

**Burin Peninsula Regional Service Board  
Business Plan 2014-2016**

## **Message from the Chairperson**

It is a pleasure to present the 2014-16 Business Plan for the Burin Peninsula Regional Service Board in accordance with the *Transparency and Accountability Act*. This plan is intended to serve as a guiding document over the coming three years, as we work toward implementation of the Provincial Waste Management Strategy in the Burin Peninsula region.

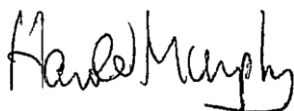
The Burin Peninsula Regional Service Board was appointed in July 2013 and formally commenced operations January 1, 2014. Within the context of the *Transparency and Accountability Act*, the board has been established as a Category 2 government entity.

To date, the Burin Peninsula Regional Service Board and its predecessor organizations have conducted preliminary work pertaining to establishing a regional waste management facility. We have also made efforts to establish and enhance waste diversion practices in the region, and foster municipal cooperation. The implementation of the Provincial Waste Management Strategy is important to the region and we are pleased to be engaged in the process.

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. It is our collective aim to develop an optimal system for the region in terms of environmental stewardship and cost efficiency. 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 region.

My signature below is indicative of the Burin Peninsula Regional Service Board's accountability for the preparation of this plan and the achievement of the goals and objectives contained within.

Sincerely,



Harold Murphy  
Chair, Burin Peninsula Regional Service Board

## **1.0 Overview**

The Burin Peninsula Regional Service Board was appointed in July 2013 in accordance with the *Regional Services Boards Act, 2012*. The Burin Peninsula Regional Service Board is governed under the *Regional Service Boards Act 2012*, with the power to construct, acquire, maintain and operate a waste management system for the Burin Peninsula Region.

The board shall meet no fewer than four 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. At present, the Governance Model constitutes a full board as having 11 members representing ten wards, in addition to an at-large chairperson. A list of current board members can be found on the next page of this document.

The Burin Peninsula Region includes all towns, local service districts and unincorporated areas of the Island of Newfoundland situated on the Burin Peninsula and in Fortune Bay East, including all lands south of where Provincial Highway Route Number 214 intersects with Provincial Highway Route Number 210, along with all communities and areas accessed by Provincial Highway Route Number 211.

The Burin Peninsula Regional Service Board's main office is located at:  
Suite 228 – Father Berney Memorial Building  
98-103 Main Road, Salt Pond  
Burin, NL A0E 1E0

The office comprises a general manager, executive assistant, and administrative assistant.

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The current Burin Peninsula Regional Service Board members are as follows:

<b>Member</b>	<b>Title</b>	<b>Ward Components</b>
Harold Murphy	Chairperson	At-Large
Neil Edwards	Director, Greater Lamaline Ward	Towns of: Lamaline, Lawn, Lord's Cove, Point au Gaul, Point May
Mike Geraghty	Director, Central Ward	Towns of: Frenchman's Cove, Garnish, Winterland; Local Service Districts of: Beau Bois, Grand Beach, Jean de Baie, Rock Harbour, Spanish Room
Rick Grikis	Director, Grand Bank Ward	Town of Grand Bank
Harold Kenway	Director, Placentia West Ward	Towns of Baine Harbour, Parker's Cove, Red Harbour, Rushoon; Local Service Districts of Petit Forte, Southeast Bight
Kevin Lundrigan	Director, Burin Ward	Town of Burin
Jim Mullett	Director, Burin Exterior	Towns of: Fox Cove-Mortier, Lewin's Cove; Local Service Districts of Epworth-Great Salmonier and Little St. Lawrence
Charles Penwell	Director, Fortune Ward	Town of Fortune
Leonard Pittman	Director, Marystown Ward	Town of Marystown
Glen Simpson	Director, Fortune Bay East	Towns of: Bay L'Argent, English Harbour East, Grand Le Pierre, Little Bay East, St. Bernard's-Jacques Fontaine, Terrenceville, and the Local Service Districts of Harbour Mille-Little Harbour East
Lisa Slaney	Director, Marystown Ward	Town of Marystown
Jack Walsh	Director, St. Lawrence Ward	Town of St. Lawrence

## **2.0 Mandate**

In accordance with the *Burin Peninsula Regional Service Board Regulations* under the *Regional Service Boards Act, 2012*, the mandate of the Burin Peninsula Regional Service Board is to construct, acquire, maintain and operate a waste management system within the Burin Peninsula Region. It is additionally noted in the *Burin Peninsula Regional Service Board Order* that the Burin Peninsula Regional Service Board is established for the region with the purpose of providing regional services in accordance with the *Regional Service Boards Act, 2012*.

The legislation from which the Board derives its mandate 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**

1) Education and Promotion of the Provincial Waste Management Strategy within the Burin Peninsula Region:

The board oversees the education of the region's approximately 20,000 residents, as well as its business community, regarding new developments in the waste management system. This includes items pertaining to collection, disposal and diversion methods, and associated services and fee structures.

The board educates the public and business community through meetings with municipalities and local service districts, the Burin Peninsula Joint Council, Burin Peninsula Chamber of Commerce and other organizations within the region that may assist in message delivery. Further, the board develops and distributes related marketing materials for residents and the business community.

The board also provides educational materials to the public, including local councils, and works with the Multi Materials 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 development of a Regional Waste Management Facility to serve the Burin Peninsula. Presently, the board operates a sub-regional waste management facility near Grand Bank. In moving forward, the board will oversee consolidations of sites in the northern portion of the region. The board manages a composting pilot program from its existing facility which processes source-

separated organics and fibre materials from residences within the Town of Grand Bank, as well as several commercial operations.

## **4.0 Values**

The Burin Peninsula Regional Service Board is committed to continuously educating citizens regarding the benefits of waste disposal site consolidation and waste diversion. The values of the Board offer a guiding framework for all employees as they work in their various capacities. The following have been identified by the Burin Peninsula Regional Service Board as core values in working 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 and divert waste.

## **5.0 Primary Clients**

The Burin 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. These include the following:

- Communities within the Burin Peninsula Region.
- Waste Management Authorities and Committees.
- All residents of the Burin Peninsula.

- All institutional, commercial and industrial entities of the Burin Peninsula.

## **6.0 Vision**

The vision of the Burin Peninsula Regional Service Board is of a clean and healthy environment on the Burin Peninsula, founded on a professional, modern waste management system that incorporates effective waste diversion practices.

## **7.0 Mission**

In accordance with the *Transparency and Accountability Act* guidelines, a mission statement identifies the priority focus areas of an entity over two planning cycles. However, given that the board was established in January 2014, and in order to align with Government's current planning cycles, its mission statement is for the current three-year planning cycle only. The mission statement represents the key longer-term result the board will be working towards as they 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.

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."

Under the *Regional Service Boards Act, 2012*, the Burin Peninsula Regional Service Board is able to administer services on behalf of groups of municipalities, where it may be beneficial to do so. At present, the board is dedicated to waste management, and the implementation of the Provincial Waste Management Strategy within the Burin Peninsula Region. Over time, the board may become engaged with groups of municipalities on other service areas, and is interested to assist where possible in this regard. With this in mind, it is the mission of our board that:

"By December 31, 2016, the mission of the Burin Peninsula Regional Service Board will have established and administered regional services that benefit the communities of the Burin Peninsula. "

Measure: Regional services established and administered.

**Indicator:**

- Implemented cost effective service delivery throughout region.
- Commenced operation of waste management site(s).
- Incorporated over 75% of the Burin Peninsula's commercial and residential population into a waste collection and disposal system.
- Public awareness initiatives conducted throughout the region.

## **8.0 Issues**

### **8.1 Waste Collection and Disposal**

In the process of implementing the Provincial Waste Management Strategy on the Burin Peninsula, the establishment of sub-regional waste collection and disposal services has been a crucial initial step. As the board moves toward full regionalization of the system, the further consolidation of disposal sites, environmental closure of operationally closed disposal sites and expansion of collection areas will be integral to the process.

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

***Goal:***

By December 31, 2016, the Burin Peninsula Regional Service Board will have developed a regional waste collection and disposal system for service users on the Burin Peninsula.

***Measure:*** Developed waste collection and disposal services throughout the Burin Peninsula region.

***Indicators:***

- Commenced operation of waste management site(s).
- Provided waste collection services throughout region.

**Objective 1:**

By December 31, 2014, the Burin Peninsula Regional Service Board will have made efforts toward the remediation of administratively closed municipal waste disposal sites in the region.



**Measure:** Made efforts toward the remediation of administratively closed municipal waste disposal sites in the region.

**Indicators:**

- Completed tender documentation for remediation services.
- Sites remediated as confirmed by engineering consultant.

**Objective 2:**

By December 31, 2015, the Burin Peninsula Regional Service Board will have incorporated over 75% of the Burin Peninsula's commercial and residential population into a waste collection and disposal system.

**Objective 3:**

By December 31, 2016, the Burin Peninsula Regional Service Board will have commenced site development for a regional waste management facility.

## **8.2 Waste Diversion**

In implementing the Provincial Waste Management Strategy on the Burin Peninsula, the board will remain focused on increasing diversion of waste in various streams. This is a major component of the Provincial Waste Management Strategy, and is also of importance to all service users in witnessing the benefits of our regional system. To date, the board has conducted an innovative composting pilot project, which has resulted in Category A product, and has been featured in several news publications. The board will continue to consider options such as this that may create opportunities for diversion in cost effective ways.

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

**Goal:**

By December 31, 2016, the Burin Peninsula Regional Service Board will have expanded opportunities and public awareness for waste diversion within the Burin Peninsula region.

**Measure:** Expanded opportunities and public awareness for waste diversion within the Burin Peninsula region.

**Indicators:**

- Implemented waste diversion initiatives.

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- *Presentations and materials for public information and education pertaining to waste diversion.*

### **Objective 1:**

By December 31, 2014, the Burin Peninsula Regional Service Board will have conducted public education activities pertaining to waste diversion and source separation techniques.

**Measure:** Conducted public education activities pertaining to waste diversion and source separation techniques.

### **Indicators:**

- Developed print and electronic media publications.
- Participated in waste diversion programs.
- Completed instruction seminars and/or campaigns.

### **Objective 2:**

By December 31, 2015, the Burin Peninsula Regional Service Board will have developed opportunities for waste diversion within the Burin Peninsula region.

### **Objective 3:**

By December 31, 2016, the Burin Peninsula Regional Service Board will have expanded opportunities for waste diversion within the region and increased volumes diverted.

## **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 Burin Peninsula 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 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.

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

**Strategic Direction 2:      **Strengthened Municipal Capacity****

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

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