

# Northern Peninsula Regional Service Board

Business Plan  
January 1, 2010 - December 31, 2010

## Message from the Chairperson

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The Northern Peninsula Regional Service Board is pleased to submit its first Business Plan under the Province's *Transparency and Accountability Act*. The Board is responsible for waste disposal and fire protection services in designated areas of the Northern Peninsula. For purposes of the *Transparency and Accountability Act* and the *Regional Service Boards 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: *Strengthened Municipal Capacity* and *Increased Regional Sustainability*. With respect to *Strengthened Municipal Capacity*, the Board will make a contribution to the *regional governance* component. With respect to *Increased Regional Sustainability*, the Board will contribute to two components: *regional service delivery* and *waste management*.

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. All government entities tabled a three-year plan either by June 30<sup>th</sup>, 2008 which will expire December 31, 2010 or March 31, 2011 (depending on the year end of the entity). They will be tabling a new 3-year plan covering the years 2011-2014. The NorPen Regional Service Board is now tabling a 1-year plan to bring the board in line with the rest of government, allowing the tabling of a 3-year plan March 31, 2011.

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 of the 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 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) with the possibility of extending as far as River of Ponds (sub-region 4). Due to Municipal elections some positions are currently vacant. Nomination forms have been sent to municipalities in subregions 1 and 2. Following the nomination process, names of nominees will be forwarded to the Minister for appointment to the Board.

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. Richard May

**Sub-region 2:**

Mr. Edgar Fillier, Vice Chair  
Mr. Tennis Cassell

**Sub-region 3**

Ms. Jayne Caine  
Mr. Cecil Hughes

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 three year period.

A subcommittee has been set up to oversee the daily management of fire services, under the umbrella of the NorPen Board. The 6-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

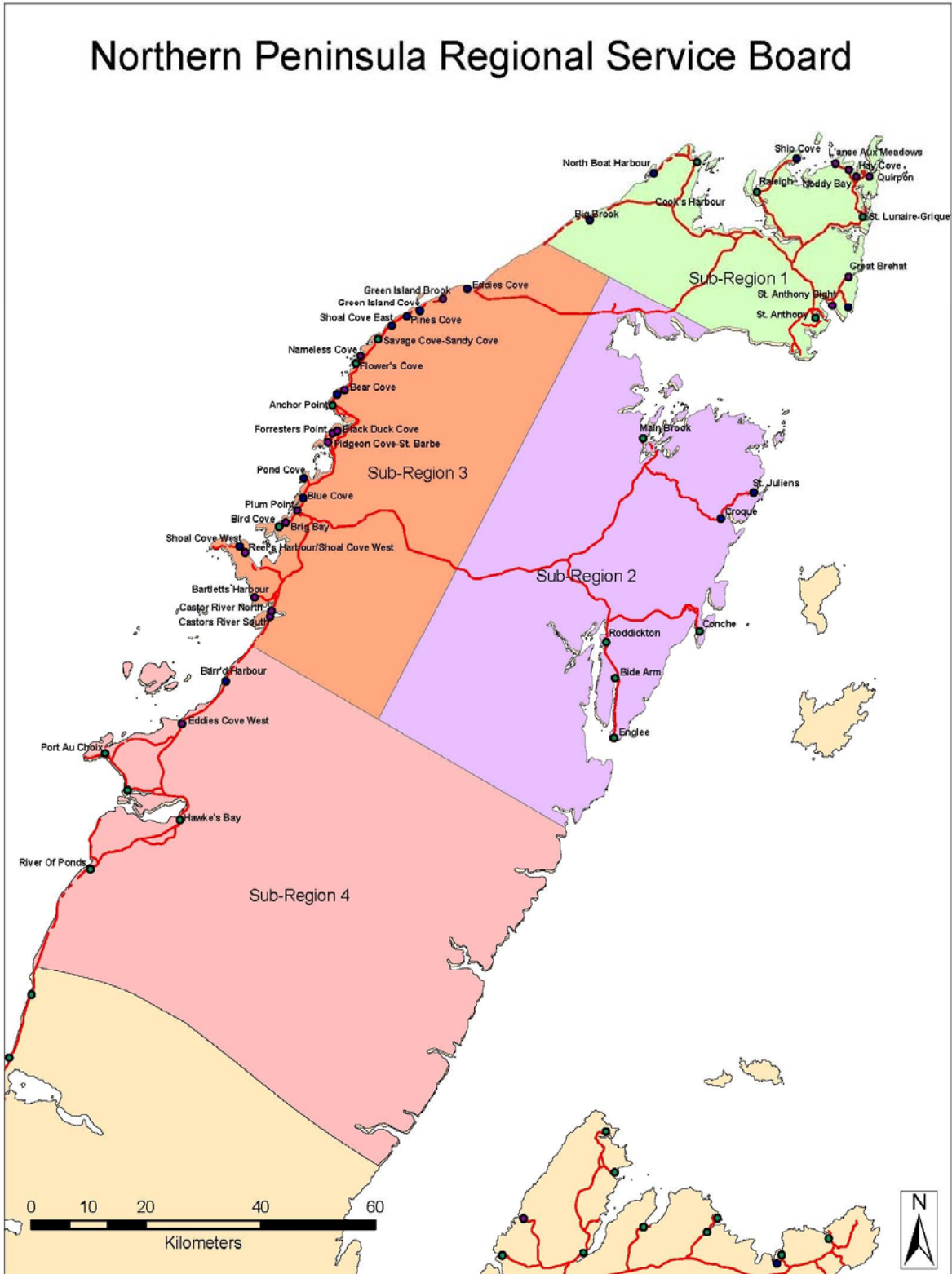
education programs developed by NorPen such as school presentations, regular newsletters, brochures, and other regional or community discussions regarding solid waste management.

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.

The Provincial Government has also provided 100% of the funding necessary to decommission and to close out the dumpsites that will be replaced by the two regional consolidated landfill sites. On April 10, 2008, the Board received \$600,000 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. 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 2009 financial statements will be available May 2010, and will be sent to all municipalities in the region.

NorPen's total budget for 2010 is \$677,939. 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.



## 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).

## **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.



## 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.

**Professionalism** Each individual will abide by those regulations and conditions set out by the Northern Peninsula Regional Service Board.

**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.

**Integrity** Each individual will ensure their words and actions align with Board guidelines.

Each individual will build and demonstrate trustworthiness among staff, fellow board members and communities.

**Respect** 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

**Honesty** Each individual will be a good steward of public money, and be forthright in giving information

## **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 (municipalities and local service districts)
- 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.*

## 7.0 Mission

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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 would be inappropriate to develop a mission at this time. NorPen will be tabling a 3-year plan in 2011 which will include a mission. In the interim the Board has determined that we can contribute to the mission of the Department of Municipal Affairs, as stated in their 2008-11 Strategic Plan. Below is the Municipal Affairs' mission and the indicators NorPen feels it will have a contribution towards:

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

The Board is actioning government's increased investment by delivering efficient regional service within the Northern Peninsula region including waste management and fire services.

## 8.0 Issues

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### Issue 1: Provincial Waste Management Strategy:

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

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

In keeping with these principles the Northern Peninsula Waste Management Committee was formed in 2002 to work towards implementation of the Strategy. During the period covered by this plan the Board will continue this implementation through expanding the geographic range to which services are provided and opening a new landfill site that will meet the current environmental standards. The Board also plans to explore new measures for waste diversion.

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*.

**Objective 1:** By December 31, 2010 the Northern Peninsula Regional Service Board will have continued the implementation of the Provincial Solid Waste Management Strategy (the strategy) within the Northern Peninsula region.

**Measure:** Continued the implementation of the Provincial Waste Management Strategy within the Northern Peninsula region.

**Indicators:**

- Expanded operations into sub-region 4 (River of Ponds)
- Put into operation the landfill site in sub-region 4
- Explored options for waste diversion within the Northern Peninsula
- Investigated options for prevention and remediation of illegal dumping
- # of presentations made to various groups
- Monitored operations in sub-regions 1, 2 & 3

## **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. Over the past number of years, a number of communities have strengthened their local governance simply through a sharing of services to achieve greater financial viability and greater efficiency in service delivery. Assessments of service sharing have clearly demonstrated more effective ways of delivering municipal services.

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. NorPen will operate the Straits Volunteer Fire Department, which serves 740 households and 65 businesses. The Department of Municipal Affairs will provide start-up capital for equipment and renovations to the fire hall. NorPen will set and collect fire protection fees throughout the service region.

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. By delivering fire services through a regional governance model, the Board will make a contribution to both of the Department's strategic directions. With respect to *Increased Regional Sustainability*, the Board will contribute to the *regional service delivery* component. With respect to *Strengthened Municipal Capacity*, the Board will contribute to the *regional governance* component.

**Objective 2:** By 2010, the Northern Peninsula Regional Service Board will have reviewed the implementation of regional fire services from Anchor Point to Eddies Cove East.

**Measure:** Reviewed the implementation of regional fire services from Anchor Point to Eddies Cove East

**Indicators:**

- Consulted with stakeholders from the region of Anchor Point to Eddies Cove East to gather feedback on the fire services as implemented by the Board
- Conducted a financial review of fire services

## 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 must take these directions and their relevant component areas into consideration in the development of their plan. They are as follows:

### **Strategic Direction:      Strengthened Municipal Capacity**

<b>Components of Strategic Direction</b>	<b>Addressed in the entity's Business Plan</b>	<b>Addressed in operational and/or work plan.</b>
Regional governance	X	

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

<b>Components of Strategic Direction</b>	<b>Addressed in the entity's Business Plan</b>	<b>Addressed in operational and/or work plan.</b>
Regional service delivery	X	
Waste Management	X	

The table above lists only the components of the strategic direction that pertain to the NorPen 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

## **Appendix A**



**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

**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