



Central Regional Service Board

Business Plan
January 1, 2011 – December 31, 2013



Message from the Chairperson



I am very pleased to present the first Three Year Business Plan for the Central Regional Service Board conforming to the requirements of the *Transparency and Accountability Act*. This plan will cover the period from January 1, 2011 - December 31, 2013. The Central Regional Service Board is a category 2 government entity within the context of the province's *Transparency and Accountability Act*.

In preparing its Business Plan, careful consideration was given to the strategic directions of government, as communicated by the Minister responsible for the Department of Municipal Affairs. The Board intends to make a contribution to both of the Minister's strategic directions: *Appropriate Infrastructure Investment* and *Local Government*. With regard to *Appropriate Infrastructure Investment*, the Board will contribute to the solid waste management component by overseeing the construction of appropriate waste management facilities in the Central region. With regard to *Local Government*, the Board will contribute to the community cooperation component. As a regional governance entity, the Board enables cooperation of all communities in our 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 "A. Scott". The signature is written in a cursive, slightly stylized font.

Allan Scott
Chair, Central Regional Service Board

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1.0 Overview

The Central Regional Service Board was announced February 2008 and the first appointments to this Board were made in December 2008. The Central Regional Service Board is governed under the Provincial *Regional Service Boards Act* and has adopted Central Newfoundland Governance Model. Its 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 6 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 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 Central Regional Service Board are from Terra Nova National Park (park included) in the East, Buchan's in the West and Fogo Island/Twillingate in the North (see map, page 5). Coast of Bays is not within the Central Regional Service Board boundaries.

The current Board members are as follows:

Name	Town/Zone Represented
Mr. Allan Scott	Chairperson
Mr. Clayton Boone	Buchan's Junction (Zone 1)
Mr. Robert Elliott	Point Leamington (Zone 2)
Mr. Larry Peddle	New World Island/Twillingate (Zone 3)
Mr. Gerald McKenna	Fogo Island (Zone 4)
Vacant	Gander Bay (Zone 5)
Mr. G. Clyde Pickett	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. Harold Edison	Towns of Bishops Falls/Botwood/Lewisporte
Ms. Nicole Lanning	Town of Gander

The Central Regional Service Board's Office is now located at the Regional site, Route 3-01-09 Norris Arm North Access Road and is staffed with a Manager and an Executive Assistant/Finance. Contact information: Ph: (709) 653 2900; Fax: (709) 653 2920; Email: info@cnwmc.com

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Summary of Revenues and Expenditures Jan. 1st 2008 - Dec. 31st 2010

Revenues

1 MMSB (operational)	\$505,000
2 Capital	\$30,000,000

Expenditures

1 MMSB (operational)	\$505,000
2 Capital	\$30,000,000

NOTE: The Capital figures have been rounded off.

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

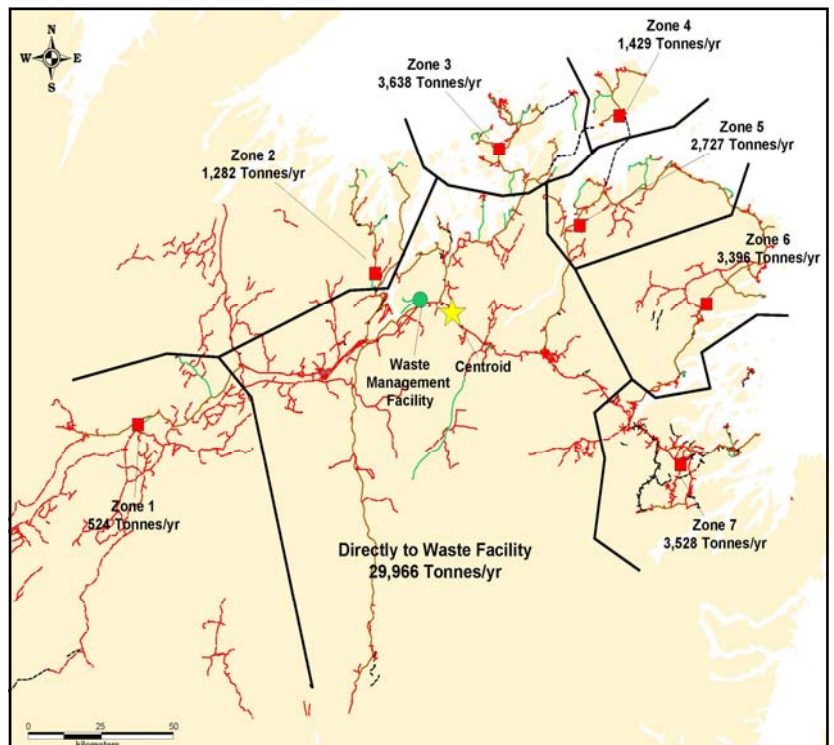
New World Island/Twillingate – Zone 3

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 are to:

- construct, acquire, maintain and operate solid waste disposal sites and solid waste management facilities and systems within the central region

In accordance with section 4 of the *Central Regional Service Board Regulations* the board has the power to:

- charge user fees to a municipality, local service district or unincorporated area in the Central Region, or another municipality, local service district, unincorporated area or other user of a facility or service provided by the board.

The boundaries of the Central Regional Service Board are from Terra Nova National Park (park included) in the East, Buchan's in the West and Fogo Island/Twillingate in the North. Coast of Bays is not within the CRSB.

To view the regulations in their entirety from which the Board derives its mandate, please see Appendix A (*Central Regional Service Board Regulations*).

The *Regional Service Boards Act* may be accessed through the House of Assembly website at www.assembly.nl.ca/legislation.

Material Recovery Facility (MRF)

Scheduled for Fall 2011



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 75,000 residents and business community regarding the new waste disposal system, such as how and when it will come on stream and any costs associated with the services. The Board will educate the public and business community through meetings with the local Chamber of Commerce and community councils and developing and distributing marketing materials for residents and commercial businesses outlining the collection system. The Board will continue to provide educational materials to the Local Councils and general public. The CRSB 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 at Norris Arm North and 7 local waste management facilities (transfer stations). As well, the Board monitors the day to day operations of these sites. In addition, the Board will oversee the operation of an interim waste management facility at Fogo Island.

Local Waste Management Facility New World Island



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, carrying out the protection and preservation activities promoted by the Board to its clients.

Respect

Each individual will treat people with courtesy and tolerance.

Innovation

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

Each individual will seek out new and better 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

With the inclusion of all our user groups, the Central Regional Service Board will bring to Central Newfoundland a modern, efficient, environmentally friendly Waste Management System. Only with good direction and cooperation from all, will we meet the goals and objectives of the Provincial Waste Management Strategy and make our Province a cleaner and safer place to live.

Engineered Lined Landfill Regional Site



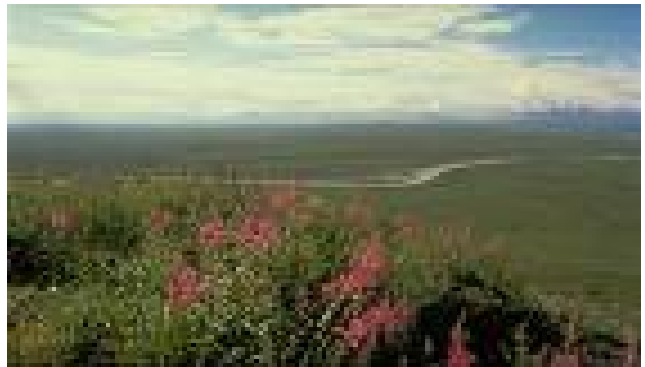
6.0 Vision

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

Each year the Central Region generates 46,490 tonnes of waste. The board is challenged to deal with this significant amount of waste effectively and efficiently, focussing on achieving a cleaner and healthier environment. Since its incorporation in 2008, the Central Regional Service Board has been working towards eliminating past waste disposal practices that were harmful to the environment, and implementing new waste management systems and strategies which meet modern standards.

From 2008-10, the board has corrected operations on 4 dump sites to extend their usage until the Regional site is operational. Over the period of this Mission, the board will assist municipalities in the closing of 42 dumpsites. Another major undertaking will be the construction and bringing into operation of a regional engineered lined landfill site, with full leachate protection. There is one regional site plus seven local waste management facilities where Household Hazardous Materials can be disposed of properly. These wastes were previously dumped into the existing landfills. When the Material Recovery and Compost Facilities come online, we will then begin to reach the 50% diversionary rate required under the Provincial and Central Waste Management Strategy.

In carrying out its Mission the board will contribute to Government's strategic directions: *Appropriate Infrastructure Investment* and *Local Government*. With regard to *Appropriate Infrastructure Investment*, the board will contribute to the solid waste management component. With regard to *Local Government*, the Board will contribute to the community cooperation component.

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

Compost Facility

In-Vessel -Semi Automated System

Scheduled for Fall 2013



8.0 Issues

ISSUE 1: Waste Management

Past waste disposal practices in the Province resulted in damages to the environment and threats to human health. The Central Regional Service Board, over the next three (3) years, will bring in a 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.

By overseeing the construction of the regional engineered landfill and other waste management facilities in the region, the Board will contribute to the Department of Municipal Affairs' strategic direction of *Appropriate Infrastructure Investment*. Specifically, it will contribute to the *Solid Waste Management* component. The Board will also contribute to the Department's strategic direction of *Local Government*, specifically the *Community Cooperation* component. As a regional governance entity, the Board enables cooperation of all communities in our region.

Goal: By December 31, 2013, the Central Regional Services Board will have implemented a modern, environmentally friendly waste management system.

Measure: **Implemented a modern, environmentally friendly waste management system**

Indicators:

- Commenced operation of waste management sites
- Implemented 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, 2011, the Central Regional Services Board will have commenced operation of waste management system.

Measure: **Commenced operation of waste management system**

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Indicators:

- Commenced operation of regional engineered land fill site
- Commenced operation of 7 local waste management facilities
- Commenced operation of construction and demolition/bulk materials facility
- Developed and distributed education materials
- Implemented Household Hazardous Waste program

Objective 2: By December 31, 2012, the Central Regional Services Board will have commenced waste diversion.

Objective 3: By December 31, 2013, the Central Regional Services Board will have expanded waste diversion.

ISSUE 2: Curb side collection

The Central Regional Service Board is carrying out a pilot project in the New World Island area to review the aspect of Curb Side Collection. Upon completion of the pilot project, CRSB will be in a better position to assess what role, if any, the board may be able to play with regard to the Curb Side Collection aspect of Waste Management.

Through its examination of the curb side collection issue, the Board will contribute to the Department's strategic direction of *Local Government*, specifically the *Community Cooperation* component.

Goal: By December 31, 2013, the Central Regional Services Board will have addressed curb side collection.

Measure: Addressed curb side collection

Indicators:

- Consulted with communities
- Completed and evaluated pilot project
- Worked with communities to address curb side collection

Objective 1: By December 31, 2011, the Central Regional Services Board will have finalized a curb side collection pilot project.

Measure: Finalized curb side collection pilot project

Indicators:

- Completed curb side collection pilot project
- Evaluated pilot project
- Developed evaluation report

Objective 2: By December 31, 2012, the Central Regional Services Board will have identified options for curb side collection.

Objective 3: By December 31, 2013, the Central Regional Services Board will have addressed curb side collection options.

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 Affairs, and as such must take into consideration the strategic directions as communicated to the Board from that 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: Appropriate Infrastructure Investment

Components of Strategic Direction	To be addressed in the entity's Business Plan	To be addressed in the entity's operational or work plan
Solid waste management	✓	

The table above lists only the components of the strategic direction that pertain to the Central Regional Service Board. For a full listing of all of the components of the strategic direction for which the Minister of Municipal Affairs is responsible, please see of the Department of Municipal Affairs Strategic Plan 2011-14.

Strategic Direction: Local Government

Components of Strategic Direction	To be addressed in the entity's Business Plan	To be addressed in the entity's operational or work plan
Community Cooperation	✓	

The table above lists only the components of the strategic direction that pertain to the Central Regional Service Board. For a full listing of all of the components of the strategic direction for which the Minister of Municipal Affairs is responsible, please see the Department of Municipal Affairs Strategic Plan 2011-14.

**Appendix A:
Legislated Mandate**

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NEWFOUNDLAND AND LABRADOR
REGULATION 54/08

Central Regional Service Board Regulations
under the
Regional Service Boards Act

(Filed September 30, 2008)

Under the authority of section 9 of the *Regional Service Boards Act*, I make the following regulations.

Dated at St. John's , September 30, 2008 .

Dave Denine
Minister of Municipal Affairs

REGULATIONS

Analysis

1. [Short title](#)

2. [Definition](#)

3. [Prescribed services](#)

4. [User fees](#)

5. [Withdrawal of service](#)

Short title

1. These regulations may be cited as the *Central Regional Service Board Regulations* .

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Definition

2. In these regulations, "board" means the Central Regional Service Board.

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Prescribed services

3. The board has the power to construct, acquire, maintain and operate solid waste disposal sites and solid waste management facilities and systems within the central region.

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User fees

4. (1) The board has power to charge user fees to a municipality, local service district or unincorporated area in the Central Region as constituted by section 2 of the *Central Regional Service Board Order*, or another municipality, local service district, unincorporated area or other user of a facility or service provided by the board.

(2) An amount owing under subsection (1) is a debt due to the board and the board may recover it by civil action in a court.

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Withdrawal of service

5. The board may stop providing a service to a user of it where the user fails to comply with a policy of the board respecting the service.

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