

# Northern Peninsula Regional Service Board

## Business Plan January 1, 2011 – December 31, 2013



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## Message from the Chairperson

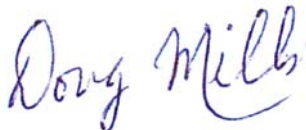
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The Northern Peninsula Regional Service Board is pleased to submit its second Business Plan under the Province's *Transparency and Accountability Act*. The Board is responsible for waste disposal and fire services in designated areas of the Northern Peninsula. For purposes of the *Transparency and Accountability Act* and the *Regional Service Board Act*, it is accountable to the Minister of Municipal Affairs.

In preparing its Business Plan, the Board has taken into consideration 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 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.

The NorPen Regional Service Board is a category 2 government entity within the context of the Province's *Transparency & Accountability Act* and as such must table a Business Plan every three years. This plan covers the years 2011 – 2013.

The Board looks forward to implementing effective waste management and fire protection services to the Northern Peninsula residents it serves. My signature below is indicative of the entire board's accountability for the preparation of this plan and for achieving the specific objectives contained in this plan.



Doug Mills  
Chairperson, Northern Peninsula Regional Service Board

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## 1.0 Overview

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The Northern Peninsula Regional Service Board (NorPen) is the product of the successful actions of a concerned group of community volunteers: The Northern Peninsula Waste Management Committee. In January, 2002 an in-depth waste management engineering study, Nordic Region Solid Waste Management Study, recommended the creation of a committee that would work towards implementing the Provincial Waste Management Strategy. The Northern Peninsula Waste Management Committee had eleven volunteer members and one coordinator. The members represented the communities of Castors River South to Goose Cove East. In November, 2003 the committee became an incorporated body.

In 2004 the Minister of Municipal and Provincial Affairs announced that authority status as defined by the *Regional Services Board Act (Act)* was given to the former Northern Peninsula Waste Management Committee. Renamed the Northern Peninsula Regional Service Board, the Board now operates under the authority of the *Act* and associated regulations to provide waste management services to a defined region. The Board comprises local government representatives and has the ability to impose fees as necessary to finance its operation. The original boundaries for the Board on the Northern Peninsula are from Cook's Harbour to Goose Cove (sub-region 1) and from Main Brook to Englee (sub-region 2). On April 10, 2008 the provincial Government announced that authority status was also extended from Eddies Cove East to Castors River (sub-region 3) and Eddie's Cove West to River of Ponds (sub-region 4). Please see the map on page 6 which illustrates the area served by NorPen.

The Board consists of 10 members including Doug Mills who serves as Chairperson. The current Board members are as follows:

**Sub-region 1:**

Mrs. Iris Decker  
Mr. Gerald Hillier  
Mr. Ralph Hedderson

**Sub-region 2:**

Mr. Rudy Porter  
Mr. Trevor Blanchard

**Sub-region 3**

Ms. Jayne Caines  
Mr. Cecil Hughes  
Mr. Richard May, Vice Chair

One position is currently vacant. Activities are currently underway to fill this position. Following the nomination process, names of nominees will be forwarded to the Minister for appointment to the Board.

In addition to providing waste management services, NorPen also provides fire service to a portion of the Straits from Anchor Point to Eddies Cove East, inclusive. The Department of Municipal Affairs has supported this initiative by investing \$232,000 in capital equipment and has provided operational and seed funding for a period of three years 2009 - 2011.

A subcommittee has been set up to oversee the daily management of fire services, under the umbrella of the NorPen Board. The 7-member subcommittee has representation from the NorPen Board and the regional fire department, including: Cecil Hughes, Chairperson; Keith Billard, Hank Diamond, Wallace Genge, Richard May, Norman Parrill and Jayne Caines.

NorPen is staffed by 12 employees (including one Coordinator position). NorPen receives funding from the Multi-Materials Stewardship Board (MMSB) to support the Coordinator's salary, office expenses and both Board and Coordinator travel expenses. MMSB funds the public education programs developed by NorPen such as school presentations, regular newsletters, brochures, and other regional or community discussions regarding solid waste management. The Department of Municipal Affairs has financially supported initiatives of NorPen by providing 80% of the capital cost needed to develop the two consolidated landfill sites. The remaining 20% was funded by the towns of Englee and St. Anthony with NorPen repaying these towns on a monthly basis.

In 2008 the Provincial Government provided the funds which enabled NorPen to decommission the Castors River site, clean-up the original St. Barbe and Straits sites, and then re-develop the St. Barbe/Straits site into one consolidated landfill site for sub-region 3. This work is completed. NorPen is currently in the process of closing out St. Luneire-Griquet and Cook's Harbour dump sites. All waste will be transported to the landfill site located in subregion 1. The success of NorPen would not have been possible without the guidance and financial support of the Provincial Government.

NorPen is accountable for the funds it receives from government and through user fees. Each year it has audited financial statements prepared. The Board's 2010 financial statements will be available May 2011, and will be sent to all municipalities in the region.

NorPen's total budget for 2011 is \$618,334. The Board's 2010 financial statements will be included in NorPen's first annual report to be submitted under the *Transparency and Accountability Act* by June 30, 2011.



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## 2.0 Mandate

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In accordance with section 3 of the *Northern Peninsula Regional Service Board Regulations* the following mandate has been set out for the Northern Peninsula Regional Service Board:

Prescribed services:

- The board has the power to construct, acquire, maintain and operate waste disposal systems and sites.
- The board has the power to provide fire protection services to the portion of the Northern Peninsula Region defined as the towns, local service districts and unincorporated areas from Eddies Cove in the north to Anchor Point in the south.

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

The *Regional Service Board Act* may be accessed through the House of Assembly website at [www.assembly.nl.ca/legislation](http://www.assembly.nl.ca/legislation).

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## 3.0 Lines of Business

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### 1. Waste Management

#### a) Waste Collection:

The Board operates a once-weekly waste collection system for residents, non-profit organizations, and some businesses. The Board has three compactor trucks, and three operators to carry out this service. It also responds to special collection requests, where possible. The Board sets and collects fees for its waste collection services.

#### b) Operation and Management of Landfill Sites:

The Board operates three landfill sites, which includes maintaining the sites by pushing off and covering waste once per week. It establishes and collects tipping fees for businesses using these sites.

#### c) Waste Diversion:

The Board establishes mechanisms to divert selected materials from landfills, through recycling or other measures. Hazardous wastes are also diverted from landfills through special collections and proper disposition.

### 2. Public Education

The Board undertakes public education activities regarding waste management including newsletters, a variety of presentations/promotions for interest groups, e.g. schools, presentations at municipal meetings, conventions; and information provided to media. School children are a very important interest group, with presentations being tailored to each grade level, to complement their lesson plans.

### 3. Fire Protection Services

The Board operates the Straits Volunteer Fire Department, serving communities from Anchor Point to Eddies Cove East. This includes the fire hall, fire truck and equipment based in Flower's Cove. The Board is also responsible for collection of fees to support the service.



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## 4.0 Values

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The Board feels that the following values will assist in the proper operation of the NorPen Regional Service Board in carrying out its business.

<b>Professionalism</b>	Each individual will abide by those regulations and conditions set out by the Northern Peninsula Regional Service Board.
<b>Respect for the environment</b>	Each individual will carry out day to day activities keeping in view at all times the conservation and preservation of the environment.
<b>Integrity</b>	Each individual will ensure their words and actions align with Board guidelines  Each individual will build trust and demonstrate trustworthiness among staff, fellow board members and communities
<b>Respect</b>	Each individual will respond in a courteous, caring, thoughtful, tolerant and considerate manner  Each individual will communicate in an open, honest, sensitive and intelligent manner
<b>Honesty</b>	Each individual will be good stewards of public money, and be forthright in giving information

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## **5.0 Primary Clients**

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The Northern Peninsula 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:

- Households
- ICI's (Industrial/Commercial/Institutional), including fish plants and hospitals
- Local governments
- Not for Profit Organizations
- Schools and school-age children

## **6.0 Vision**

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*The vision of the Northern Peninsula Regional Service Board is of a healthy and safe environment for the present and the future, ensured by conservation and protection through solid waste management; and fire protection services.*

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## 7.0 Mission

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This mission is the focus of the Board for the next two planning cycles, covering the period 2011 – 16. The mission represents the longer term result on key issues that the Board will be working towards.

Rural communities are challenged to provide local services that meet modern standards in a cost effective manner. Regionally managed services, such as the waste management and fire services offered by NorPen, may be a solution to this challenge.

Each day Newfoundlanders generate two kilograms of waste per person. Without effective and efficient waste management services, this waste presents a threat to the environment and the health of communities. NorPen is committed to addressing this situation by striving towards full implementation of the Province's Waste Management Strategy in the region it serves. One of the goals of the Waste Management Strategy is to divert 50% of the Province's waste going to landfills. This will be a key focus area for the Board during the period of this Mission.

Rural communities with geographically dispersed, low density populations are challenged to provide effective and efficient fire protection services for residents. Modern fire fighting equipment and training for volunteer fire fighters is essential to delivering quality service. Building upon a pilot project currently underway in part of the region, NorPen will work towards developing a strategy for fire protection services throughout the region.

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.

The following Mission statement, measures and indicators will assist the Board and the public in monitoring and evaluating success.

**By December 31, 2016, the Northern Peninsula Regional Service Board will have improved efficiency of regional service delivery in fire services and waste management towards a healthy and safe environment.**

**Measure:** Improved efficiency of regional service delivery in fire services and waste management

**Indicators:**

- Increased waste diversion within the region
- Improved fire services within the region

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## 8.0 Issues

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### **Issue 1: Waste Management**

The Government of Newfoundland and Labrador's Provincial Solid Waste Management Strategy is designed to ensure effective and efficient management of solid waste management in Newfoundland and Labrador. The Strategy is founded on five guiding principles:

- Diversion of 50% of waste going for disposal
- Establishment of waste management for regions and regional management
- Development of modern standards and technology
- Maximization of economic and employment opportunities
- Public education

This will be a priority issue for the Board for the next three years because NorPen is striving to meet all the goals of the Provincial Waste Management Strategy within its region. Towards this, the Board will focus on bringing all waste management sub-regions into operation, addressing illegal dumping, exploring options to initiate waste diversion measures, and investigating options for integration with the full-service waste management site that will be serving Western Newfoundland.

In developing its Business Plan for 2011-13, the Board took into consideration the strategic directions of the Department of Municipal Affairs. By overseeing the construction of appropriate waste management facilities in the region, the Board will make a contribution to the Department's strategic direction of *Appropriate Infrastructure Investment*. Specifically it will contribute to the *Solid Waste Management* component. The Board will also contribute to Department's strategic direction of *Local Government*. Through the Board's work in serving all the communities in the region, it will contribute to the *Community Cooperation* component.

**Goal:** By December 31, 2013, the Northern Peninsula Regional Service Board will have improved waste management services within the region in line with the Provincial Waste Management Strategy.

**Measure:** Improved waste management services

**Indicators:**

- Operationalized all sub-regions
- Investigated options for prevention and remediation of illegal dumping
- Increased waste diversion within the region

- Promoted waste diversion/management consistent with the Provincial Waste Management Strategy
- Investigated options for integrating with host site
- Strengthened financial sustainability

**Objective 1:** By December 31, 2011, the Northern Peninsula Regional Service Board will have ensured all sub-regions are operational.

**Measure:** Ensured all sub-regions are operational

**Indicators:**

- Commenced operations in sub-region 4
- Established governance in sub-region 4
- # of public education initiatives undertaken
- Monitored operations in all sub-regions
- Initiated financial sustainability measures

**Objective 2:** By December 31, 2012, the Northern Peninsula Regional Service Board will have initiated waste diversion measures.

**Objective 3:** By December 31, 2013, the Northern Peninsula Regional Service Board will have initiated investigating options for integrating with host site.

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**Issue 2: Fire Services**

Municipalities within the Province are increasingly challenged to efficiently and effectively provide essential services. This is especially true for small municipalities and local service districts in rural areas where the cost of delivering municipal services is steadily increasing at a time when municipal revenues are decreasing.

In its 2008-11 Strategic Plan the Department of Municipal Affairs committed to taking measures to facilitate regional governance to test the practicality of delivering municipal services over a broad geographic area. In June 2009 the Department announced that NorPen Regional Service Board had been selected as a regional governance model to test the effectiveness of the delivery of fire services in the region of Anchor Point to Eddies Cove East. To assist with the start up phase, Municipal Affairs provided capital for equipment and renovations to the fire hall. NorPen currently operates the Straits Volunteer Fire Department, which serves 740 households and 65 businesses. To support its operation, NorPen establishes and collects fire protection fees throughout the service region.

Fire services will be a priority issue for the Board for the next three years because as a new service, it will need to be closely monitored and evaluated. Based upon evaluation of the pilot, and consultations with stakeholders within and outside the service area, NorPen aims to develop a fire services strategy for the entire region served by the Board.

In developing its Business Plan for 2011-13, the Board took into consideration the strategic directions of the Department of Municipal Affairs. Through the delivery of fire services to communities from Anchor Point to Eddies Cove East, the Board will contribute to Department's strategic direction of *Local Government*, specifically the *Community Cooperation* component.

**Goal:** By December 31, 2013, the Northern Peninsula Regional Service Board will have developed a fire services strategy for the region.

**Measure:** Developed fire services strategy for the region

**Indicators:**

- Developed final report for current fire services from Anchor Point to Eddies Cove East
- Consulted with stakeholders throughout the region
- Completed fire services strategy

**Objective 1:** By December 31, 2011, the Northern Peninsula Regional Service Board will have monitored operations of current pilot project for fire services

**Measure:** Monitored operations of current pilot project for fire services

**Indicators:**

- Monitored finances
- Monitored training activities
- Monitored response times
- Completed regional consultations

**Objective 2:** By December 31, 2012, the Northern Peninsula Regional Service Board will have evaluated current fire services pilot.

**Objective 3:** By December 31, 2013, the Northern Peninsula Regional Service Board will have developed a fire services strategy for the region.



## 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 Northern Peninsula 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 Northern Peninsula 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**

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

The table above lists only the components of the strategic direction that pertain to the Northern Peninsula 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**

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

The table above lists only the components of the strategic direction that pertain to the Northern Peninsula 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**

**This is not the official version.**

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### **Important Information**

(Includes disclaimer and copyright information and details about the availability of printed and electronic versions of the Statutes.)

**Table of Regulations**

**Main Site**

**How current is this regulation?**

## **NEWFOUNDLAND AND LABRADOR REGULATION 34/05**

*Northern Peninsula Regional Service Board Regulations  
under the  
Regional Service Boards Act*

Amended by:

55/08

## **NEWFOUNDLAND AND LABRADOR REGULATION 34/05**

*Northern Peninsula Regional Service Board Regulations  
under the  
Regional Service Boards Act*

*(Filed April 29, 2005 )*

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

Dated at St. John's , April 29, 2005 .

Jack Byrne  
Minister of Municipal and Provincial Affairs

### **ORDER**

*Analysis*

1. Short title
2. Definition
3. Prescribed services
4. User fees
5. Withdrawal of service

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**Short title**

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

34/05 s1

**Definition**

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

34/05 s2

**Prescribed services**

3. (1) The board has the power to construct, acquire, maintain and operate waste disposal systems and sites.

- (2) The board has the power to provide fire protection services to the portion of the Northern Peninsula Region defined as the towns, local service districts and unincorporated areas from Eddies Cove in the north to Anchor Point in the south.

34/05 s3; 55/08 s1

**User fees**

4. (1) The board has power to charge user fees to a municipality, local service district or unincorporated area in the Northern Peninsula Region as constituted by section 2 of the *Northern Peninsula 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.

34/05 s4; 55/08 s2

**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.

34/05 s5