

# EASTERN REGIONAL SERVICES BOARD

## Minutes of Meeting #22

April 2, 2014

7:00 p.m.

Ramada St. John's

Kenmount Road, St. John's, NL

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### In Attendance:

Ed Grant, Chairperson  
Dave Aker, Mount Pearl  
Bill Bailey, Clarenville & Isthmus  
Bernard Davis, St. John's  
Joy Dobbie, Trinity Bay South & Isthmus East  
Jonathan Galgay, St. John's  
Tom Hann, St. John's  
Sandy Hickman, St. John's  
Dave Lane, St. John's  
Ken McDonald, Conception Bay South  
Harold Mallowney, Vice Chair, Southern Shore  
Peggy Roche, Small Metro  
Gordon Stone, Trinity Conception North

### Regrets:

Danny Breen, St. John's  
Wally Collins, St. John's  
Dennis O'Keefe, St. John's  
Art Puddister, St. John's  
Bruce Tilley, St. John's  
Sterling Willis, Paradise  
William Woodman, Southwest Avalon

### Other Attendees:

Ken Kelly, Chief Administrative Officer, Eastern Waste Management  
Lynn Tucker, Manager Corporate Services, Eastern Waste Management  
Kevin Power, Manager Waste Operations, Eastern Waste Management  
Stephen Colford, Manager, Waste & Recycling Division, City of St. John's

## 1. Call to Order

Mr. Ed Grant, Chairperson, called the meeting to order at 7:00 p.m.

## 2. Adoption of Agenda

**It was moved and seconded (J Galgay/B Bailey) to adopt the agenda as tabled.  
MOTION 2014-007: Carried (unanimously)**

### 3. Review of Minutes – February 26, 2014

It was moved and seconded (J Dobbie/B Bailey) that the minutes of the February 26, 2014 meeting is adopted as tabled.

**MOTION 2014-008: Carried (unanimously)**

### 4. Committee Reports

#### i. Finance & Audit Committee (S Hickman)

- i. **Update on Memorandum of Understanding between ERSB and City of St. John's for use of Regional Waste Management Facility** – Mr. Hickman noted that an outgoing board member had requested an update on this issue at our last regular meeting. For the benefit of new board members the City of St. John's owns and operates the Regional Waste Management Facility located at Robin Hood Bay (RHB) on behalf of the region. This arrangement started back in 2007 with the decision by the Province to make RHB the regional site and to fund the redevelopment of the landfill facility. Since that time we have been trying to formalize the arrangement.

A Memorandum of Understanding (MOU) has been put together to capture the arrangement and, as you can appreciate, the relationship has evolved from the original vision and the MOU draft document has changed to respond to these changes.

The most recent hurdle that we have worked through has been the separation of funding for regional waste management activities from the funding of community waste collection services. Regional activities are tipping fee funded and community activities are service fee funded. This means that curbside collection is not subsidized by the tipping fee at RHB and as the regional service board evolves and delivers other services, the tipping fee is not used to subsidize other services.

At the moment we are working on the inclusion of organics processing in the relationship. The debate is whether organics processing is funded from the tipping fee similar to paper and container diversion. Included in tonight's meeting package (see Appendix A) is a one-page excerpt from the MOU draft that outlines the wording currently being debated.

At this time the decision as it relates to organics is to await the outcome of the provincial organics study and assess what this will mean for the eastern region. Then once some of the decisions are made with regards to the future of organics we can adjust or revise the current draft to reflect the rationale or decision reached.

Mr. Grant stated that the MOU will provide a clear outline for what the tipping fee revenue may be used. All collection contracts have to be self-financing. As Mr. Hickman noted, organics is the issue in finalizing this agreement. The Dillon (this is the consultant that the province has engaged to complete a province-wide organics study) report is now available

and it should assist us in moving forward. It is clear that this board cannot reach its diversion targets without organics processing as organics make up 30-35% of the overall waste stream. At a quick glance, it appears that the Dillon report recommends a regional organics processing facility but more time will have to be spent studying the report.

Mr. Grant concluded that the MOU continues to be worked on and should be finalized soon. As well, he stated that RHB is well managed by the City of St. John's and the bigger decision for the board to make is how to handle our surplus.

General discussion took place regarding the finalization of the MOU and the impact that the Dillon report may have on it.

**It was moved and seconded (S Hickman/P Roche) to request a meeting with ERSB, the province and the City of St. John's regarding the implications of the Dillon Report in the Eastern Region as well as on the MOU.**

**MOTION 2014-009: Carried (unanimously)**

Mr. Hann asked what it would cost to construct an organics processing facility.

Mr. Kelly replied that these facilities are very expensive. The approximate cost of an organics facility for the Eastern Region is \$136 million. This includes capital costs as well as operating costs for several years. He continued that there are still many questions to be answered on this issue.

Mr. Grant noted that the province is usually willing to finance capital costs but operating costs would be the board's responsibility.

- ii. **Regional Waste Management Facility 2013 Financial Results and Tonnage Report** – Mr. Hickman noted that two reports have been included in tonight's meeting package (see Appendix B) – the first is the revenue and expenditures of RHB for 2013 and the second is a tonnage breakdown report.

You can see that the accumulated surplus for the RHB operations stands at approximately \$10 million (\$9,953,000). We are currently charging a fee of \$67.60 per metric tonne which is a reduced rate through the application of about \$800,000 in surplus money. The true cost of operating RHB is closer to \$72.50 per metric tonne so the users are already seeing a reduction in fees because of the surplus. The surplus is accruing because we are receiving more waste than projected. The tonnage breakdown shows that we accepted 4% more revenue generating waste in 2013 than in 2012.

The Finance & Audit Committee has had discussions with regard to how to approach budgeting for 2015 given the surplus, the establishment of capital and operating reserves and projections for tonnage to be accepted.

Mr. Hickman concluded that the main issue is the political sensitivity around the growing surplus – we basically have enough to operate for a full year. Reducing the tipping fee simply encourages the dumping of waste rather than diversion such as recycling. There is a need to formalize a strategy on tipping fee stabilization.

Mr. Colford noted that past projections were based on a five (5) year average and that they have now moved to a three (3) year average for this year and future years.

Mr. Aker cautioned that the board needs a plan or the province may capitalize the money.

Mr. Grant said that the surplus may not be a big issue once organics processing begins – a fundamental change will happen at that time. The City of St. John's has made it clear that it does not want an organics processing facility at RHB. The Dog Hill site has been identified as a possible organics processing site for the Eastern Region. At that time the board will have to operate two (2) facilities with no real change in the cost of operating RHB. In addition, there will be a decrease in the revenue generated at RHB due to a decrease in the overall waste stream when organics is no longer being landfilled.

Mr. Mullowney noted that he feels it is important to have a plan in place for the surplus. If the board doesn't have a plan, then someone else may plan for its use.

Ms. Dobbie asked how much tonnage is expected to be disposed of annually at the Clarenville Transfer Station.

Mr. Kelly responded that 11,000 metric tonnes is expected.

Mr. Colford noted that organics make up approximately 35% of the waste stream. If that is not received at RHB, that will have to impact the tipping fees. The tipping fees would have to increase as costs to operate RHB will not change significantly.

General discussion ensued regarding the usage of the surplus with the following points:

- Central Newfoundland Waste Management had had to use a portion of their surplus for infrastructure; therefore, this board should develop a plan so that the province does not capitalize the monies.
- Suggests that the board continue to use a portion of the surplus each year to stabilize the tipping fees at RHB.
- If organics is not going to RHB, that will have a significant impact on the overall tonnage being received there and will have a huge impact on the tipping fee.
- This is something for board members to be aware of for future discussion. The committee should continue to study this and develop a plan for the usage of the board's surplus to come back for the board's consideration.

**It was the consensus of Board members that the usage of the board's surplus would be discussed at the Finance & Audit Committee and a plan/strategy for the surplus would be developed and brought back to the ERSB for consideration.**

- iii. **Cheque Register** – Mr. Hickman stated that this item is for information purposes for the board. ERSB uses a cheque-based payment system for payroll and invoices with each cheque signed by two board members – usually the Chairperson and Vice Chairperson. However, payroll recently moved to direct deposit. To maintain the checks and balances in the process, staff will be tabling a cheque register at each Finance & Audit Committee meeting for review.

**It was moved and seconded (S Hickman/D Aker) that a cheque register be tabled at each Finance & Audit Committee meeting for review at each meeting of the payments made since the previous cheque register report.**

**MOTION 2014-010: Carried (unanimously)**

- iv. **Travel Reimbursement Policy for Board Members** – Mr. Hickman stated that a travel reimbursement policy is an issue mainly for our out-of-town members. Staff has brought it to the board's attention that the province has mandated a 1997 travel policy for board members. The table included in tonight's meeting package (see Appendix C) gives you a summary and a comparison of the various policies in use by the provincial government for ministers, MHAs and staff. The Executive Policy that applies to board members is the lowest and most out of date. If the board follows this policy it would mean that members would be out of pocket for attending meetings. While this is the policy it is unreasonable to expect board members to be out money in order to attend meetings. The Finance & Audit Committee is looking at developing a travel policy document that would look more like the provincial government's staff policy and at least be more up to date than 1997 in terms of market rates for mileage, etc.

Mr. Kelly noted that to date, the board has reimbursed members at the provincial staff rates.

Mr. Grant stated he is prepared to defend the board's decision to reimburse members at the current provincial government staff rates. In addition, he fully supports the board developing a travel reimbursement policy that is current and reasonable.

- v. **Review of Minutes of Finance & Audit Committee Meeting – March 12, 2014**

**It was moved and seconded (S Hickman/D Aker) that the minutes of the Finance & Audit Committee meeting of March 12, 2014 is adopted as tabled.**

**MOTION 2014-011: Carried (unanimously)**

- vi. **Ratify Motion to Accept Funding from the Province for Clarenville Transfer Station, Regional Waste Recovery Facilities and Landfill Closures** – It was noted that a motion is needed to ratify the motion adopted by email on March 28, 2014 (see Appendix D).

**It is moved and seconded (S Hickman/B Bailey) the Eastern Regional Service Board will accept capital funding from the province in the amount of \$3,880,000.00 for the Clarenville Transfer Station, other regional Waste Recovery Facilities and landfill site closures.**

**MOTION 2014-012: Carried (unanimously)**

**b. Strategy & Policy Committee – (H Mallowney)**

- i. **Strategic Plan 2014-December 31, 2016** – Mr. Mallowney noted that the board has to submit a three (3) year strategic plan with the province. It has been tabled with the province and this plan will become part of an annual reporting process to the province on the progress made each year in achieving the objectives outlined in the plan. This plan will be posted on the province’s website as a reporting agency into Municipal and Intergovernmental Affairs and it will also be posted on the board’s website. For tonight, the board will ratify the motion adopted by email on March 26, 2014 (see Appendix E).

**It is moved and seconded (D Lane/B Davis) that Eastern Regional Service Board adopt the Strategic Plan 2014-December 31, 2016 and submit the plan to the province under the requirements of the *Transparency and Accountability Act*.**

**MOTION 2014-013: Carried (unanimously)**

- ii. **Land Reserved for Future Waste Operations (Landfill, Organics, Etc.) Suitability Report** – Mr. Mallowney reminded members that about ten (10) years ago the province set aside a large amount of land along the Trans Canada Highway across from Butter Pot Provincial Park for the next landfill and waste facilities (organics composting, etc.) – referred to as Dog Hill. A map has been included in tonight’s meeting package (see Appendix F). There is an existing electrical transmission line and switching yard at this site that brings power from the Holyrood generation station and Bay d’Espoir into the Northeast Avalon. Nalcor will be expanding this facility and transmission line for the Muskrat Falls project. We wanted to understand how this impacted the site so we had AMEC Environment & Infrastructure (AMEC) conduct two pieces of research for the board with regards to the land reserved at Dog Hill.

This parcel of land is thousands of acres; however, the majority of the highway frontage has been used or is limited by ponds between the site and the highway. To build an access road would be very expensive because of the divided highway. We originally approached Nalcor about the ability to use the access road that it is developing for the switching yard at Soldier’s Pond. Nalcor is not in favour of jointly using the access road – it needs dedicated access until 2018 for construction, the ability to extend the road along the southwest side is not possible and taking the road around the site to the east will result in the road crossing under two power line corridors. The Nalcor access road will only be accessible from one side of the highway and not both east/west lanes.

AMEC was asked to address whether (1) the quality of the land would be suitable for a landfill (soil conditions, amount of water on site, availability of cover material); and, (2) will this parcel of land work for ERSB (ability to build a landfill and other infrastructure given current regulations on this site).

AMEC found one parcel of land that is about 29 hectares (47 acres) that may be suitable for a future landfill that is located in the southern end of the site. There is potential to expand to 49 hectares but that will be three (3) parcels on the site. In addition, the bedrock is very close to the surface which could impact construction costs and the ability to use on-site fill for daily cover material is limited.

At this time, the board needs to assess and find suitable locations for several pieces of infrastructure:

- a. Future organics processing facility (needed in 3-5 years);
- b. Future landfill to replace RHB – if Dog Hill is not suitable (needed in about 35 years);
- c. Whitbourne Waste Recovery Facility – immediate need if current parcel of land does not get approved;
- d. Depot for Board's equipment at Whitbourne – immediate need; and,
- e. Potentially another Waste Recovery Facility in the Holyrood area (next year).

Mr. Aker noted that the prime issue seems to be if Dog Hill can be used for a future landfill as well as for the processing of organics.

Mr. Kelly stated that the Dog Hill site is huge; however, there is very little usable land available there. The board has been directed to go there but a highway interchange will be required. It does not seem that the site will be suitable for a future landfill.

Mr. Grant said he is not convinced that a future landfill and our organics processing facility would need to be located at the one site. Dog Hill may be suitable for the processing of organics; however, a lot of money will be needed to make the site suitable and accessible for our use. The province needs to be made aware of the challenges at Dog Hill.

General discussion ensued with the following points:

- The province will not allow too many interchanges in the area.
- A current interchange may be available for our use to access Dog Hill i.e. Witless Bay Line.
- We need to keep in mind that metro communities will have to travel to this site with their organics. That will drive costs up for those communities if the facility is located further out the highway.
- Has another site been considered as this site seems far from ideal?
- It seems the best course of action would be to meet with the province regarding this matter.

**It was the consensus of the board that the Strategy & Policy Committee will meet with the province, study and engage resources to identify the needs and locations for these five facilities. They will report back to the board.**

- iii. **Environmental Assessment for the Proposed Waste Recovery Facility at Whitbourne** – Mr. Mullowney stated that as an update, the environmental assessment (EA) process is underway for a site located near Whitbourne at Peak Pond to be developed as a waste recovery facility and pilot composting site. The public were asked to submit comments on the proposed project by March 26<sup>th</sup> and the Minister is now evaluating the materials. We expect a response by April 4, 2014. At the last board meeting it was the consensus that we would hold a public consultation once the EA process had concluded. It is also likely that as part of the decision of the Minister we will be directed to do public consultation if we want to proceed any further. We will know more once we get a response from the Minister.
- iv. **Review of Minutes of Finance & Audit Committee Meeting – March 11, 2014**

**It was moved and seconded (G Stone/B Davis) that the minutes of the Strategy & Policy Committee meeting of March 11, 2014 is adopted as tabled.**

**MOTION 2014-014: Carried (unanimously)**

**c. Governance Committee - (H. Mullowney, Chairperson)**

- i. **Appointing Members to ERSB Standing Committees** – Mr. Mullowney noted that ERSB has three (3) standing committees who have all given reports this evening. Now that new board members have been appointed by the Minister we need to review membership on these committees. Each committee has five (5) members with the exception of Finance & Audit Committee that currently has six (6) members. We are opening up committee meetings for the month of April and asking that any interested member to attend any or all of these meetings to get a sense if they would like to put themselves forward. The terms of reference for each committee is available from Mr. Kelly or Ms. Tucker as well as background materials, previous minutes, etc.

Would anyone interested in participating please send their expression of interest for a particular committee to either Mr. Kelly or Ms. Tucker by April 22, 2014. Committee members will be allocated at the regular board meeting of April 30, 2014.

Mr. Grant noted that the Chairperson sets the committee memberships and that he will endeavour to maintain a balanced approach based on the member's interest, geographical representation, etc.

- ii. **Election of ERSB Vice Chairperson** – Mr. Mullowney stated that, again, with the appointment of new board members, there is a need to seek people who may be interested in the position of Vice Chairperson, currently held by him. This position is back-up to the Chairperson as well as a political representative of the board at meetings, etc. Again, we are asking any



board member who is interested in this position to please notify either Ms. Tucker or Mr. Kelly by May 7, 2014. A vote for this position will be held at the regular board meeting of May 28, 2014.

- iii. **Update on the Bay Roberts Sub-region Election of New Member** – Mr. Mullaney stated that nominations have closed and three people have put themselves forward to represent the Bay Robert sub-region. They are: Mr. George Janes of Clarke’s Beach; Mr. Sam Whalen of Colliers; and, Mr. Walter Yetman of Bay Roberts.

Each community in the sub-region may cast one vote by Wednesday, April 16, 2014 at 12:00 noon.

- iv. **Upcoming Conferences and Organics Study Tour to Nova Scotia** – Mr. Mullaney noted that the board is involved in some outreach activities as well as member education activities (conferences). We have several upcoming conferences that we would like to determine the level of interest in attending. They are:
  - i. MNL Symposium – Gander May 1-3;
  - ii. SWANA (Solid Waste Association of North America) – Dallas, Texas – August 26-28;
  - iii. MNL Annual Convention – Corner Brook October 9-11.

Mr. Mullaney stated that given the timeliness of the organics discussion we have some options that have been put forth as opportunities for board member education and development. We would like to know who may be interested in attending:

- i. Nova Scotia Compost Operations Tour of Facilities – week of July 7<sup>th</sup> proposed. Proposal to visit three to four sites in Nova Scotia during the week of July 7<sup>th</sup>. The facilities being looked at include Halifax Regional Municipality (HRM) in-vessel facility; Cumberland County facility; Fundy Compost, Guysborough County, Pictou County and Greater Moncton Sewage Commission. The cost will be approximately \$1,000 per person and would take about 1½ to 2 days to complete depending on the final number of facilities to visit.
- ii. Southern Ontario Tour of Facilities – possible future tour. No dates for facilities set;
- iii. Burin Peninsula Windrow Compost Facility – near Grand Bank. Late August or September.
- iv. Tour of the Regional Waste Management Facility located at Robin Hood Bay – May or June.

Mr. Grant asked that anyone who is interested in attending these events to please let Ms. Tucker or Mr. Kelly know. In addition, he is recommending that the board develop a policy regarding board members’ attending conferences, symposiums, etc.

- v. **Review of Minutes of Governance Committee Meeting – March 18, 2014**

**It was moved and seconded (T Hann/B Davis) that the minutes of the Governance Committee meeting of March 18, 2014 is adopted as tabled.**

**MOTION 2014-015: Carried (unanimously)**

## 5. Other Business

- i. **Comments from City of St. John's with Regards to the Draft Provincial Organics Study** – Mr. Grant stated that a memorandum received from the City of St. John's (CSJ) regarding the study of options for organic waste processing is included in tonight's meeting package (see Appendix G). He continued that he thinks the statements being made by the CSJ are quite bold in light of the facts that the CSJ (1) took approximately \$36.5 million of government funding to update RHB and now they are saying that they will not accept an organics processing facility at RHB; and, (2) CSJ is expecting the region to pick up the costs of transporting their organics to Dog Hill.

Mr. Colford stated he understood that a transfer station was being discussed for RHB.

Mr. Grant replied that no transfer station would be necessary at RHB if the organics facility was going there as originally agreed.

Mr. Colford noted that RHB will have a carbon deficit if cardboard/paper is taken out of RHB for an organics processing facility elsewhere. In addition, he stated that bi-weekly collection of organics is not often enough due to the 'yuck' factor. Having residents hold organic materials for several weeks will reduce participation.

General discussion took place with Mr. Grant summarizing that a meeting with the province is necessary to discuss the organics strategy and we will go from there.

## 6. Next Meeting

The next regular meeting of Eastern Regional Service Board will be held on Wednesday, April 30, 2014 at 7:00 p.m. at the Ramada St. John's.

Committee Meetings have been scheduled for:

- a) Finance & Audit Committee – Wednesday, April 9, 2014 at 12:00 noon, EWM Boardroom
- b) Strategy & Policy Committee – Tuesday, April 8, 2014 at 10:00 a.m., EWM Boardroom
- c) Governance Committee – Tuesday, April 15, 2014 at 10:00 a.m., EWM Boardroom

## 7. Adjournment

**It was moved by B Bailey to adjourn the meeting at 8:10 p.m.**

**MOTION 2014-016: Carried**

*Prepared by: Lynn Tucker  
April 11, 2014*

# APPENDIX 'A'

**FROM DRAFT M.O.U.**

5. (A) User fees for disposing of waste materials at the RHB Facility shall be established by the Board under the authority granted in Sections 24 and 26 of the Regional Service Board Act on the following principles:
- (i) Fees shall be established so as to ensure that the City shall, on an annual basis, be able to recover and offset all of the costs determined by the City to be attributable, incidental, or in any way related to the City's management and operation of the RHB Facility in St. John's. For greater certainty, it is understood and agreed that curbside waste collection costs shall not be included in the City's costs.;
  - (ii) "Eligible Recovery Operations" of the Board are (i) transporting waste from areas more than 100 kilometres from the RHB Facility to the point that is 100 kilometres from the RHB Facility; (ii) operating transfer stations and waste recovery facilities including, **without limitation, organic composting facilities;** and (iii) administration, reasonably attributable to the foregoing. . Fees shall be established so as to enable the Board to recover and offset all of its costs attributable, incidental, or in any way related to Eligible Recovery Operations net of all fees and revenues or monies collected or otherwise obtained by the Board from third parties for, or in relation to, Eligible Recovery Operations ("Eligible Costs"). For greater certainty, it is understood and agreed that curbside waste collection costs shall not be included in Eligible Costs;
  - ( iii) Fees shall be established in a manner so as to encourage waste diversion by all municipal and commercial users of the RHB Facility by setting different fees for waste materials subject to diversion, as opposed to waste materials that are simply for disposal; and

# APPENDIX 'B'

**CITY OF ST. JOHN'S  
ROBIN HOOD BAY  
REGIONAL WASTE MANAGEMENT FACILITY  
Statement of Revenue and Expenditures**

Year ended December 31, 2013

	2013 Budget \$ (unaudited)	2013 Actual \$	2012 Actual \$
<b>Revenue</b>			
Tipping fees	11,395,100	12,774,334	12,292,799
Sale of recyclable materials	(47,000)	397,322	395,903
Lease of space	219,940	215,666	213,531
Beverage return - MMSB	117,500	120,000	141,062
Institutional commercial industrial material compensation fees	108,000	99,719	120,333
Interest earned		70,163	82,977
Sanitary fill permits	30,000	35,699	34,100
Cross docking compensation fees	21,000	12,232	25,360
Miscellaneous		325,000	23,025
Third party charges			-
	<b>11,844,540</b>	<b>14,050,136</b>	<b>13,329,090</b>
<b>Expenditures</b>			
Personnel services (Schedule 1)	1,679,661	1,498,863	1,407,440
Contractual services (Schedule 2)	8,471,418	8,130,705	6,670,146
Materials and supplies (Schedule 3)	1,106,140	1,099,687	564,862
Other charges (Schedule 4)	1,810,802	1,830,056	1,616,248
	<b>13,068,021</b>	<b>12,559,312</b>	<b>10,258,696</b>
Excess of revenue over expenditures	(1,223,481)	1,490,824	3,070,394
Accumulated surplus, beginning of year		8,462,271	5,391,877
Accumulated surplus, end of year		9,953,095	8,462,271

***DRAFT - FOR DISCUSSION PURPOSES ONLY***

**CITY OF ST. JOHN'S  
ROBIN HOOD BAY  
REGIONAL WASTE MANAGEMENT FACILITY  
Statement of Financial Position**

As at December 31, 2013

	2013	2012
	\$	\$
<b>Financial assets</b>		
Cash - post closure costs	93,926	4,673,914
Cash - replacement of equipment	2,498,344	1,850,017
Investment in City's bonds	5,630,000	
Receivable from City of St. John's	9,953,095	8,462,271
	<u>18,175,365</u>	<u>14,986,202</u>
<b>Financial liabilities</b>		
Reserve for post closure costs	5,723,926	4,673,914
Reserve for replacement of equipment	2,498,344	1,850,017
	<u>8,222,270</u>	<u>6,523,931</u>
<b>Accumulated surplus</b>	<u>9,953,095</u>	<u>8,462,271</u>

***DRAFT - FOR DISCUSSION PURPOSES ONLY***

**CITY OF ST. JOHN'S  
ROBIN HOOD BAY  
REGIONAL WASTE MANAGEMENT FACILITY**

**Schedule of Expenditures**

Year ended December 31, 2013

	2013 Budget	2013 Actual	2012 Actual
	\$	\$	\$
	(unaudited)		
<b>Personnel services</b>			
Labour - regular	1,202,461	<b>1,140,673</b>	1,034,383
Employer's contribution	255,000	<b>215,810</b>	223,390
Labour - overtime	165,200	<b>103,354</b>	107,400
Car allowance	57,000	<b>39,027</b>	42,267
	<b>1,679,661</b>	<b>1,498,863</b>	<b>1,407,440</b>

***DRAFT - FOR DISCUSSION PURPOSES ONLY***



**CITY OF ST. JOHN'S  
ROBIN HOOD BAY  
REGIONAL WASTE MANAGEMENT FACILITY  
Schedule of Expenditures**

Year ended December 31, 2013

	2013 Budget	2013 Actual	2012 Actual
	\$	\$	\$
	(unaudited)		
<b>Contractual services</b>			
External contractual services	3,085,900	2,661,333	2,287,789
Administration and management	3,078,040	3,322,068	2,002,929
Lease of heavy equipment	1,044,000	1,008,799	1,269,728
Fleet costs	642,703	358,471	537,967
Visa/Mastercard fees	120,000	137,943	137,943
Security services	131,000	125,944	124,312
Light and power	116,490	128,457	107,080
Cleaning by contract	40,080	24,491	38,076
Rental of other equipment	82,000	18,646	36,936
Fire insurance	3,150	31,085	26,073
Information systems	18,651	18,651	18,843
Professional and special services	10,000	185,558	17,822
Exterminators	9,100	10,428	9,081
Maintenance of alarm systems	1,800	15,606	8,371
Maintenance of other equipment	26,950	18,524	7,956
Computer communication line	7,924	8,522	7,326
Repairs to buildings	4,800	5,449	4,700
Miscellaneous	5,080	19,911	4,454
Repairs to other equipment	2,400	1,641	3,764
Travel	12,000	15,944	3,667
Employee training	3,000	2,761	3,525
Cellular phones and pagers	4,800	3,121	2,948
Memberships	3,000	1,922	2,940
Telephone	3,500	2,691	2,755
Engineering consultants	10,000	-	1,004
Repairs to electrical	600	156	754
Maintenance of fire equipment	1,200	13	722
Overhead doors	3,100	2,572	681
Technical services	150	-	-
	<b>8,471,418</b>	<b>8,130,705</b>	<b>6,670,146</b>

**DRAFT - FOR DISCUSSION PURPOSES ONLY**

**CITY OF ST. JOHN'S  
ROBIN HOOD BAY  
REGIONAL WASTE MANAGEMENT FACILITY  
Schedule of Expenditures**

Year ended December 31, 2013

	2013 Budget	2013 Actual	2012 Actual
	\$	\$	\$
	(unaudited)		
<b>Materials and supplies</b>			
Pit run fill	1,000,000	1,025,969	474,539
Calcium chlorine	30,000	21,432	36,629
Miscellaneous materials	27,000	2,255	15,460
Stationery and office supplies	14,000	13,104	12,789
Furnace oil	9,660	13,263	11,898
Cleaning supplies	5,000	6,958	4,907
Hand tools and small equipment	2,000	2,930	2,687
Safety equipment	4,000	4,952	1,435
Food and refreshments	1,300	1,235	1,293
Electrical supplies	1,800	-	1,211
Toiletries	2,000	1,091	1,084
Timing mechanisms	480	101	435
Propane	1,500	229	394
Plumbing supplies	1,200	223	101
Wildlife management supplies			-
Road gravel	5,000	-	-
Traffic control signs	1,200	5,947	-
	1,106,140	1,099,687	564,862

***DRAFT - FOR DISCUSSION PURPOSES ONLY***

**CITY OF ST. JOHN'S  
ROBIN HOOD BAY  
REGIONAL WASTE MANAGEMENT FACILITY  
Schedule of Expenditures**

Year ended December 31, 2013

	2013 Budget	2013 Actual	2012 Actual
	\$	\$	\$
	(unaudited)		
<b>Other charges</b>			
Transfer for post closure costs	1,000,000	<b>1,000,000</b>	1,000,000
Past Service Costs	104,615	<b>144,869</b>	-
Equipment replacement - amortization	567,200	<b>628,176</b>	400,278
Equipment	120	-	143,257
Fleet capital costs	28,867	<b>28,867</b>	67,211
Provision for bad debts	110,000	<b>28,145</b>	5,502
	<b>1,810,802</b>	<b>1,830,056</b>	1,616,248

***DRAFT - FOR DISCUSSION PURPOSES ONLY***

**RHB Sanitary Fill  
Summary by Material**

Material Description	2012			2013		
	KG's	% Of Total	Charges	KG's	% Of Total	Charges
Cross Docking Material	5,024,780	1.94%	\$0.00	4,910,730	1.83%	\$0.00
Reusable Asphalt	6,720,080	2.60%	\$0.00	4,086,090	1.52%	\$0.00
Asbestos	2,365,640	0.91%	\$272,048.60	1,014,040	0.38%	\$116,614.60
Bulk Garbage	1,534,780	0.59%	\$100,528.83	2,039,470	0.76%	\$137,818.47
City Clean & Beautiful	7,410	0.00%	\$0.00	6,760	0.00%	\$0.00
Corrugated Cardboard	3,859,020	1.49%	\$0.00	3,978,336	1.48%	\$0.00
Commerical/Domestic Mix	57,521,010	22.24%	\$3,767,541.63	54,649,234	20.32%	\$3,668,539.26
Clear Film	92,160	0.04%	\$0.00	350,910	0.13%	\$0.00
Comingled ICI	205,240	0.08%	\$4,076.60	716,131	0.27%	\$14,220.42
Creosote Lumber	130,500	0.05%	\$15,007.50	306,100	0.11%	\$34,900.04
Construction Material	62,140	0.02%	\$4,004.81	27,300	0.01%	\$1,824.34
Commercial	61,276,243	23.69%	\$4,013,517.12	64,085,780	23.83%	\$4,302,650.35
Coloured Paper	0	0.00%	\$0.00	0	0.00%	\$0.00
CC-Mingled Residential	5,374,300	2.08%	\$107,483.60	5,650,520	2.10%	\$113,010.40
Domestic	55,136,870	21.31%	\$3,611,512.77	57,720,350	21.46%	\$3,874,858.47
Hospital Waste	318,610	0.12%	\$20,869.13	614,740	0.23%	\$43,270.88
International Waste	194,830	0.08%	\$17,534.70	199,820	0.07%	\$17,983.80
Leaves for Compost	3,340	0.00%	\$167.00	63,910	0.02%	\$0.00
MRF Garbage	68,220	0.03%	\$4,468.77	135,140	0.05%	\$9,058.93
Miscellaneous	2,627,270	1.02%	\$172,061.88	2,764,460	1.03%	\$185,958.52
Metal Waste	1,507,190	0.58%	\$0.00	1,818,503	0.68%	\$0.00
Non-Commerical Garbage	384,311	0.15%	\$0.00	358,790	0.13%	\$0.00
RDO Metal	1,334,934	0.52%	\$0.00	1,347,780	0.50%	\$0.00
Newspaper	186,070	0.07%	\$0.00	105,370	0.04%	\$0.00
Office Paper	1,345,630	0.52%	\$0.00	499,820	0.19%	\$0.00
Plastic Bottles	7,300	0.00%	\$0.00	9,980	0.00%	\$0.00
Rejected Bags from MRF	4,320	0.00%	\$0.00	0	0.00%	\$0.00
RDO Material	14,871,459	5.75%	\$0.00	16,416,622	6.10%	\$0.00
Regatta	9,580	0.00%	\$627.50	5,690	0.00%	\$384.65
Roofing Material	1,027,780	0.40%	\$67,320.96	2,591,350	0.96%	\$174,979.50
RDO Recycling	152,340	0.06%	\$0.00	165,320	0.06%	\$0.00
Residual Waste	157,680	0.06%	\$0.00	236,280	0.09%	\$0.00
Shipped Aluminum	44,570	0.02%	\$0.00	22,420	0.01%	\$0.00
Shipped Cardboard	8,382,150	3.24%	\$0.00	8,620,542	3.21%	\$0.00
Shipped Film	164,940	0.06%	\$0.00	277,250	0.10%	\$0.00
Shipped Gable Containers	243,580	0.09%	\$0.00	156,600	0.06%	\$0.00
Shipped Office Paper	838,840	0.32%	\$0.00	561,150	0.21%	\$0.00
Shipped Plastic #1 to #7	148,050	0.06%	\$0.00	128,320	0.05%	\$0.00
Shipped Steel Containers	149,470	0.06%	\$0.00	173,830	0.06%	\$0.00
Special Waste	234,950	0.09%	\$27,015.80	164,110	0.06%	\$18,872.65
Shipped PET	172,170	0.07%	\$0.00	168,990	0.06%	\$0.00
Shipped Newspaper	4,613,400	1.78%	\$0.00	4,627,860	1.72%	\$0.00
Shipped Newspaper #8	0	0.00%	\$0.00	54,830	0.02%	\$0.00
Shipped Blank Newspaper	308,090	0.12%	\$0.00	0	0.00%	\$0.00
Off The Road Tires (OTRS)	158,610	0.06%	\$26,963.70	124,263	0.05%	\$21,124.71
Useable Fill	17,688,836	6.84%	\$0.00	21,351,400	7.94%	\$0.00
WRF Renewals	265,980	0.10%	\$0.00	154,690	0.06%	\$0.00
WRF Placentia	518,270	0.20%	\$0.00	1,527,920	0.57%	\$0.00
WRF St. Josephs	94,340	0.04%	\$0.00	756,260	0.28%	\$0.00
WRF Bay Bulls	543,620	0.21%	\$0.00	2,369,560	0.88%	\$0.00
WRF Sunnyside	35,980	0.01%	\$0.00	576,790	0.21%	\$0.00
WRF Cavendish	0	0.00%	\$0.00	63,900	0.02%	\$0.00
Charitable Organizations	252,660	0.10%	\$0.00	109,370	0.04%	\$0.00
Charitable ORGS Tip Fee	325,300	0.13%	\$21,144.50	50,760	0.02%	\$3,332.15
<b>Total in Kgs</b>	<b>258,694,843</b>		<b>\$12,253,895.40</b>	<b>268,916,141</b>		<b>\$12,739,402.14</b>
<b>Total in Metric Tonnes</b>	<b>258,695</b>			<b>268,916</b>		

Revenue increase \$485,506.74 3.96%

# APPENDIX 'C'

Expense	Executive Policy Effective 1997	Cabinet Ministers Effective October 2011	MHAs Effective October 2007	Govt Staff Effective 2001 update 2005
	<b>PER DIEM ALLOWANCES - MEALS</b>			
Island of Newfoundland (incl HST)	\$36.00	\$53.00	\$50.00	\$36.50
<b>PER DIEM ALLOWANCES</b>				
Accommodations	As per receipt	As per Receipt	\$12.5max per night (receipt)	As per receipt
Private (Exec incl meals)	\$ 79.00	\$ 53.00		\$25.00
<b>MILEAGE</b>				
Use of Private Vehicle	\$0.25 per km	\$8000 car allowance or Prov Govt Employee Rate	Prov Govt Employee Rate	Prov Govt Employee Rate
Prov Govt Rate \$ .51 per km Current				
<b>Supporting Documentation required</b>	Yes	Yes	Yes	Yes
<b>Exceptions to receipts</b>	Per diem meals and private accommodations	Per diem meals \$5 per day incidental	Per diem meals and private accommodations	Per diem meals and private accommodations \$5 per day incidental

# APPENDIX 'D'

**THOSE WHO RESPONDED TO THE MOTION TO  
ACCEPT CAPITAL FUNDING FROM THE PROVINCE IN THE AMOUNT OF  
\$3,880,000 FOR THE CLARENVILLE TRANSFER STATION, WHITBOURNE WRF AND  
SITE CLOSURES**

**Sent by Email March 28, 2014**

Attached is a letter from the Province approving advance funding to the Board in the amount of \$3,880,000. Because this is advance funding it must be transferred to us in the current fiscal year that ends March 31<sup>st</sup>, 2014. So, this does have some urgency and cannot wait until our rescheduled meeting of April 2, 2014. This motion will authorize the Chairperson, Mr. Grant to sign the agreements on behalf of the Board to accept the funding that we will then hold in trust until the payments for construction are necessary.

(Motion adopted by email – March 28, 2014)

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**In Favour**

Ed Grant  
Dave Aker  
Bill Bailey  
Bernard Davis  
Tom Hann  
Sandy Hickman  
Dave Lane  
Peggy Roche  
Gordon Stone  
Sterling Willis

Motion adopted by email to be ratified at the Eastern Regional Service Board meeting  
of April 2, 2014 being held at the Ramada St. John's at 7:00 p.m.



# APPENDIX 'E'

**THOSE WHO RESPONDED TO THE MOTION TO  
ADOPT THE ATTACHED STRATEGIC PLAN 2014 TO DECEMBER 31, 2016  
AND SUBMIT THE PLAN TO THE PROVINCE UNDER THE REQUIREMENTS OF THE  
TRANSPARENCY AND ACCOUNTABILITY ACT**

Sent by Email March 26, 2014

The Board is required to submit a strategic plan to the Province under the *Transparency and Accountability Act*, so that it can be tabled in the House of Assembly prior to March 31, 2014. The attached document has been reviewed and approved in principle by the Board and has received several levels of review by the Province.

We are asking for your consideration of this Strategic Plan for adoption by the Board and to vote via email. Given the time lines and the cancellation of tonight's meeting this is necessary to be conducted by email. The Motion will be ratified at the next meeting of the Board on April 2, 2014. Any significant changes have been marked in yellow for ease of reference. The core items to focus on are the Mission, Goals, Objectives and Measures which the Board will have to report annually to the Province on the progress against these items.

(Motion sent by email – March 26, 2014)

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**In Favour**

Ed Grant  
Dave Aker  
Bill Bailey  
Wally Collins  
Bernard Davis  
Joy Dobbie  
Jonathan Galgay  
Tom Hann  
Sandy Hickman  
Dave Lane  
Harold Mallowney  
Dennis O'Keefe  
Art Puddister  
Peggy Roche  
Gordon Stone  
Sterling Willis  
Bill Woodman

# APPENDIX 'F'

## Strategy and Policy Committee Report March 11, 2014

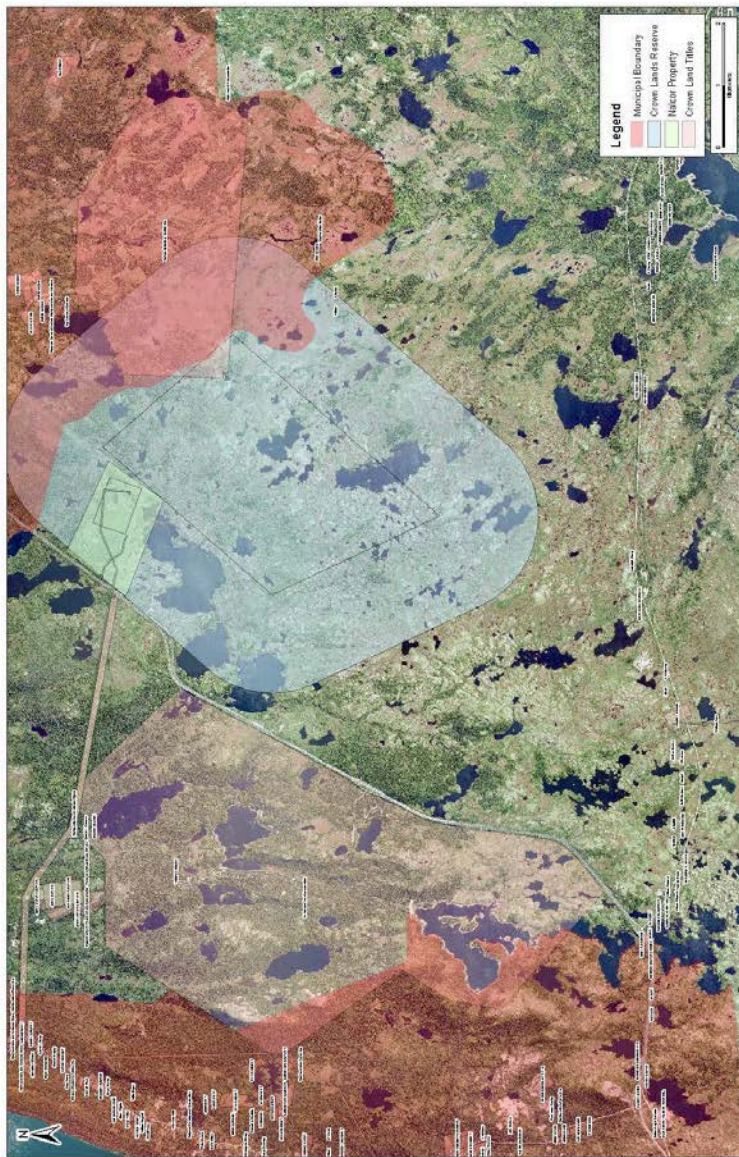
### Agenda Item 2 – Future Landfill Reserve Land at Dog Hill Suitability

See Attached Map for reference.

AMEC has conducted two pieces of research for the Board with regards to the land reserved at Dog Hill along the Trans-Canada highway for future waste operations. In the attached map the blue area on the map is the land identified for the reserve landfill (Dog Hill) with a buffer area around it. The small pink ribbon indicates Nalcor's transmission line from the Holyrood generation facility – Nalcor also has a transmission corridor that runs parallel to the highway coming from Bay d'Espoir that currently impacts the landfill reserve. This corridor will be upgraded for the Muskrat Falls power corridor which will further encroach on the waste buffer. This parcel of land is thousands of acres; however, the majority of highway frontage has been used or is limited by ponds between the site and the highway. To build an access road would be very expensive because of the divided highway. We originally approached Nalcor about the ability to use the access road that it is developing for the switching yard at Soldier's Pond in green on the map. Nalcor is not in favour of jointly using the access road - it needs dedicated access until 2018 for construction, the ability to extend the road along the southwest side is not possible and taking the road around the site to the east will result in the road crossing under two power line corridors. The Nalcor access road will only be accessible from one side of the highway and not both East/West lanes. The future needs to expand the Nalcor transmission corridor are also not known which could further encroach on this site. AMEC Environment & Infrastructure was brought in to study the situation. They were asked to address whether (1) the quality of the land would be suitable for a landfill (soil conditions, amount of water on the site, cover material); and, (2) will this parcel of land work for ERSB (ability to build a landfill and other infrastructure given current regulations on this site).

As per AMEC's study, there is one parcel of land that may be suitable for a future landfill that is about 19 hectares in size located in the southern end of the site. There is potential to expand to 49 hectares in three separate parcels; however, that would be dependent upon government regulations as the other two parcels are located near a pond and agricultural land. In addition, the bedrock is very close to the surface which could impact construction costs and the ability to use on site fill for daily cover material is limited.

The issue of the future landfill is impacting work around the location of an organics processing facility because ideally it would be collocated with a future landfill site. If the Dog Hill site is not suitable as a landfill it leaves more options for locating the organics processing. However, it does mean that the location of the future organics and landfill are now less definitive.



# APPENDIX 'G'

Date: March 11, 2014  
To: Paul Mackey, Deputy City Manager – Public Works  
From: Stephen Colford, P. Eng., MBA, Manager-Waste and Recycling  
Re: Study of Options for Organic Waste Processing-Dillon Consulting Limited

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### **Issue**

To keep Council apprised of the Organic Waste Processing Study being commissioned by the Province. It is presently a draft document.

### **Background**

The province has commissioned Dillon Consulting Limited to do a Study of Options for Organic Waste Processing in the Province of Newfoundland and Labrador. They presented a draft report to the Provincial Government in early December of 2013. Some changes were requested by the steering committee set up to conduct the study. It is expected that a revised report will come back to the Province in March. There is no representative from the City of St. John's on the steering committee.

The City of St. John's has decided that Robin Hood Bay Waste Management Facility is not a candidate for a composting facility because of the issue with odours that come from the processing of the organics.

As of the December draft report, Dillon Consulting had looked at various alternatives scales of facilities:

- 1)** Use of regional, centralized processing facilities (e.g., Norris Arm and the St. John's Area),
- 2)** Use of regional facilities augmented by sub-regional, multi-community processing operations
- 3)** A hybrid of 1 and 2 including community-specific, small scale facilities for remote areas.
- 4)** Use of a single processing facility for the island situated in Norris Arm with a maximum four hour one-way trailer transport haul distance
- 5)** Use of two processing facilities for the island; one located near St. John's and one in the Deer Lake area with a maximum three hour one-way trailer transport haul distance.

They also identified a "short list" of preferred organics processing technologies for three sizes of composting operations (from largest to smallest); Level I – Centralized/Regional, Level II – Sub-Regional and Level III– Community.

They are going on the following assumptions for the Eastern Regional Services Board. The numbers in the bracket indicate the alternatives shown on the previous page.

- Part of sub-region 2 (Trinity Bay South and Isthmus East) and sub-regions 3 through 8 (Trinity Conception North, Bay Roberts, Large Metro, Small Metro, St. John's, Southern Shore) will have organic waste curbside collected and hauled directly to Dog Hill (1, 2, 3, 4, 5)
- Sub-regions 1 (Clarenville and Isthmus) and part of sub-region 2 will have organic waste curbside collected and hauled to TS5-1 (Clarenville) (1, 2, 4, 5)
- Sub-regions 1 (Clarenville and Isthmus) and part of sub-region 2 will have organic waste curbside collected and hauled directly to a composting facility to be constructed and located in Clarenville (3)
- A composting facility will be constructed and located in Dog Hill (1, 2, 3, 5)
- A transfer station will be constructed and located in Dog Hill (4)

Once this plan is implemented the province will most likely implement an organic ban on the Robin Hood Bay Waste Management Facility.

Following the finalization of the report, it was recommended that the Province, waste management regions and the member municipalities use the document as a basis to define the preferred organic system components and implementation schedule.

## Discussion

Staff in the Waste & Recycling have reviewed the draft report and have the following comments and concerns.

- 1) There is no analysis of having a transfer station at Robin Hood Bay. Organic waste makes up approximately 30-35% of the waste stream in the metro area. Our garbage trucks and other commercial and residential haulers in the Northeast Avalon will have to unload 70% of their waste at Robin Hood Bay and then drive to Dog Hill to unload organics. This will have significant impact on St. John's routes and resources. It is expected to add at least an hour a day of travel per truck. We have 12 garbage routes which normally pick up on average 90-100 tonnes of waste daily. This would roughly fill one 52 foot walking floor trailer per day which is the normal vehicle used for transfer stations.

What is perplexing is that the construction of a transfer station at Robin Hood Bay wasn't even considered for option 4 where all the organics from the Province would be going to Norris Arm. The consultant did a cost analysis of building a transfer station at Dog Hill instead of Robin Hood Bay. This means that all trucks from the Northeast Avalon would have to go to two different locations, dropping off waste at Robin Hood Bay and organics at Dog Hill which would then be transported by trailer to Norris Arm.

- 2) They recommended the following: *Residential curbside collection of organics will be achieved through the use of wheeled 240L carts, similar to those used in jurisdictions throughout Atlantic Canada. Again with reference to a proven approach in other Atlantic Canadian communities, curbside collection of garbage and organics will occur on alternating weeks, thus maintaining the overall weekly service model currently envisioned for most island collection systems.*



This recommendation was based on what many municipalities in Nova Scotia do. There was a comment in the report directing the reader to a table which was supposed to show what N.S. municipalities they reviewed but the table contained something else. Under this scenario there would be no need for split trucks for garbage and organic collection which is what the Province paid for when the City refurbished its fleet. Recommendations on how St. John's or any other municipality collect wastes and what size container is used should not be a part of the report.

From a pilot project that was conducted in St. John's and was documented in the report "2008 City of St. John's Solid Waste Diversion Collection & Processing System" it was recommended that the City collect organics on a weekly basis. There were issues with homeowner participation because of the "yuck" factor. Having them hold onto organics for two weeks will only reduce participation and would be a clear detriment to the program's success. The St. John's pilot project used 46 liter containers for organics. A smaller container such as this may be suitable for use in the collection of organics in areas where space is limited like the Downtown. Therefore, the City may have different size of containers for different areas.

- 3) *To address concerns regarding a "carbon deficit" in the overall compost feedstock mix, generators will be directed to place boxboard, portions of yard waste.....in their collection carts.*

News#6, (white paper, glossy paper, boxboard) is one of the key items that is presently recycled at the Material Recovery Facility at Robin Hood Bay. We presently receive \$115 a tonne or approximately \$20,000-\$25,000 a month for this material. We also have put in a lot of effort to communicate to residents on what should be put in their blue bags and they are doing a good job in separating materials. It doesn't make economic sense to have to change the message to the public, transport this material to a composting facility where there is no guarantee that the product will be close to comparable value, if any. In addition, if St. John's doesn't want to pay the tipping fee for organics then it should be allowed to continue programs like its leaf collection program.

- 4) *They stated that the Eastern RSB operates the Regional Integrated Waste Management Facility at Robin Hood Bay.*

This should read the City of St. John's operates the facility.

- 5) *It has been assumed that initial implementation and ongoing operation of proposed organics management infrastructure and programs as described under each of the five scenarios would be led by the relevant Regional Authorities, with assistance from provincial entities including DMA and MMSB as required. Also, it has been assumed that the relevant Regional Authorities will lead public education and awareness requirements and incorporate the initial implementation and ongoing operation of proposed organics management programs into existing user engagement efforts. Observation and monitoring of participation rates/quantities captured will also be conducted by Regional Authorities and adjustments to public education programs will be made accordingly. Consistent with current practices, efforts at the regional level would be augmented by information provided by municipal and provincial entities.*

The current practice is not what is stated above. In the Eastern region, there is no blanket public education program. For paper and container recycling the current practice is for the

City of St. John's to lead the way for public education and awareness requirements through its Curb It brand. This makes sense since the City operates the Material Recovery Facility at Robin Hood Bay. The communities whom the Eastern Regional Services board collect waste from (18,000 households) and all other independent municipalities who have chosen to recycle have followed St. John's (46,000 households) lead.

Eastern Waste Management doesn't provide curbside collection for St. John's and several other large municipalities (Mount Pearl, Paradise, CBS, Torbay, Portugal Cove-St. Philip's etc). When it comes to garbage collection most of the municipalities and Eastern Waste have their own communication program because most have different schedules, rules or programs which they need to communicate out to their unique constituents.

For example, St. John's promoted leaf mulching last year and will also promote grass mulching and backyard composting this year. Doing this is beneficial for the homeowner and environment. It will help divert these products from the landfill and reduce the expense of collecting and transporting yard waste for the City.