



Central Regional Service Board

Business Plan January 1, 2014 – December 31, 2016



Message from the Chairperson



I am very pleased to present the 2014-16 Business Plan for the Central Regional Service Board (the 'board') in accordance with the requirements of the *Transparency and Accountability Act*. This plan covers the period from January 1, 2014 - December 31, 2016. The Central Regional Service Board is a category 2 government entity within the context of the province's *Transparency and Accountability Act*.

In preparing this business plan, careful consideration was given to the strategic directions of Government, as communicated by the Minister of Municipal and Intergovernmental Affairs. In particular, the board intends to make a contribution to the following strategic directions: "Strengthened Support for Municipal Governments" and "Strengthened Municipal Capacity." With regard to "Strengthened Support for Municipal Governments" the board will contribute to the municipal infrastructure component by implementing a modern waste management system. With regard to "Strengthened Municipal Capacity" the board will contribute to the regional cooperation component. As a regional governance entity, the board enables cooperation of all communities in the central region.

My signature below is indicative of the entire board's accountability for the preparation of this plan and the achievement of the goals and objectives contained in the plan.

Sincerely,

A handwritten signature in black ink, appearing to read 'Allan Scott', written over a horizontal line.

Allan Scott
Chair, Central Regional Service Board

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1.0 Overview

The Central Regional Service Board (the 'board') was established in 2008 and is governed under the provincial *Regional Service Boards Act, 2012*. The board's power includes the construction and operation of the regional solid waste disposal site and seven local waste management facilities. It is empowered to set and charge user fees on municipal authorities, local service districts and unincorporated areas, benefited by a regional facility and other entities as required.

The board shall meet no fewer than six times a year for the disposition of general business. Special board meetings may be called by the Chairperson or on the written request of four members.

The board's governance model (Appendix A) delineates the number of members and representation of towns and zones within the board's geographic boundaries. As per the governance model, a full board includes a Chairperson and twelve board members. Listed below are the current board members.

The boundaries of the board are from Terra Nova National Park (park included) in the East, Buchan's in the West and Fogo Island/Twillington in the North (see map, page 5). Coast of Bays is not within the board's boundaries.

The current board members are as follows:

Name	Town/Zone Represented
Mr. Allan Scott	Chairperson
Mr. Keith Higdon	Buchan's Junction (Zone 1)
Mr. Robert Elliott	Point Leamington (Zone 2)
Mr. Terry Breault	New World Island/Twillington (Zone 3)
Mr. Andrew Shea	Fogo Island (Zone 4)
Mr. Sam Winsor	Gander Bay (Zone 5)
Mr. Winston Perry	New-Wes-Valley/Indian Bay (Zone 6)
Mr. Glenn Arnold	Terra Nova Area (Zone 7)
Mr. Bruce Moores	Town of Grand Falls – Windsor
Mr. Derrick Luff	Local Service District – Centroid Area
Mr. Angus McLoughlin	Norris Arm/Norris Arm North
Mr. Bryan King	Towns of Bishops Falls/Botwood/Lewisporte
Mr. Claude Elliott	Town of Gander

The Central Regional Service Board's Office is located at the Regional site, Route 3-01-09 Norris Arm North Access Road. Contact information: PO Box 254, Norris Arm, NL A0G 3M0; Ph.: (709) 653 2900; Fax: (709) 653 2920; Email: info@cnwmc.com; Website www.cnwmc.com

Staffing Levels: Waste Disposal - 23 people
Collections - 9 people

Revenues and Expenditures

The Central Regional Service Board has two business units; one for disposal (landfill services) of waste and the second for Residential Curb Side Collection. The estimated annual revenues and expenditures are:

Revenues:

1.	Disposal	\$4,612,000
2.	Collection	<u>\$1,169,000</u>
	Total	\$5,781,000

Expenditures:

1.	Disposal	\$4,612,000
2.	Collection	<u>\$1,169,000</u>
	Total	\$5,781,000

The board expects capital expenditures in 2014 of \$15,000,000 for the continued construction of the Material Recovery Facility.

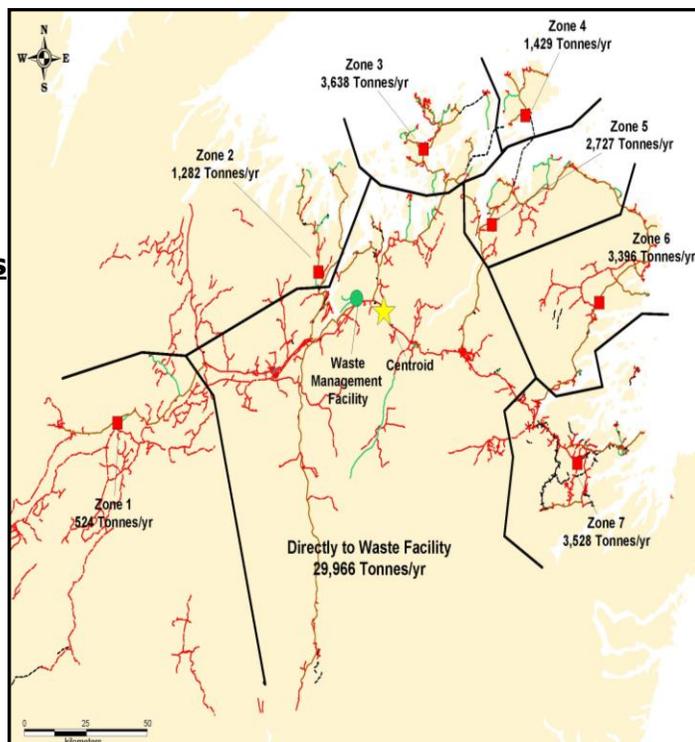
Board Boundaries and Amount of Waste per Year

Regional Site (Centroid)

Route 3-01-09
Norris Arm North Access Road

Local Waste Management Facilities

- Buchans Area – Zone 1
- Point Leamington Area – Zone 2
- New World Island/Twillingate – Zone 3
- Fogo Island – Zone 4
- Gander Bay – Zone 5
- Indian Bay – Zone 6
- Terra Nova – Zone 7



2.0 Mandate

In accordance with section 3 of the *Central Regional Service Board Regulations* the mandate for the Central Regional Service Board is to construct, acquire, maintain and operate a waste management system within the central region.

The *Central Regional Service Board Regulations, 2013* is available online through the following website: <http://www.assembly.nl.ca/Legislation/sr/Regulations/rc130007.htm>

The *Regional Service Boards Act, 2012* is available online through the following website: www.assembly.nl.ca/legislation/sr/statutes/r08-1.htm.



Material Recovery Facility (MRF) Winter 2014

3.0 Lines of Business

1) Education and Promotion of the Provincial Waste Management Strategy within the area of Central Newfoundland:

The board oversees the education of the Central region's 68,000 residents and 3,000 businesses regarding the new waste disposal system and any costs associated with these services. The board will educate the public and business community through meetings with the local Chamber of Commerce and Community Councils and by developing and distributing marketing materials for residents and commercial businesses outlining the new waste management system. The board will continue to provide educational materials to the Local Councils and general public. The board will continue along with Multi Material Stewardship Board to encourage the use of the Green Depots and backyard/community composting.

2) Operation and management of regional solid waste disposal sites:

The board oversees the construction of the central regional site located just off the Norris Arm North access road and seven local waste management facilities (transfer stations). The board also monitors the day-to-day operations of these sites.

3) Curb side Collection Program

The board presently collects residential waste from 15,815 households in Central Newfoundland. This represents over 40,000 people.

**Local Waste Management Facility
Buchan's Junction**



Curb Side Collection Truck



4.0 Values

The Central Regional Service Board is committed to continuously educating our citizens about our modern, environmentally-friendly waste management system that we have adopted here in Central Newfoundland. The values of the board offer a guiding framework for all employees as they work in their various capacities. As such, the following have been identified by the Central Regional Service Board as the core values as we work to achieve the objectives set out in this plan.

Professionalism

Each individual is committed to providing quality services through the efficient use of our resources while keeping costs down.

Respect for the environment

Each individual will carry out day-to-day activities keeping in view at all times the conservation and preservation of the environment.

Respect

Each individual will treat people with courtesy and tolerance.

Innovation

Each individual will seek out new and innovative ways to maximize revenue opportunities while minimizing operational costs.

Each individual will seek out new and innovative ways to dispose of waste.

5.0 Primary Clients

The Central Regional Service Board identifies its primary clients as those individuals, groups, or organizations who are the principal users and/or beneficiaries of the board's lines of business, and include the following:

- Communities within the Central Region.
- Waste Management Authorities and Committees.
- All residents of Central Newfoundland.
- All institutional, commercial and industrial entities in Central Newfoundland.

Engineered Lined Landfill Regional Site



6.0 Vision

The vision of the Central Regional Service Board is of a clean and healthy environment in Central Newfoundland founded on a professional, modern waste management system that incorporates effective waste diversion practices and behaviours on the part of residents, businesses and communities in the Central region.

Today



Tomorrow



7.0 Mission

The mission statement identifies the priority focus area of the board over two strategic planning cycles. It represents the key longer-term result the board will be working towards as we move forward on the strategic directions of Government. The statement also identifies the measure and indicators that will assist both the board and the public in monitoring and evaluating success.

Improving municipal waste management services in the region is a key area of focus for the board. To that end, the board aims to eliminate past waste disposal practices that are harmful to the environment and it makes every effort to implement new waste management systems and strategies which meet modern standards. Other priorities of the board that aim to improve municipal waste management services include increasing waste diversion and assisting communities with a residential collection solid waste program.

In carrying out its mission, the board will contribute to two of Government's strategic directions as communicated by the Minister of Municipal and Intergovernmental Affairs. In particular, the board intends to make a contribution to the following: "Strengthened Support for Municipal Governments" and "Strengthened Municipal Capacity."

By December 31, 2016 the Central Regional Service Board will have improved municipal waste management services to achieve a cleaner and healthier environment.

Measure: Improved municipal waste management services.

Indicators:

- Implemented waste management strategies consistent with modern environmental standards.
- Increased waste diversion by 50% in compliance with the provincial waste management strategy.
- Assisted communities with a residential collection solid waste program.

8.0 Issues

ISSUE 1: Waste Management

Past waste disposal practices in the province posed threats to the environment and human health. The Central Regional Service Board, over the next three years, will continue to expand the modern, efficient waste management system for the residents located in Central Newfoundland. This system will mirror the Provincial Waste Management Strategy in all aspects, including required waste diversion, environmental standards and a modern environmentally-friendly practice.

In carrying out the goals and objectives of this issue, the board will contribute to the "regional cooperation" component of Government's strategic direction "Strengthened Municipal Capacity."

Goal: By December 31, 2016, the Central Regional Services Board will have continued to implement a fully operational modern, environmentally friendly waste management system.

Measure: Continued to implement a modern, environmentally friendly waste management system.

Indicators:

- Expanded operation of waste management sites.
- Expanded waste diversion initiatives.
- Implemented waste management strategies consistent with modern environmental standards.
- Promoted waste management consistent with modern environmentally friendly practices.

Objective 1: By December 31, 2014, the Central Regional Services Board will have commenced operation of the material recovery facility.

Measure: Commenced operation of the material recovery facility.

Indicators:

- Commenced distribution of new educational and promotional materials on source separation of residential solid waste.
- Commenced regional meetings with communities and businesses on source separation of residential solid waste.
- Commenced separation of recyclable materials at the material recovery facility.

Objective 2: By December 31, 2015, the Central Regional Services Board will have expanded waste diversion with the operations of the new material recovery facility.

Objective 3: By December 31, 2016, the Central Regional Services Board will have expanded waste diversion with the construction and operation of a compost facility.

ISSUE 2: Curb Side Collection – Wet/Dry Program

The Central Regional Service Board will continue to offer residential solid waste collection services with its fleet of split stream trucks. The source separation program will introduce the blue, transparent recycling bag for the collection of materials suitable for the operations of the material recovery facility. All other waste will continue to go into the default or regular garbage bag for disposal.

In carrying out the goals and objectives of this issue, the board will contribute to the “regional cooperation” component of Government’s strategic direction “Strengthened Municipal Capacity.”

Goal: By December 31, 2016, the Central Regional Services Board will have expanded the wet bag/dry bag municipal solid waste source collection program.

Measure: Expanded wet bag/dry bag source separation program.

Indicators:

- Consulted with communities and businesses on the source separation collection program.
- Provided education and promotion on the blue transparent recycling bag.
- Commenced source separation collection program at the household.

Objective 1: By December 31, 2014, the Central Regional Services Board will have expanded the curb side collection program to include wet bag/dry bag options.

Measure: Expanded curb side collection program to include wet bag/dry bag options.

Indicators:

- Commenced implementation of educational and promotional programs for source separation program for residential solid waste collection.
- Commenced regional meetings with communities

and businesses for source separation for residential solid waste collection program.

- Commenced the source separation residential solid waste collection program.

Objective 2: By December 31, 2015, the Central Regional Services Board will have continued to expand the wet/dry curbside collection program.

Objective 3: By December 31, 2016, the Central Regional Services Board will have offered full service for a wet/dry curbside collection program.

9.0 Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure all entities are moving forward on key commitments.

The Central Regional Service Board falls under the responsibility of the Minister of Municipal and Intergovernmental Affairs, and as such must take into consideration the strategic directions of Government as communicated to the board from the minister. Each strategic direction consists of a number of components, or focus areas. The Central Regional Service Board has taken these directions and their relevant component areas into consideration in the development of our plan. They are as follows:

Strategic Direction 1: Strengthened Support for Municipal Governments

Outcome: Strengthened support for municipal governments through enhancements to municipal programs.

Components of Strategic Direction	This direction is addressed in the board's:		
	Business plan	Operational plan	Work plan
Municipal Infrastructure	✓		

Strategic Direction 2: Strengthened Municipal Capacity

Outcome: Strengthened municipal capacity through community partnerships, regional cooperation initiatives, and stakeholder engagement.

Components of Strategic Direction	This direction is addressed in the board's:		
	Business plan	Operational plan	Work plan
Regional Cooperation	✓		

Appendix A:
CRSB
Governance Model



GOVERNANCE MODEL

1. Incorporation

The Central Regional Service Board is governed under the *Regional Service Boards Act, 2012*. The Board developed the Central Newfoundland Governance Model to ensure representation of residents of the region served by the Board. The Board's power includes the construction and operation of the regional solid waste management disposal site and seven local waste management facilities. It's empowered to set and charge user fees to municipal authorities, local service districts, unincorporated areas, and other entities benefitting from a regional facility and other waste management services provided by the Board.

2. Governance Model Identified

The Board's Governance Model delineates the number of members and representation of towns and zones within the board's geographic boundaries. A full board includes a Chairperson and 12 board members. The boundaries of the Central Regional Service Board are from Terra Nova National Park (park included) in the East, Buchans in the West, and Fogo Island/Twillingate in the North.

3. Chairperson and vice-chairperson

- (1) The Lieutenant-Governor in Council shall appoint the chairperson to the board.
- (2) The members of a board shall elect a vice-chairperson, secretary, and treasurer from the board members.
- (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.

4. Board Membership

- (1) The minister shall appoint to the board a member from among the councillors and persons serving on local service district committees who represent municipal authorities in the region.
- (2) The minister shall determine the number of members, other than the chairperson, to be appointed to the board.
- (3) The members appointed by the minister under this section shall be nominated by their respective municipal authorities, or where no nomination is made by a municipal authority, may be selected by the minister from among persons who reside within the boundaries of that municipal authority.
- (4) The minister may appoint alternate members to serve on the board in the absence of regular members and those alternate members shall be nominated or selected in the same manner as those regular members in accordance with subsection (3).

5. Representation

The Board of Directors of the Central Regional Service Board will consist of representatives from the following.

One (1) member from each of the regional waste management zones	7
One (1) member from the Town of Gander.	1
One (1) member from the Town of Grand Falls-Windsor.	1
One (1) member from the Town of Norris Arm, North & South.	1
One (1) member from Direct Haul with the exception of the Towns that have representation on the board.	1
One (1) member representing the Town of Bishops Falls, Botwood, and Lewisporte.	1
The Chair appointed by the Lieutenant – Governor in Council.	1

6. Term

(1) Where a councillor is appointed to the board, the councillor shall remain in office on the board until the date of the next general election of councils under the Municipal Elections Act.

(2) Where a person who serves on a local service district committee is appointed to the board, the person shall remain in office on the board until the earlier of.

- (a) The expiration of his or her term of office as member of the local service district committee; or
- (b) The date of the next general election of councils under the Municipal Elections Act.

(3) Notwithstanding subsections (1) and (2), a member shall continue to be a member until he or she is reappointed or replaced. The exception will be:

3.1 The Towns of Bishops Falls, Botwood, & Lewisporte will be on a two (2) year rotation.

3.2 The Towns of Norris Arm and Norris Arm North will be on a two (2) year rotation.

3.3 The persons in 3.1 and 3.2 will remain in office on the board until he or she is replaced by appointment by the Minister.

7. Board Vacancies

- (1)** The office of a member becomes vacant where:
 - (a) He or she resigns, in writing, from the date specified in his or her resignation, or , where a date is not specified, from the date when he or she files his or her resignation with the board or , where he or she resigns at a meeting of the board, from the time of that resignation;
 - (b) He or she ceases to be a member of a municipal authority prior to the end of his or her term under subsection 6 (1) or (2).
 - (c) He or she is dismissed under the Municipal Affairs Act, or the municipal authority or board, in which he or she is a member, is dismissed under that Act.
 - (d) He or she fails to vote on a matter before the board when required to vote; or
 - (e) The board declares the member's office vacant under subsection (2).

- (2)** A board shall, by resolution, declare vacant a member's office where that member;
 - (a) Fails to disclose that he or she has a conflict of interest in a matter being discussed by the board; or
 - (b) Discusses or vote on a matter on which he or she has a conflict of interest.

- (3)** A member in respect of whom a resolution is made under subsection (2) shall not vote on that resolution.

- (4)** A member shall not sit or act as a member after his or her office becomes vacant.

8. Conflict of interest

- (1)** A member shall not vote on or speak to a matter before the board or a committee of the board where;
 - (a) The member has a monetary interest in the matter distinct from an interest arising from his or her functions as a member.
 - (b) The member has a monetary interest directly or indirectly in the matter.
 - (c) A relative of the member has a monetary interest in the matter; or
 - (d) The member is an officer, employee or agent of an incorporated or Unincorporated Company, or other association of persons, that has a monetary interest in the matter.

(2) For the purpose of subsection (1) a relative of a member means a father, mother, spouse, cohabiting partner, sister, brother, child, step-child, ward, mother in law, father in law, sister in law, or brother in law of the member.

(3) For the purpose of subsection (2)

(a) “Cohabiting partner” means a person with whom a member is living in a conjugal relationship outside marriage; and

(b) “Spouse” means a person to whom a member is married, unless the person and the member have made a separation agreement or their support obligations and family property have been dealt with by a court order.

(4) In order for an interest to be considered as one falling within the prohibition set out in subsection (1), it shall be an interest distinct from an interest held in common with the other citizens or classes of citizens of the region.

9. Disclosure

(1) Where a member has an interest described in subsection 9 (1), the member shall;

(a) State that he or she has that interest; and

(b) State the nature of the interest at the beginning of discussion on the matter in which he or she has that interest, and that statement respecting his or her interest shall be recorded in the minutes of the board, or a committee or the board, where that statement was made at a committee meeting.

(2) Where a member declaring a conflict of interest under subsection (1) is the presiding officer, he or she shall vacate the chair.

(3) Where a member declares a conflict of interest under subsection (1), he or she shall immediately leave the meeting while the matter on which he or she has a conflict of interest is being discussed.

(4) Where one or more members have declared a conflict of interest under subsection (1) and there is no longer a quorum to vote on a matter, the minister may direct that the remaining members make a decision on the matter as if those remaining members constituted a quorum.

(5) Where all members have declared a conflict of interest under subsection (1), the minister may require that an official of his or her department prepare a report respecting the matter and where the report indicates that the member should proceed with making a decision, the minister may exempt the board from application of section 9, and the members may vote on the matter.

10. Decision of Board

- (1) Where a member is in doubt as to whether or not he or she has a monetary interest that is a conflict of interest under section 9, he or she shall make a disclosure and the board may decide the question by majority vote and its decision on the matter final.
- (2) A member whose possible conflict of interest is being voted on is not entitled to vote.

11. Quorum

- (1) A majority of the number of members that is appointed to the board constitutes a quorum for the purpose of a meeting of the board.
- (2) Notwithstanding subsection (1) , where the number of members available to attend meetings is less than a quorum, the minister may authorize the members who are available to attend meeting to perform the functions of the board that he or she may prescribe.

12. Presiding Officer

- (1) The chairperson, and in his or her absence, the vice-chairperson, shall preside at all meetings of the board.
- (2) Where both the chairperson and the vice-chairperson are absent from the meeting, the other members shall appoint a temporary chairperson who has and may exercise the powers and carry out the duties of the chairperson at the meeting.

13. Voting

- (1) A motion or resolution before a board shall be decided by a majority vote of the members in attendance at the meeting except where a 2/3 vote of the members in the office is required.
- (2) A member shall not abstain from voting on a motion or resolution before the board unless he or she is required to abstain from voting because of a conflict of interest under section 9, or he or she has been permitted to abstain by a majority vote of the other members in attendance at the meeting.
- (3) Where a member abstains from voting on a motion or resolution, a decision shall not be made on that motion or resolution unless the number of members in favour of the motion or resolution is equivalent to or more than a majority of the members in attendance at the meeting.
- (4) The minutes of a board meeting shall indicate the names of the members who vote for and against and who abstain from voting on a motion or resolution.
- (5) Where there is a tie vote on a motion or resolution, that motion or resolution shall be considered to be defeated.

14. Meetings

- (1) The board shall hold a meeting no fewer than 6 times a year to which the public shall be admitted.
- (2) A meeting held under subsection (1) shall be for the disposition of general business.
- (3) A board will adopt the Roberts Rules of Order of procedure for its meetings.

15. Committee

- (1) The board may establish the standing or special committees that it considers desirable to consider and make recommendations on matters referred to them by the board.
- (2) A board may appoint persons to serve on a committee established under subsection (1), and where a board does not appoint persons to a committee, the chairperson shall appoint those persons.
- (3) The Technical Committee of the board will consist of the following:
 - Engineer – Town of Grand Falls Windsor
 - Engineer – Town of Gander
 - CRSB Engineering firm
 - Department of Municipal and Intergovernmental Affairs
 - Department of Environment and Conservation
 - Service Newfoundland and Labrador
 - Representatives from CRSB
 - Staff of CRSB
 - Representative from the Town of Norris Arm South or Norris Arm North
 - Others as identified by Chairperson/Board CRSB
 - Chairperson is ex-official on the Technical Committee.

**Central Newfoundland Waste Management Authority
Representation by Directors**

1 Director	Gander
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1 Director	Grand Falls-Windsor
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1 Director	Bishops Falls Botwood Lewisporte
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1 Director	Norris Arm North Norris Arm South
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1 Director (Centroid)	Appleton Benton Brown's Arm Campbellton Comfort Cove – Newstead Embree Glenwood Laurenceton Little Burnt Bay Loon Bay Michael's Harbour Porterville Sandy Point Stanhope Wooddale
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1 Director (Zone 1)	Badger Buchans Junction Buchans Millertown
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1 Director (Zone 2)	Cottrell's Cove Fortune Harbour Glovers Harbour Leading Ticks Moores Cove Northern Arm Peterview
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	Phillip’s Head Pleasantview Point Leamington Point of Bay
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1 Director (Zone 3)	Baytona Birchy Bay Bridgeport Chanceport Boyd’s Cove Change Islands Cobb’s Arm Cottlesville Crow Head Fairbanks – Hillgrade Green Cove Hatchett Harbour Herring Neck Horwood Indian Cove Kettle Cove Little Harbour Merritt’s Harbour Moreton’s Harbour Newville Paradise Pike’s Arm Port Albert Purcell’s Harbour Ragged Harbour Salt Harbour	Shoal Harbour Stoneville Summerford Sunnyside Tizzard’s Harbour Too Good Arm Twillingate Valley Pond Virgin Arm – Carter’s Cove
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1 Director (Zone 4)	Town of Fogo Island
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1 Director (Zone 5)	Aspen Cove Carmanville Deadman’s Bay
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Central Regional Service Board Business Plan January 1, 2014 – December 31, 2016

	Frederickton Gander Bay North Gander Bay South Musgrave Harbour Main Point – Davidsville Ladle Cove Noggin Cove
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1 Director (Zone 6)	Cape Freels North Centreville –Wareham-Trinity Dover Greenspond Hare Bay Indian Bay Lumsden New Wes Valley
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1 Director (Zone 7)	Burnside – St. Chad’s Cull’s Harbour Charlottetown Eastport Gambo Glovertown Happy Adventure Salvage Sandy Cove Sandringham	St. Brendan’s Terra Nova Traytown
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