes still ensure key discussion at the Board and Committee levels is captured and documented; however, individual comments will not be captured. The Eastern Regional Service Board is the only group that utilizes the narrative/long-form format.

RECOMMENDATION

Staff recommend the ERSB begin utilizing a hybrid format for meeting minutes, similar to other service boards. This new format will also support the easier implementation of the new eSCRIBE Meeting Management Software commissioned by the ERSB in 2018. eSCRIBE is now being field tested after a technical issue delayed its implementation earlier in the year.

ATTACHMENT

Minute Style Options

Resolution / Short Form

Pink Linen Procurement

UPON MOTION duly proposed and seconded, with the Board Vice Chair abstaining and Board Member 9 opposed, it was resolved that:

1. The President and Chief Executive Officer of Company X (the “**President and CEO**”) or his delegate Officer be and is hereby authorized to select, through a competitive process, a supplier of new pink linens for all Company X facilities, and to enter into a contract with that supplier for the purchase of such linens in a value not to exceed \$40 million, on terms and conditions that he deems advisable.
2. The President and CEO or his delegate be and is hereby authorized to execute and deliver on behalf of Company X such agreements, documents and other writings and to take such actions as he considers necessary or desirable to give effect to the foregoing resolutions.

Narrative / Long Form

Pink Linen Procurement

The next item of business was pink linen procurement.

The Board Vice Chair declared a conflict as a foundation with which he is involved has sponsored some of the research regarding pink linens.

The President and Chief Executive Officer of Company X (the “**President and CEO**”) introduced this matter and confirmed that the Board Members had received the materials provided in the Board package mailed out on [date], including the Board Report, the Board Summary, and the draft Board Resolutions. The President and CEO advised that it was desirable to replace all of the current hospital bed linen used in Company X facilities with pink bed linens. He advised that this was recommended in response to public feedback and to take advantage of the benefits associated with such linens. He advised that those benefits include both clinical and financial benefits. He referred to clinical studies completed by medical and workplace specialists which indicated a number of clinical and staff morale benefits linked to the use of pink bed sheets. He then outlined the anticipated cost savings based on shorter hospital stays and increased staff productivity. He advised that the total cost of purchasing new

pink linens, anticipated to be approximately \$35 million, would be offset by the savings within six months of implementation.

Board Member 1 asked whether the option of dying the current pink sheets would be viable if the dying process could be outsourced to avoid the requirement of purchasing a dying facility, and done in stages to avoid the necessity of acquiring linens to be used while the old ones were being dyed.

The President and CEO confirmed that management had considered those options and advised that no providers were interested in an outsourcing contract. He advised that no one was "dying for our business!" Everyone laughed. The President and CEO added that the process of dying the sheets weakens the fabric and the existing linen would need to be replaced within three months. There ensued a seventeen minute discussion in which Board Members 2, 5 & 7 participated.

Board Member 4 asked why the pink sheets were not being phased in as old sheets were required to be replaced in any event.

The President and CEO advised that management had also considered that option but that it would not provide the same cost savings due to the lack of bulk purchasing and the necessity to have the pink linens washed separately. There ensued a fourteen minute discussion in which Board Members 3, 6 & 9 participated.

Someone asked whether we could just throw a red shirt in with the regular linens and hope that they all came out pink, as they do at home. There was no further discussion on that point.

Board Member 7 explained why beds sheets were traditionally colour-coded as they currently are, and confirmed that recent journal articles have pointed to the shorter healing times for patients using the pink bed sheets. There ensued a five minute discussion in which Board Members 5 & 8 participated.

Board Member 4 inquired as to the status of the contract with the existing linen supplier and whether our actions in procuring pink linen elsewhere would be a breach of that contract.

The President and CEO advised that there would only be a breach if the existing supplier was not successful in the competitive process. If that were to happen, the President and CEO advised, we would negotiate a break fee with that supplier.

A privileged discussion with Legal Counsel ensued after which Legal Counsel left the meeting.

Board Member 9 advised that as there was no urgency to the matter and some questions still remained unanswered, he could not support the resolution.

The Board Chair asked if there were any other questions or comments. There were none. The Board Chair thanked management for the comprehensive report and indicated that he looked forward to a future report indicating the success of the linen replacement.

Legal Counsel returned to the meeting.

UPON MOTION duly proposed by Board Member 2, seconded by Board Member 5, with Board Vice Chair abstaining and Board Member 9 opposed, it was resolved that:

1. The President and CEO or his delegate Officer be and is hereby authorized to select, through a competitive process, a supplier of new pink linens for all Company X facilities, and to enter into a contract with that supplier for the purchase of such linens in a value not to exceed \$40 million, on terms and conditions that he deems advisable.
2. The President and CEO or his delegate be and is hereby authorized to execute and deliver on behalf of Company X such agreements, documents and other writings and to take such actions as he considers necessary or desirable to give effect to the foregoing resolutions.

Hybrid / “Goldilocks” Form

Pink Linen Procurement

The Board reviewed the materials provided to it, including the recommendation of the Audit and Finance Committee and the Human Resources Committee and the Quality and Safety Committee. Specific references were made to Board Report ABC, included in the Board package.

Following a 45-minute discussion which included the Board's consideration of various alternatives and management's confirmation that the alternatives were explored and the associated estimated costs and savings set out in the Board Report were verified,

UPON MOTION duly proposed, seconded and carried, it was resolved that:

1. The President and Chief Executive Officer of Company X (the **“President and CEO”**) or his delegate Officer be and is hereby authorized to select, through a competitive process, a supplier of new pink linens for all Company X facilities, and to enter into a contract with that supplier for the purchase of such linens in a value not to exceed \$40 million, on terms and conditions that he deems advisable.
2. The President and CEO or his delegate be and is hereby authorized to execute and deliver on behalf of Company X such agreements, documents and other writings and to take such actions as he considers necessary or desirable to give effect to the foregoing resolutions.

The Board Vice Chair excused himself from participating in both the discussion of, and vote upon, the matter. Board Member 9 voted against the motion.

(5)(a) CORRESPONDENCE

NOV 23 2018

COR/2018/03918

Mr. Ed Grant, Chairperson
Eastern Regional Service Board
E-mail: info@easternwaste.ca

Dear Mr. Grant:

As discussed during our meeting of November 15, the Department of Municipal Affairs and Environment has been reviewing the concerns of cabin owners related to waste management services provided by the Eastern Regional Services Board. Thank you for taking the time to provide the Eastern Regional Service Board's perspective on these issues.

During our review, it was noted that due to the current structure of the Eastern Regional Service Board there is no representation for cabin owners or individuals in unincorporated areas on waste management services and fees that pertain to them. I was pleased to hear your receptivity to this discussion. I have recently met with representatives of cabin owners and this representation is very important to them. It is my intention to proceed with the necessary to allow this representation as quickly as possible, while continuing to consult with the Eastern Regional Service Board and with cabin owners to determine the final structure.

I believe that making progress on this issue requires compromise and collaboration by all parties. In that light, until this change can come into effect, I am requesting that as a show of good faith, Eastern Regional Service Board, cease from advancing further court action against cabin owners until their voice is represented through the appropriate changes to the governance structure of the Eastern Regional Service Board.

I am available to discuss this request if you would like to do so.

Sincerely,



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

cc: COATT
ERSB Members

(6) NEW BUSINESS

**(6)(a) Joint Council Summit News
Release**

INAUGURAL EASTERN REGION JOINT COUNCIL SUMMIT DEEMED AN ENORMOUS SUCCESS

NEWS RELEASE

From The Northeast Avalon Joint Council

St. John's, NL - Thursday, November 15, 2018 – On a blustery day yesterday in downtown St. John's, municipal and community leaders from across the Eastern Region convened a joint council summit at the St. John's Convention Centre. This combined meeting of joint councils, joint mayors' associations and regional committees from Pouch Cove to Clarenville and all points in between saw approximately 50 delegates gather to debate issues of regional significance and concern, including the future of municipal service delivery.

The summit, organized by the Northeast Avalon Joint Council, in cooperation with the Eastern Regional Service Board was the first of its kind in recent memory. The other groups involved included the Joint Council of Conception Bay North, the Southern Shore Joint Council, the Joint Mayors' Association of Trinity-Bay de Verde, the Killick Coast Regional Mayors Committee, and the newly formed Clarenville, Random Island and The Sounds Joint Council. This is the first time community leaders have come together to talk about common service issues at the combined joint council level.

Presentations were delivered on a variety of issues throughout the day as previously noted. Many of the sessions focused on municipal service delivery in the future, which delegates believed will need more regional cooperation and greater financial stability to succeed.

Delegates met with the new Minister of Municipal Affairs and Environment, The Honourable Graham Letto, MHA for Labrador West. Minister Letto delivered the keynote address at the summit's opening session.

The group also met the new Assistant Commissioner of the Royal Canadian Mounted Police, Ches W. Parsons, along with other representatives of the police force who gave updates on policing in the region and the implementation of the new cannabis laws. The RCMP are a key partner of all joint councils and regional groups and their attendance was greatly appreciated.

"Joint councils look at the big picture," said Mayor Joedy Wall, Chair of the Northeast Avalon Joint Council and Chair of the Joint Council Summit. "When you get this many community leaders in a room and share experiences, give insights, discuss cooperation and plan for the future, great things are bound to happen. Today was a testament to how we can all work in unison and advance common interests on a regional level."

Collectively, the joint councils and regional groups assembled yesterday represented over 50 per cent of the province's population. Approximately 35

individual communities were represented, including incorporated municipalities and Local Service Districts.

The Eastern Regional Service Board, the sponsor of the summit, began providing administrative coordination support for many of the joint councils and regional groups over the last 24 months. The Board's plan is to also support the establishment of three more such groups in 2019, effectively ensuring all areas of the region have a functional joint council, regional committee or joint mayors' association. Supporting the administration and coordination of these groups is mutually beneficial for all involved.

"Creating a strong, vibrant community is everyone's responsibility," said Ed Grant, Chair of the Eastern Regional Service Board. "Decisions about important things such as municipal services need as many voices and perspectives as possible. The Eastern Regional Service Board is here to help and is pleased to support the inaugural joint council summit. We see joint councils as being an important conduit for consultation on municipal service delivery now and into the future."

The priority issues discussed during the summit included land use management, with a focus on regional transportation. Participants would like to see the Provincial Government establish a new committee to tackle these issues with representatives from municipalities, local service districts, joint councils and service boards. The committee could potentially lead the development of a regional land use plan, a regional transportation plan and a regional municipal natural asset inventory.

Water and wastewater was also a common issue among delegates. All participants suggested more cooperation was needed on establishing regional water technicians for smaller and rural communities in particular. They suggested communities work together more frequently on water and wastewater system maintenance, too. In addition, participants said watershed management and sharing of service across boundaries will be essential to their overall success.

Economic development, including methods to enhance immigration and population growth in rural areas in particular, was also discussed in great detail. Participants suggested that communities need to define their role more clearly in regard economic development so to create the right environmental conditions needed for future success. This topic will be discussed in more detail at the individual joint council, regional committee and joint mayors' association meetings to come up with potential solution and action items to be discussed later.

Based on the success of the inaugural meeting, another joint council summit will be organized in 2019. More information about the next event will be communicated to communities in the eastern region in the coming months.

Summit Pictures, Presentations and Documentation

Pictures, as well as copies of presentations and other documentation from the joint council summit can be found at <http://easternregionalserviceboard.com/subregions/annual-joint-council-summit/>.

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Media Contact

Bradley Power
Joint Council Coordinator
709-579-7960
bpower@ersbni.ca

**(6)(b) 2019 Board Meeting
Schedule**



2019 BOARD MEETING SCHEDULE

(All meetings commence at 7:00 p.m.)

January 30

February 27

March 27

May 1

May 29

June 26

*July/August – Summer Break**

September 25

October 30

November 27

December – Holiday Break

* Board meetings during the summer months of July and August, if required, will take place at the call of the Chair.