

Central Newfoundland
Waste Management



Central Regional Service Board

Business Plan
January 1, 2010 – December 31, 2010



Message from the Chairperson



I am very pleased to present the first Business Plan for the Central Regional Service Board conforming to the requirements of the *Transparency and Accountability Act*. It is the intent of the Central Regional Service Board to table a one-year plan at this time to bring the board in line with the rest of government who are halfway through their current planning cycle (2008-11). This plan will cover the period from January 1, 2010 to December 31, 2010. The Board will table a 3-year Business Plan by March 31, 2011 (2011-14). 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: *Strengthened Municipal Capacity* and *Increased Regional Sustainability*. With regard to *Increased Regional Sustainability*, the Board will contribute to two components: *regional service delivery* and *waste management*. With regard to *Strengthened Municipal Capacity*, the Board will make a contribution to *regional governance*.

My signature below is indicative of the entire board's accountability for the preparation of this plan and for achieving the specific objectives of the plan.

Sincerely,

A handwritten signature in blue ink, appearing to read "Allan Scott". The signature is fluid and cursive.

Allan Scott
Chair, Central Regional Service Board

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1.0 Overview

The Central Regional Service Board was announced February 2008 and all appointments to this Board were made in December 2008. These appointments were made as per the Governance Model. They include a Chairperson and eleven Board members (the full board complement for Central Regional Service Board will be one Chairperson and 12 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 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 sites 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 current Board members are as follows:

	<u>Appointed:</u>	<u>Expiry:</u>
• Chairperson, Mr. Allan Scott	2008/12/03	2010/12/02
• Mr. Clayton Boone Buchan's Junction (Zone 1)	2008/11/27	2010/11/26
• Vacant Point Leamington (Zone 2)	2008/11/27	2009/09/29
• Mr. Larry Peddle New World Island/Twillingate (Zone 3)	2008/11/27	2010/11/26
• Vacant Fogo Island (Zone 4)	2008/11/27	2009/09/29
• Vacant New-Wes-Valley/Indian Bay (Zone 6)	2008/11/27	2009/09/29
• Mr. Glenn Arnold Terra Nova Area (Zone 7)	2008/11/27	2010/11/26
• Vacant Town of Grand Falls – Windsor	2008/11/27	2009/09/25
• Mr. Derrick Luff Local Service District – Centroid Area	2008/11/27	2010/11/26
• Vacant Towns of Norris Arm/Norris Arm North	2008/11/27	2009/09/29
• Mr. Harold Edison Towns of Bishops Falls/Botwood/Lewisporte	2008/11/27	2010/11/26
• Mr. Ford Collins Gander Bay (Zone 5)	2008/11/27	2010/11/26
• Vacant		

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Town of Gander

The Central Regional Service Board's Office is located at 126 Roe Avenue, Gander and is staffed with an Executive Director and Administrative Assistant.

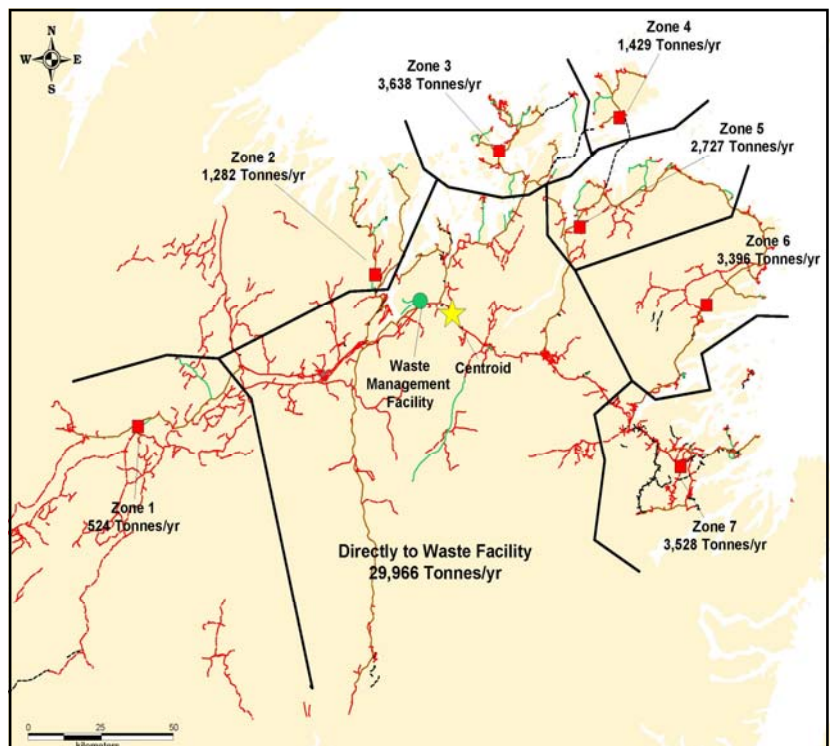
Summary of Revenues and Expenditures Jan. 1st 2009 - Dec. 31st 2009

Revenues	
1 MMSB (operational)	\$194,139.54
2 Capital	\$7,900,000.00
Expenditures	
1 MMSB (operational)	\$211,139.54
2 Capital	\$7,900,000.00
Deficit	(\$16,094.54) ^{Note 1}

Note 1 MMSB operational funding is provided over a three year period. Any deficit will be carried over to the next year. All Capital is paid 100% by the Province. The Capital figure is rounded off

[Regional Site \(Centroid\)](#)
Norris Arm/Norris Arm North

[Local Waste Management Facilities](#)
Buchans Area – Zone 1
Point Leamington – 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 solid waste disposal sites and solid waste management facilities and systems within the central region

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.

Compost Facility



3.0 Lines of Business

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

The Board will oversee 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 Council and general public. The Central Regional Service Board will continue along with Multi Material Stewardship Board to encourage the use of the Green Depots and backyard/community composting. The Central Regional Service Board is reviewing the option of curb side collection; final decision will be made mid 2010.

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 oversees the operation of an interim waste management facility at Fogo Island. All trash from the Fogo Island area will go to this interim station prior to being transferred to the central regional site. (Note: until the central regional site is operational, the Fogo Island trash will be diverted to the existing Gander site.) Services of landfill for all communities will begin in January, 2011. The source separation (Wet/Dry System) will begin Fall 2011.

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
- Local Waste Management Authorities
- All residents of Central Newfoundland
- All commercial businesses 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.

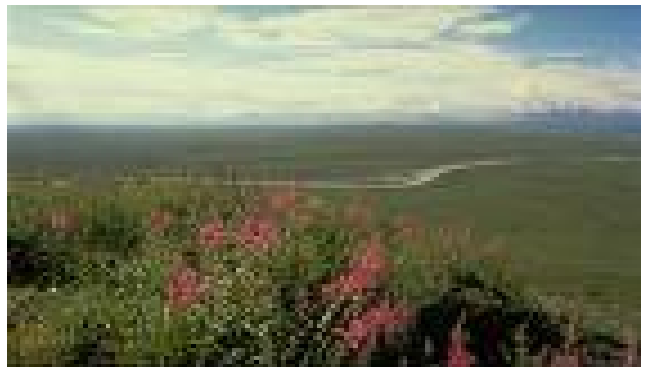
6.0 Vision

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

Given the Board is tabling a one-year plan and the mission for a government entity is for 6 years the Board has determined that it will not develop a mission at this time. The Central Regional Service Board will be tabling a 3-year plan in 2011 which will include a mission. In the interim the Board has determined that it can contribute to the mission of the Department of Municipal Affairs during the one year covered by our plan. Below is the Municipal Affairs' mission and the indicators toward which the Central Regional Service Board will contribute:

By March 31, 2011, the Department of Municipal Affairs will have improved the efficiency of municipal service delivery.

Measure: Improved efficiency of municipal service delivery

Indicators:

- Increased investment in regional service delivery
 - o solid waste disposal sites

At the end of 2010, the Board will report on its contribution to above noted mission and relevant indicators.

Material Recovery Facility (MRF)



8.0 Issues

Issue: Implementation of the Provincial Waste Management Strategy:

In May 2007, Government announced the implementation of the \$200 million multi-year Provincial Solid Waste Management Strategy to ensure effective and efficient management of solid waste in Newfoundland and Labrador. The Central Regional Service Board has developed its own regional waste management strategy and plays the lead role in implementing the Provincial Strategy in the central region of the Province. In developing its Business Plan for 2010, the Board took into consideration the strategic directions of the Department of Municipal Affairs, as designated in the Department's 2008-11 Strategic Plan. Through implementation of the Provincial Waste Management Strategy, the Board will make a contribution to the Department's strategic direction of *Increased Regional Sustainability*. In particular the Board will contribute to two components: *regional service delivery* and *waste management*.

The Central Regional Service Board will continue in 2010 the extensive capital construction required to help meet the Provincial Waste Management Strategy. In order for Central Regional Service Board to complete its capital mandate and become fully operational, three years of construction is required (2010-2012 inclusive). The goal for 2010 is capital in nature and will be a continuous process for the next three years to meet the Provincial Waste Management Strategy.

The Central Regional Service Board will also work closely to assist communities in preparing the closeout of the existing 42 landfill sites in Central Newfoundland. Coordination between the communities, Government Services, Municipal Affairs and MMSB is essential to close down these sites and to begin operations at the regional site in early 2011. These important steps will begin the new era of the operation of a modern, environmentally friendly Waste Management System for Central Newfoundland. These steps will help bring closer the goals and objectives of a full, province- wide, modern Waste Management System.

The Central Regional Service Board will also continue its education process to the communities, businesses and general public in Central Newfoundland to help streamline the new system of Waste Management. The education component is key for a smooth transition to the modern Waste Management System required to meet the goals of the Provincial and Central Waste Management Strategies.

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Objective 1: By December 31, 2010 the Central Regional Service Board will have continued the implementation of the Central Waste Management Strategy to contribute to the Provincial Waste Management Strategy, within the central region of the Province.

Measure: Continued the implementation of the Provincial Waste Management Strategy within the central region of the Province.

Indicators:

- Managed the ongoing construction at the Central Regional Waste Management site and the seven local waste management facilities
- Operational policies and procedures developed
- Facilitated the closure of existing dumpsites within the Central region of Newfoundland
- Implemented a comprehensive public education campaign for the Central Waste Management System
- Assisted towns in the development of the environmental closure plans of the dumpsites.

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: Strengthened Municipal Capacity

Components of Strategic Direction	To be addressed in the entity's Business Plan	To be addressed in the entity's operational or work plan
Regional governance		X

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 Appendix A of the Department of Municipal Affairs Strategic Plan 2008-11.

Strategic Direction: Increased Regional Sustainability

Components of Strategic Direction	To be addressed in the entity's Business Plan	To be addressed in the entity's operational or work plan
Regional service delivery	X	
Waste Management	X	

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 Appendix A of the Department of Municipal Affairs Strategic Plan 2008-11.

**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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