

JUN 3 0 2015

COR/2015/03050

Ms. Sandra Barnes
Clerk of the House of Assembly
East Block, Confederation Building

Dear Ms. Barnes:

I am writing to inform you of my intent to table the following Annual Performance Reports as required under the *Transparency and Accountability Act*:

- Burin Peninsula Regional Service Board Annual Report 2014;
- Central Regional Service Board Annual Report 2014;
- Eastern Regional Service Board Annual Report 2014;
- Western Regional Service Board Annual Report 2014; and
- Northern Peninsula Regional Service Board Annual Report 2014.

Further to Sections 16(a) and (b) of the *Transparency and Accountability Act*, I wish to advise that, as the Northern Peninsula and Western Regional Service Boards are still in the process of finalizing their financial statements, they are not included in the annual reports at this time. Once the finalized statements are received, I will re-table the reports inclusive of the financial statements.

In addition, I wish to advise that the annual report for the Discovery Regional Service Board is still being finalized. Departmental officials are working with the Board to finalize the report and ensure it meets the requirements of the *Transparency and Accountability Act*. I will table the report once the finalized document is submitted.

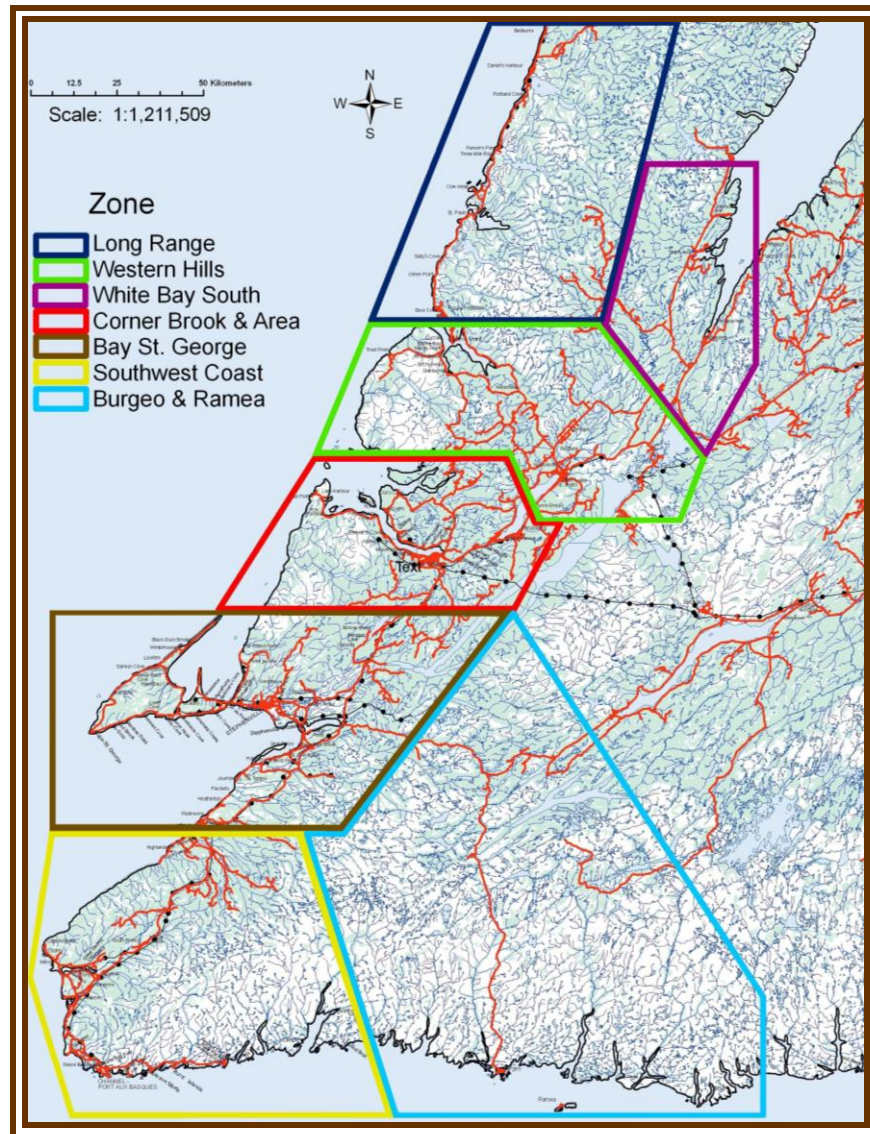
I trust this is satisfactory.

Sincerely,

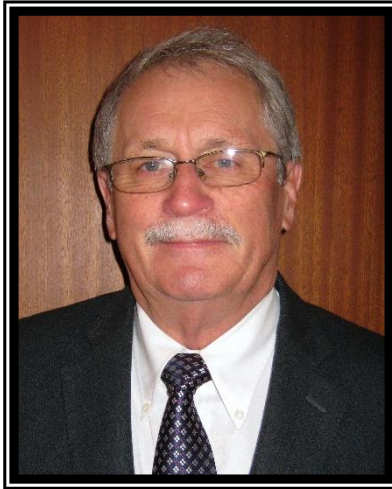


KEITH HUTCHINGS, MHA
District of Ferryland
Minister of Municipal and Intergovernmental Affairs

Western Regional Service Board 2014 Annual Report



Message from the Chairperson



I am pleased to present the Annual Report for the Western Regional Service Board as per the requirements of the *Transparency and Accountability Act*. The Western Regional Service Board (WRSB) is considered a Category 2 government entity under the province's *Transparency and Accountability Act*.

In preparing the WRSB Business Plan, careful consideration was given to strategic directions of government, as communicated by the Minister of Municipal and Intergovernmental Affairs. In particular, the board make contributions to the following strategic directions:

Strengthened Municipal Capacity and Strengthened Support for Municipal Government. With respect to Strengthened Municipal Capacity, the board contributed to the municipal infrastructure component by implementing a modern waste management system. With regard to Support for Municipal Government, the board contributed to the regional cooperation component by bringing together elected representatives from all seven sub-regions of the Western Region with the common purpose of implementing a waste management program for the whole region. As a regional entity, the board enables cooperation of all communities in the region with a common purpose of equality of cost and services with respect to waste management throughout the region and in this way we are strengthening support for Municipal Government and Municipal Capacity.

As Chair of the Board, my signature below is indicative of the Board's overall accountability for the preparation of the 2014 Annual Report and the accountability of the actual results reported herein.

Sincerely,

A handwritten signature in black ink, which appears to read "Donovan F. Downer". The signature is written in a cursive, flowing style.

Donovan F. Downer, PhD
Chair, Western Regional Service Board

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1. Overview

The board's focus is to provide an environmentally sound and economically reasonable waste management program in the Western Region. Our board is dedicated to providing all residents of Western Newfoundland with an affordable and universal fee structure regardless of Western's unique challenges. With the continued support and cooperation from communities, sub-regional committees, and numerous government agencies, this will become a reality.

All seven of the Western sub-regions have consolidated and effectively closed down the smaller, waste sites (15 sites closed to date). There is now only one shared landfill/waste site being used in each of these seven sub-regions. This has been a major task and cooperation between the WRSB office, sub-regional committees and government has been integral in achieving this endeavour.

The ultimate goal for the board is to maintain full operation of the Western waste management program, provide curbside collection (own or contract), operate transfer stations and public drop-offs, and manage all waste streams in Western Newfoundland.

The board's boundaries span more geographic area than any other Regional Service Board (RSB) on the Island of Newfoundland. It includes everything West of Jackson's Arm and the Beaches; reaching North to Bellburns and South to Port aux Basques and Isle au Morte and continuing east to include Burgeo, Ramea, Grey River and Francois.

There are approximately 82 communities (city, towns and local service districts) in the region and many unincorporated areas. The total population is estimated to be between 75,000 and 77,000 people.

The table on the following page shows the board's Governance Model as well as a listing of all communities, populations and the board members who represent each area.

Western Regional Service Board Governance Model:

Zone	Geographic	# Members
Southwest Coast (population 8,000)	<u>LSDs:</u> Benois Siding, Upper Ferry, O'Regan's East, Great Codroy, Searston, St. Andrew's, Tompkins, Cape Ray, Fox Roost-Margaree and Diamond Cove. Possible extension to La Poile. <u>Municipalities:</u> Burnt Islands, Channel-Port aux Basques, Isle aux Morts, and Rose Blanche-Harbour Le Cou.	1 member Bruce Burton
Bay St. George (Population 19,000)	<u>LSDs:</u> Barachois Brook, Bay St. George South, Black Duck, Black Duck Brook - Winterhouse, Campbell's Creek, Flat Bay West, Fox Island River - Point au Mal, Mainland, Mattis Point, Piccadilly Head, Piccadilly Slant - Abraham's Cove, Sheaves Cove, Ship Cove - Lower Cove - Jerry's Nose, St. Teresa, Three Rock Cove and West Bay <u>Municipalities:</u> Cape St. George, Gallants, Kippens, Lourdes, Port au Port East, Port au Port West - Aguathuna - Felix Cove, St. George's, Stephenville and Stephenville Crossing,	2 members Robert Cormier Ken Meade
Burgeo (population 2,500)	<u>LSDs:</u> Grey River. Possible extension to Francois. <u>Municipalities:</u> Burgeo and Ramea.	1 member Barbara Barter
Long Range (population 5,000)	<u>LSDs:</u> Portland Creek <u>Municipalities:</u> Bellburns, Cow Head, Daniel's Harbour, Norris Point, Parson's Pond, Rocky Harbour and St. Paul's.	1 member Vacant
White Bay South (population 1,500)	<u>LSDs:</u> Beaches, Pollard's Point and Sop's Arm. <u>Municipalities:</u> Hampden and Jackson's Arm.	1 member Eli Bishop
Deer Lake Area (population 8,200)	<u>LSDs:</u> St. Jude's <u>Municipalities:</u> Cormack, Deer Lake, Glenburnie-Birchy Head-Shoal Brook, Howley, Reidville, Trout River and Woody Point.	1 member Roger Barrett
Corner Brook (population 20,000)	City of Corner Brook	2 members Bernd Staeben Keith Cormier
North/South Bay of Islands (Population 7,800)	<u>Municipalities:</u> Cox's Cove, Frenchman's Cove, Gillams, Hughes Brook, Humber Arm South, Irishtown-Summerside, Lark Harbour, McIver's, Meadows, Mt. Moriah and York Harbour.	1 member Anthony Blanchard
Humber Valley Communities (Population 5,100)	<u>LSDs:</u> Little Rapids and Pynn's Brook <u>Municipalities:</u> Massey Drive, Pasadena and Steady Brook.	1 member Leona Gillette

The regional service board was created by Order on January 29, 2013 and board members were appointed in February 2014 following the Western Regional Service Board Governance Model.

The board has the power to construct, acquire, maintain and operate a waste management system within the Western Region.

The board is governed by the *Regional Service Board Act, 2012* and many of the procedures of this board are governed within the Act. The Minister of Municipal and Intergovernmental Affairs made the official board appointments based on the Western Regional Service Board Governance model (see previous chart for board member names).

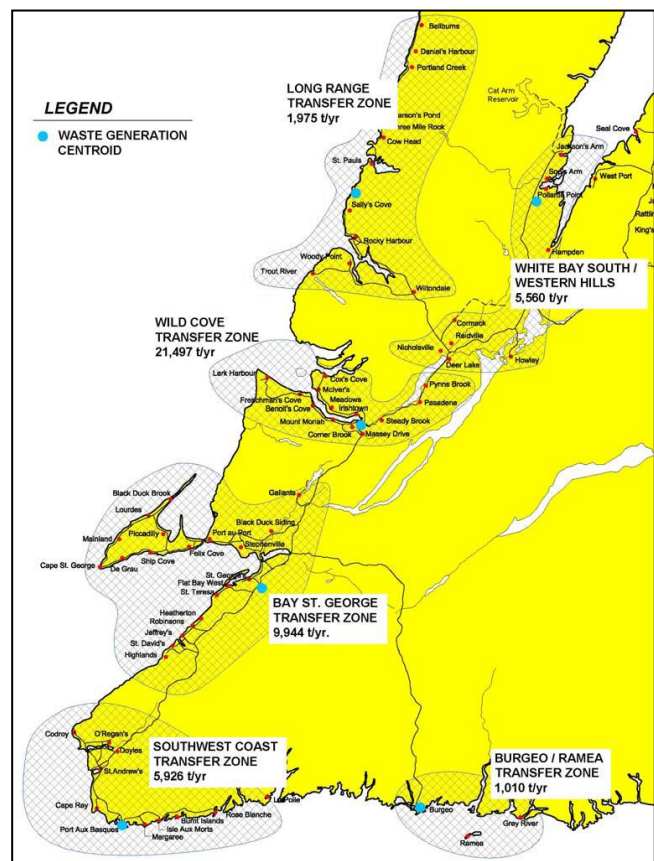
The board has a minimum of 6 meetings per year with special board meetings called if necessary. Three standing committees have been created; the Governance Committee; the Finance and Audit Committee; and the Policy and Procedures Committee. These committees meet at least quarterly to discuss and bring forward recommendations to the board based on the issues under their purview. A draft Terms of Reference document has been developed by the Governance Committee for the board to follow.

There is also a Technical Committee composed of members of the WRSB, WRSB staff, consultant, City of Corner Brook Representative and government representatives who meet the morning of the regular WRSB meeting dates to go over the technical aspect of items and forward their recommendations to be presented to the board that evening.

Boundaries and estimated waste generated (tonnage) per year

Local Waste Management Facilities

- 1). Long Range
 - Rocky Harbour
- 2). White Bay South / Western Hills
 - Hampden Junction
- 3). Corner Brook & Areas
 - Wild Cove/Corner Brook
- 4). Bay St. George
 - St. Georges
- 5). Southwest Coast
 - Channel/Port aux Basques
- 6). Burgeo & Areas
 - Burgeo



BUDGET AND EXPENDITURES

The Western Regional Service Board (WRSB) had a 2014 operational budget of approximately 1.9 million dollars.

This amount comprised of \$225,000 from MMSB from the Capacity Building Program with the remainder from tipping fees at a base rate of \$40.12/tonne. Due to the fact that the WRSB took over operations of two waste disposal sites, we also took over a surplus and deficit in these areas. This prompted a change in the rates to increase slightly in one area and decrease slightly in another area. Based on received tonnage in 2014, we expect to be very close to these projections.

The Western Regional Service Board (WRSB) had a 2014 Capital budget of approximately 1 million dollars. All capital money spent in 2014 was provide by the Provincial Government (Department of Municipal and Intergovernmental Affairs) and was allocated for engineering and consultant services for development of the RFQ, RFP, land acquisitions, data management system, landfill closures shown in the table below:

Contractor	Project Name	Total
World Office / Strong Eng.	Western Data Mgmt System	321,667.45
Bae NewPlan Group	Eng. Services, RFP Evaluation & Mgmt for Western Data System	13,407.46
	Western Environmental Registration & Crown Lands	28,615.36
	Western Interim Site Takeovers	29,135.99
CBCL Limited	Owner's Prime Consultant Services	308,848.33
Meridian Engineering Inc.	Western Waste Site Closures, ENGINEERING COMPONENT	44,527.65
Meridian Engineering Inc.	Western Waste Site Closures, CONSTRUCTION TENDERS	183,045.97
GMK Equipment Rentals Ltd.	PACKAGE B - Rose Blanche, Codroy Valley, South Branch & BSG South	102,146.35
	TOTAL	1,031,394.56

CONTACT INFORMATION:

In 2014 the Western Regional Waste Management Office was comprised of 4 employees:

- Chairperson – Dr. Don Downer
- Executive Director – Mr. Jason King
- Executive Assistant – Ms. Pauline Anderson
- Office Support/Relief – Ms. Amanda Skeard

19-21 West Street, Suite 25
Corner Brook, NL A2H 2Y6
Ph: (709) 632-2922
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Email: info@wrwm.ca

2. Mandate

The Western Regional Service Board is mandated with facilitating the implementation of the Provincial Waste Management Strategy (PWMS) in the Western Region of the province. Specifically, in accordance with section 3 of the *Western Regional Service Board Regulations*, the board “has the power to construct, acquire, maintain and operate a waste management system within the Western Region.”

As part of its mandate, the board’s activities include:

- Collaborating with communities in the region to close all smaller unlined landfill sites and incinerators.
- Providing all residents of Western Newfoundland with a cost efficient and environmentally sound means of disposing their waste.
- Implementing initiatives that will reduce the amount of waste going to landfills by 50%.
- Providing collection of source separated waste to be recycled, composted and disposed of in provincially approved engineered lined landfills.
- Recycling and disposal of construction and demolition, metal and bulk waste.
- Engaging the Industrial, Commercial and Institutional (ICI) sector, keeping in mind the same environmental and economic goals.
- Pursuant to section 24 of the *Regional Services Board Act, 2012*:

24. (1) *The expenses of a board may be defrayed out of revenue generated by the assessment of fees from:*

(a) municipal authorities governed by that board or persons who occupy real property, either as owners or tenants of the property, in municipal authorities governed by that board;

(b) persons who occupy real property, either as owners or tenants of the property, in unincorporated areas governed by that board; and

(c) users of facilities and services.

(2) *For the purpose of subsection (1), a tenant does not include a lodger or a boarder.*

(3) *The methods of raising revenue referred to in subsection (1), as well as the date when the money being raised as revenue is due and payable, shall be imposed or varied by a resolution of the board.*

(4) *Fees referred to in subsection (1) remain in effect and are due according to the nature of the fee and its method of payment, until the resolution of the board imposing it has been cancelled.*

The legislation from which the board derives its mandate may be accessed through the House of Assembly website at: www.assembly.nl.ca/legislation.

3. Lines of Business

1) Waste Diversion programs

The board plans and implements a waste management program that provides and supports diversion opportunities for all residents of the Western region. This is supported with educational services in the form of educational documents and sessions regarding household waste separation and other reduction and diversion techniques.

2) Operation of transfer stations and public drop-off sites

The board oversees the construction of transfer stations in Rocky Harbour, Hampden Junction, Wild Cove, St. Georges, Channel-Port aux Basques, and Burgeo as well as the development of public drop-off sites in Portland Creek, Bonne Bay South and Port au Port. It falls under the board's and the office's purview to oversee and maintain the day to day operations of all these sites as well as manage the operations or contracts regarding waste diversion programs and a detailed transportation system of waste from the Western Region to the Central Waste Management site at Norris Arm North.

3) Curb Side Collection program

The board investigates methods of providing curbside collection of source separated waste to be recycled, composted or disposed of in a provincially approved engineered lined landfill. Recycling and disposal of construction & demolition, metal and bulk waste is to be considered in the same manner, keeping in mind the environmental and economic goals.

6. Shared Commitments

The Western Regional Service Board works closely with several major partners in its attempt to implement a modern waste management strategy in Western Newfoundland.

There are several Government departments that the WRSB works closely with including The Department of Municipal and Intergovernmental Affairs (MIGA), The Department of Environment and Conservation (E&C) and Service NL (SNL). MIGA is providing the capital funding for the project and is involved in the planning and development as well. E&C and SNL work closely with the WRSB as the regulators for current operations and to ensure environmental regulation compliance in the development and implementation of the Western program.

The Multi-Material Stewardship Board (MMSB) has worked very closely with the WRSB in both providing financial assistance in the form of their Capacity Building Funds and for Household Hazardous Waste programs. They have also been a partner in providing education and assistance in media and public relations and providing funding to attend their forums, seminars and training opportunities.

The communities, business and general public are also considered valued and critical partners. By participating and accepting new waste management practices these groups provide valuable input and feedback on our ongoing progress and operations. This reflects and increased the Government's strategic direction components of *Regional Cooperation* and *Municipal Infrastructure*.

7. Highlights and Accomplishments

Through its work in planning and implementing waste management service in the Western Regional, Western Regional Service Board has greatly contributed to the Government's strategic direction components of *Municipal Infrastructure* and *Regional Cooperation*. The WRSB has operationally closed 17 waste management sites within the seven Western Sub-regions and consolidated to one waste site in each sub-region. We have environmentally closed/decommissioned 11 of these sites in 2014. We have implemented new modern waste management practices at the sites to make the waste management process more efficient and promote the government's strategic directions. Although our timeline on construction planning was not completed in 2014 and has moved into 2015, this delay was necessary in order for the WRSB to ensure due diligence was served and the most efficient system/process is chosen for the people of Western Newfoundland.

8. Vision

The vision of the Western Regional Service Board is of an innovative, professional, economic and environmentally sound waste management program for the people of Western Newfoundland.

9. Mission

By December 31, 2016 the Western Regional Service Board will have enhanced waste management services in the region.

10. Report on Performance

ISSUE 1: Waste Management and Diversion Strategy

In an effort to meet the goals of the PWMS, the Western Regional Service Board has begun to plan the strategy for the Western Region.

Over the next three years the board will design, build and implement a modern, efficient and cost effective waste management and diversion strategy in the Western Region.

With cooperation from the Provincial Government in providing the capital infrastructure funding, the board intends to design and build the infrastructure needed to provide this service and implement a diversion and waste management program that will successfully achieve all the goals of the PWMS and do so in a cost efficient manner.

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 Western Regional Service Board will have designed and implemented a modern, efficient and cost effective waste management and diversion program in the Western region.

Objective 1: By December 31, 2014, the Western Regional Service Board will have acquired the design/build proponent by Request for Proposal (RFP) process with Prime Consultant to construct six transfer stations and three public drop off sites for bulk waste.

Measure: Acquired design/build proponent by RFP process with Prime Consultant.

Indicators:

- Finalized pre-design components of the Western Program (ie. waste streams and destinations, land acquisition).
 - By December 31, 2014 the WRSB substantially completed the pre-design components for the Western Program with respect to the Design Build Request for Proposals (RFP). The three (3) public drop off facilities were removed from this project as they were delaying the larger infrastructure project, specifically due to the delay in land acquisition for these locations.

- Initialized and completed Request for Qualifications* RFQ/RFP process for design/build proponent.
 - The RFQ Process was completed within 2014. Due to the complexity of the review required and the scheduling conflicts of the evaluation committee, the RFP process was not underway until after December 31, 2014.
- Completed RFP process and awarded successful bidder.
 - This indicator was not completed as there was a delay in issuing the RFP. Expected to be awarded in late summer or early fall 2015.

Objective 2: By December 31, 2015, the Western Regional Service Board will have commenced infrastructure construction and identified required equipment procurement.

Measure: Commenced infrastructure construction and identified required equipment procurement

Indicators:

- Preferred Proponent selected and contract signed
- Preferred Proponent complete design, mobilize and begin site preparation and construction
- Review of required equipment completed and procurement process developed.

*Note: The 2014-17 Business Plan included the term "Request for Quote" in the Objective 1 indicators; this was an error and the correct terminology is used above.

ISSUE 2: Interim Operational Take-over of Consolidated Sub-regional Programs

The Western Regional Service Board, in an attempt to further the PWMS to consolidate current solid waste management programs and close smaller unlined landfills, will take over the administrative operation of several interim sub-regional sites.

This is an attempt to provide a uniform fee structure for the western residents and commercial sector, and provide the board valuable scale data, trends, etc., and continue the goals of closing smaller landfill sites.

The board has decided to move forward with a Data Management System similar to that of the Central Regional Service Board. Although this system was originally planned to be installed upon the implementation of the final Western Model, we are moving forward on incorporating it into these interim operations.

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 Western Regional Service Board will have completely consolidated all sub-regions and acquired full administrative responsibility of waste management sites and programs.

Objective 1: By December 31, 2014, the Western Regional Services Board will have assumed full administrative responsibility of the operation of the Wild Cove and St. Georges waste site.

Measure: Assumed full administrative responsibility of the operation of the Wild Cove and St. Georges waste site.

Indicators:

- Implemented uniform fee structure for all users.
 - Uniform base rate of \$40.12 was implemented for all users of the Wild Cove and St. George's sites. Due to deficit and surplus within the respective areas, that base rate was adjusted accordingly. Any residents outside of these areas using landfills not currently operated by WRWM continued with their own fee structures.
- Implemented same level of service for all users.
 - Operational and environmental standards were provided to all users of the Wild Cove and St. George's sites. These included RFID card system, weight scale system, public drop-off areas, etc. Any residents outside of these areas using landfills not currently operated by WRWM continued with their own operations.
- Implemented data management system to monitor, regulate, record and maintain services.
 - Main office in Corner Brook was upgraded with a server and software installation for the data management system. Both the Wild Cove and St. George's sites received upgrades and training for implementation of the data management system.

By December 31, 2014 the WRSB had taken over full operations of the Wild Cove and St. Georges land fill operations and was responsible for operations and fees collections. The RFID card system was implemented in both areas and tipping fees were charged by the WRSB for all users of each site. Due to the fact that the WRSB adopted two separate ongoing operations and consolidated them into one, there was some differences between regions regarding tipping fee structure, but a uniform base rate was established. Both sites were operating under operational contracts and both areas were indeed being provided the same level of service in most respects.

Objective 2: By December 31, 2015, the Western Regional Services Board will have assumed administrative responsibility of other sub-regional interim waste sites.

Measure: Administrative responsibility of other sub-regional interim waste sites assumed

Indicators:

- Completed review and cost analysis of service extension to other sub-regions
- Began communication and education with sub regions involved
- Implemented infrastructure to provide same level of service as other sub-regions (Scales, RFID Card equipment etc...)
- Implemented administrative requirements for sites

11. Opportunities and Challenges

Public Education

- **Opportunities:**

- The development of the strategy for waste management in Western Newfoundland has taken considerable work and time. With the completion of the RFP process in 2015 the WRSB will have the ability to begin promoting to the public and all users of the facilities what they can expect in the way of infrastructure, waste stream separation, diversion options etc...

- **Challenges:**

- Changing negative attitudes and overcoming false information about this project will be a significant challenge in 2015. The WRSB looks forward to being able to inform the public of what is to come and what to look forward to in implementing this program; however, they realize how challenging it will be with ongoing criticism and the lack of knowledge that currently exists.

Organizational Growth

- **Opportunities:**

- The WRSB office expects to hire additional staff in 2015 and increase the knowledge base of all involved (Board and Staff). This organization has an opportunity to be an environmental leader and its members to advance waste management, diversion and environmental stewardship. Also to increase the positive footprint this organization can have on the area it serves.

- **Challenges:**

- The rate in which the WRSB is growing is exceptional. Opportunities with such growth go hand in hand with challenges. Staff and Board members will have steep learning curves and a level of inexperience as any new organization would experience. This will be met with determined and dedicated work ethic and a passion and drive of all involved to make this organization successful.

Appendix A: Legislated Mandate

NEWFOUNDLAND AND LABRADOR REGULATION 10/13

Western Regional Service Board Order
under the
Regional Service Boards Act, 2012
(O.C. 2013-017)

(Filed January 29, 2013)

Under the authority of section 3 of the *Regional Service Boards Act, 2012*, the Lieutenant-Governor in Council, on the recommendation of the Minister of Municipal Affairs, makes the following Order.

Dated at St. John's, January 29, 2013.

Paula Burt
Deputy Clerk of the Executive Council

ORDER

Analysis

1. [Short title](#)
2. [Creation of region](#)
3. [Establishment of board](#)

Short title

1. This Order may be cited as the *Western Regional Service Board Order*.

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Creation of region

2. The city, towns, local service districts and unincorporated areas in the western portion of the Island of Newfoundland situated south and west of a line drawn from Bellburns to Jackson's Arm to The Beaches to Ramea, as well as the local service district of Grey River, are constituted as a region with the name of the Western Region.

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Establishment of board

3. The Western Regional Service Board is established for the region with the purpose of providing regional services in accordance with the Act.

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Appendix B: Financial Statements

(To be provided when available)