

Multi-Materials Stewardship Board (MMSB)
Strategic Plan
2017-2020

MESSAGE FROM THE CHAIR

On behalf of the Board of Directors of the Multi-Materials Stewardship Board (MMSB), I am pleased to present the strategic plan for MMSB for the period April 1, 2017 to March 31, 2020. This plan has been prepared in accordance with the *Transparency and Accountability Act* and the Guidelines for Performance Based Planning for Category 1 Government Entities.

This strategic plan focuses on outcomes and the key goals and objectives to be accomplished by MMSB during the three year period, taking into consideration the strategic directions of Government. The 2017-2020 strategic plan builds on the vision and goals established for MMSB in its 2014-2017 plan and in conjunction with an internal assessment of the emerging issues and challenges facing MMSB over the next planning cycle.

The Board of Directors of MMSB acknowledges that it is accountable as a whole for the preparation of this plan and for achieving the goals and objectives outlined herein.

A handwritten signature in black ink, appearing to read 'J. Chippett', with a long horizontal line extending to the right.

Jamie Chippett
Chair

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OVERVIEW

The Multi-Materials Stewardship Board (MMSB) is a Crown agency of the Government of Newfoundland and Labrador that reports to the Minister of Municipal Affairs and Environment (Minister). Established in 1996, MMSB supports and promotes sustainable waste management on a province-wide basis through the development and implementation of public education and waste diversion programs, in accordance with provincial legislation and informed by the Provincial Solid Waste Management Strategy.

The delivery of this mandate is achieved through collaboration with the Department of Municipal Affairs and Environment (MAE), Service NL and third-party contracted service providers such as Green Depot operators, as well as with stakeholders such as regional waste management authorities, municipalities and environmental industry associations.

MMSB is governed by a Board of Directors appointed by the Lieutenant Governor in Council. The Board is comprised of representatives from stakeholder groups, as well as members at-large; additional information on the Board of Directors is provided in Appendix (A). The Board is responsible and accountable for the overall business affairs of MMSB and performs three fundamental roles:

- setting direction for achieving the mandate of the organization;
- developing strategic policy that ensures the organization fulfills its mandate and key responsibilities; and
- providing general oversight of the organization.

The day-to-day work of MMSB is carried out by management and staff employed by the Board under the direction of a Chief Executive Officer (CEO). Its current corporate structure is made up of a head office located in Mount Pearl with 17 professional and administrative employees and a field office also in Mount Pearl with two employees. Of the 19 MMSB employees, seven are male and 12 are female.

As a self-financed Crown Agency, MMSB does not receive funding from the Government of Newfoundland and Labrador. Its revenues are derived from levies applied on used beverage containers and used tires, in accordance with provincial legislation, as well as from the sale of recyclable materials collected through its waste diversion programs. MMSB's anticipated operating revenue in 2017-18 is approximately \$28.4 million. Operating expenditures are approximately \$27.4 million with an additional \$2 million allocated to the Waste Management Trust Fund, which helps advance sustainable waste management in Newfoundland and Labrador. Total committed assets in the Trust Fund as of April 1, 2017 are approximately \$3.1 million.

MANDATE

The mandate of MMSB is derived from the *Environmental Protection Act* and accompanying *Waste Management Regulations*. MMSB is mandated through these legislative and policy instruments, and guided by the Provincial Solid Waste Management Strategy, to advance sustainable waste management in Newfoundland and Labrador with a focus on waste diversion and reduction to protect the long-term health and well-being of our environment and communities.

LINES OF BUSINESS

In delivering its mandate, MMSB is responsible for two lines of business as follows:

1. Waste Diversion

MMSB develops, manages and administers the implementation of provincial waste diversion programs in accordance with the *Waste Management Regulations* or as authorized through policy directives issued by the Minister (arising from recommendations made by the Board of Directors of MMSB) as well as through priorities established by the Canadian Council of Ministers of the Environment. Existing waste diversion programs provided by MMSB include:

- A province-wide Used Beverage Container Recycling Program that is administered as a deposit-refund system in accordance with specific parameters established under the *Waste Management Regulations*. This program is financed through deposits applied on the sale of ready-to-serve beverage containers.
- A province-wide retailer-based Used Tire Management Program that is administered in accordance with specific parameters established under the *Waste Management Regulations*. This program is financed through an environmental fee applied on the sale of new highway tires.

In addition, MMSB works with MAE to research and develop Extended Producer Responsibility (EPR) regulations. MMSB is also responsible for ensuring that industry complies with approved timelines, operational requirements and diversion targets as established in EPR program plans. Industry manufacturers, importers and distributors are responsible for program development, implementation and ongoing management of EPR programs. Currently, the paint and electronics industries operate EPR programs in Newfoundland and Labrador in accordance with the *Waste Management Regulations*.

To further inform and advance waste diversion practices, MMSB collects, analyzes and reports on provincial waste generation and diversion data. MMSB works with industry partners to conduct research, provide counsel and develop demonstration projects and new waste diversion initiatives that strive to maximize economic and employment benefits and advance sustainable waste management.

2. Public Education

Awareness of and participation in sustainable waste management practices and programs are critical to ensuring a clean and healthy environment throughout Newfoundland and Labrador. As such, MMSB is guided by the principles of the waste management hierarchy, which places emphasis on reduce, reuse and recycle, to develop and manage province-wide public education initiatives that encourage a fundamental shift in attitudes and behaviours toward managing waste.

Public education initiatives focus on promoting MMSB's Used Beverage Container Recycling Program and Used Tire Management Program and target a range of public audiences, industry stewards and brand owners. MMSB also develops and delivers education programs that promote environmental stewardship among schools, businesses and community groups. These programs include presentations and resources on a range of topics such as waste reduction, backyard composting, safe disposal of hazardous waste, waste audits and recycling.

Complementary to this province-wide effort, MMSB works in partnership with regional waste management authorities to develop and implement education initiatives that help inform residents and businesses about local waste management services and programs.

Regional support includes strategic planning, counsel and development of educational resources to increase awareness and encourage participation in local waste management programs such as recycling programs, community composting and special collection events. MMSB also provides public education support for regional demonstration projects funded through the Waste Management Trust Fund.

All public education activities are informed, monitored and evaluated through ongoing research, analytics and planning processes designed to assess attitudes and behaviours related to waste reduction, recycling and other waste diversion activities.

VALUES

MMSB's organizational culture promotes a number of important values at both the Board level and among staff. Values are the fundamental principles that guide behaviour and decision-making within an organization. Core values promote and explain the essential character of an organization, while behavioural statements guide action at all levels within the organization.

CORE VALUES

BEHAVIOURAL STATEMENTS

Leadership	Individuals play an active role in safeguarding, promoting and enhancing the mandate of MMSB in the public domain and lead by example by adopting progressive waste reduction and recycling practices in their behaviours and actions.
Openness	Individuals demonstrate openness through collaboration, consultation, partnership and teamwork with co-workers, stakeholders and clients.
Innovation	Individuals continuously seek out new and better ways to meet business and operational challenges.
Respect	Individuals interact with clients, co-workers and stakeholders in a considerate manner, listening to and considering the views and perspectives of others. Respect is also demonstrated through the timely response to inquiries, by fulfilling commitments made to others and by keeping co-workers, stakeholders and clients informed in a timely manner of significant issues and developments that directly affect them.
Integrity	Individuals are sensitive to real or perceived conflicts of interest in carrying out their duties (by self-identifying them and taking the necessary action to address them) and apply the highest ethical standards in their conduct at all times.
Continuous Learning	Individuals keep informed of the general policies and business affairs of MMSB and actively seek out opportunities to enhance their skills and ability to perform their duties at the highest professional standard possible.
Adaptability	Individuals openly embrace and adapt to change, both internal and external to the organization.

PRIMARY CLIENTS

MMSB's primary clients are those key individuals, groups and organizations who are the principal beneficiaries of our lines of business and include the following:

- Residents – general public of Newfoundland and Labrador;
- Commercial – industrial, commercial and institutional (ICI) sectors
- Waste managers – regional waste management authorities and municipalities
- Waste management and recycling industry – waste collectors, processors and recyclers
- Environmental industry – associations and organizations

VISION

A clean and healthy environment throughout Newfoundland and Labrador, founded in part on a sustainable waste management system that incorporates effective waste diversion practices and behaviours on the part of all Newfoundlanders and Labradorians.

STRATEGIC ISSUES

In consideration of government's strategic directions and MMSB's mandate and financial resources, the following areas have been identified as key priorities for MMSB over the next three years. Specifically, achieving sustainable waste management and better outcomes requires collaboration across the public sector, partnerships with industry stakeholders and working with all Newfoundlanders and Labradorians.

The goals identified for each strategic issue reflect the results expected in the three-year timeframe while the objectives provide an annual focus. Indicators are provided for both the goal and the first year's objective to assist both MMSB in monitoring and evaluating success.

1. Waste Diversion Program Performance and Growth

MMSB develops, manages and administers provincial waste diversion programs and services in accordance with government direction as prescribed in the *Waste Management Regulations*. Existing waste diversion programs provided by MMSB include the Used Beverage Container Recycling Program and Used Tire Management Program. MMSB must strengthen existing recycling and waste diversion programs by achieving operational and administrative efficiencies; expanding customer engagement and program steward/brand owner communications; and increasing recovery.

STRATEGIC ISSUES

Goal 1	Indicators
By March 31, 2020, MMSB will have improved performance of the used beverage container recycling program and the used tire management program.	<ol style="list-style-type: none">1. Increased public awareness and engagement in MMSB waste diversion programs.2. Increased the number of people participating in MMSB's used beverage container recycling program and used tire management program.3. Increased the number of beverage containers and used tires recovered.4. Improved compliance by program stewards (manufacturers, distributors and/or retailers) and Green Depot operators.

1. Waste Diversion Program Performance and Growth

Objective 1.1

By March 31, 2018, MMSB will have identified and commenced implementation of new initiatives to strengthen the Used Beverage Container Recycling Program and Used Tire Management Program.

Indicators

1. Reviewed operational and public education plans as well as administrative processes.
2. Identified waste diversion opportunities and action items.
3. Enhanced program steward communications and resources.
4. Increased public awareness and engagement.
5. Increased program recovery.

Objective 1.2

By March 31, 2019, MMSB will have advanced implementation of new initiatives to strengthen its Used Beverage Container Recycling Program and Used Tire Management Program.

Objective 1.3

By March 31, 2020, MMSB will have further advanced implementation of new initiatives to strengthen its Used Beverage Container Recycling Program and Used Tire Management Program.

STRATEGIC ISSUES

2. Shared Responsibility and Partnerships

Residents, communities, industries, regional waste management authorities and government all share responsibilities advancing the implementation of the Provincial Solid Waste Management Strategy and achieving sustainable waste management. As such, MMSB must work collaboratively with these stakeholders in an effort to effectively manage solid waste and ensure a cleaner and healthier environment. This work will include proactive and coordinated communications with stakeholders; advancing product stewardship by industry; waste diversion policy and program development; providing strategic counsel and support to help with the implementation of community, regional, provincial and national plans; and ensuring stakeholders work together to make decisions to deliver enhanced and new solid waste management services and programs.

Goal 2	Indicators
By March 31, 2020, MMSB will have advanced sustainable waste management through increased stakeholder engagement.	<ol style="list-style-type: none">1. Enhanced support of community and regional waste diversion plans and initiatives.2. Advanced industry-led waste diversion initiatives.3. Increased awareness and participation in MMSB funding programs.

Objective 2.1

By March 31, 2018, MMSB will have developed and commenced implementation of initiatives to enhance stakeholder participation in sustainable waste management activities.

Indicators

1. Worked with stakeholders to assess and identify opportunities to establish new and strengthen existing partnerships and initiatives.
2. Developed and commenced implementation of required activities to enhance stakeholder participation in sustainable waste management.
3. Continued work with provincial and territorial jurisdictions to advance sustainable waste management policy in Newfoundland and Labrador that is consistent with national direction.
4. Enhanced targeted communications outreach about funding opportunities.
5. Developed and provided new resources and training to regional waste management authorities, supporting the development and implementation of regional public education plans.

STRATEGIC ISSUES

Objective 2.2

By March 31, 2019, MMSB will have advanced implementation of initiatives to enhance stakeholder participation in sustainable waste management.

Objective 2.3

By March 31, 2020, MMSB will have further advanced implementation initiatives and advanced a new framework to enhance stakeholder participation in sustainable waste management.

3. Knowledge and Information Enhancement

MMSB is always striving to advance sustainable waste management with a focus on improving waste reduction and diversion – knowledge and information are essential to achieving this. In an effort to inform the development of programs, services and resources, MMSB needs to fully understand waste generation, composition, reduction and diversion as well as associated attitudes and behaviours. Newfoundlanders and Labradorians also need to be knowledgeable about sustainable waste management practices and have access to information to become engaged and take action. Research, data collection and analysis will be key components to improving our understanding of sustainable waste management and to helping identify best practices and solutions. Proactive, sustained and targeted communication and distribution of information are also critical to achieving waste diversion goals.

Goal 3	Indicators
By March 31, 2020, MMSB will have increased knowledge and awareness of sustainable waste management practices and programs.	<ol style="list-style-type: none">1. Enhanced data collection, research and analysis.2. Increased access to information about sustainable waste management practices and programs.3. Increased engagement in public education initiatives over benchmark data.

Objective 3.1

By March 31, 2018, MMSB will have developed and commenced implementation of new research and data collection initiatives as well as new province-wide public education initiatives.

STRATEGIC ISSUES

Indicators

1. Assessed and identified province-wide and stakeholder-specific research and data collection requirements.
2. Developed required research and data collection initiatives.
3. Collected and distributed waste generation, disposal and diversion data and also provided strategic counsel to stakeholders.
4. Evaluated the impact of the Rethink Waste public education program and identified opportunities with a focus on household hazardous waste (HHW), food waste reduction and the K-12 school program.
5. Developed province-wide public education initiatives to further support the Rethink Waste program and build on momentum achieved to date.
6. Increased public awareness and engagement.

Objective 3.2

By March 31, 2019, MMSB will have advanced implementation of new research and data collection initiatives as well as new province-wide public education initiatives.

Objective 3.3

By March 31, 2020, MMSB will have further advanced implementation of research and data collection initiatives as well as province-wide public education initiatives.

APPENDIX A – BOARD OF DIRECTORS

Established in 1996, the Multi-Materials Stewardship Board (MMSB) is a Crown Agency that operates arms-length from government with an independent Board of Directors appointed by the Lieutenant Governor in Council. The Board is presently comprised of 12 members.

Board Member	Affiliation
Mr. Jamie Chippett	Chair Deputy Minister, MAE
Mr. John Patten	Beverage Industry Representative President, Browning Harvey
Ms. Catherine Barrett	Member-at-large Goulds
Mr. Edward Delaney	Member-at-large Bay Roberts
Mr. Derm Flynn	Member-at-large Appleton
Mr. Don Hann	Member-at-large Port-Aux-Basque
Mr. Hal Cormier	Member-at-large Corner Brook
Ms. Jocelyn Perry	Member-at-large Conception Bay South
Ms. Maisie Clark	Consumer Representative Campbellton
Mr. Reg Bowers	Member-at-large Labrador
Mr. Neville Greeley	Municipalities Newfoundland and Labrador Representative
Mr. David Robbins	Newfoundland Environmental Industry Association

Remuneration of Board Members has been set by the Lieutenant Governor in Council at \$145/full day meeting and \$70/half-day meeting, plus travel expenses, consistent with MMSB's designation as a Level 1 Board/Commission/Agency. The current chair is an employee of the Government of Newfoundland and Labrador and therefore does not receive remuneration.