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our province
to a greener
future

2014 - 2017 Strategic Plan

Multi-Materials Stewardship Board



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, 2014 to March 31, 2017. 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 as communicated to MMSB (see Appendix A). The 2014-2017 strategic plan builds on the mission and goals established for the MMSB in its 2011-2014 plan, with adjustments having been made as a result of the progress that has been achieved in 2013-14 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.



Leigh Puddester
Chair

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BACKGROUND AND OVERVIEW

The Multi-Materials Stewardship Board (MMSB) is a Crown agency of the Government of Newfoundland and Labrador, reporting to the Minister of Environment and Conservation. It was established in 1996 to develop, implement and manage waste diversion and recycling programs on a province-wide basis as set by the Government. Its mandate has expanded over time and now includes the administration of the Newfoundland and Labrador Waste Management Trust Fund, which supports the implementation of the Provincial Solid Waste Management Strategy as well as the development and implementation of province-wide public awareness and education initiatives to promote the adoption of more progressive waste management practices in Newfoundland and Labrador.

The delivery of this mandate is achieved in partnership with various departments and agencies of the Government of Newfoundland and Labrador (primarily through an Interdepartmental Waste Management Steering Committee comprising members from the Department of Environment and Conservation, the Department of Municipal and Intergovernmental Affairs, Service NL and MMSB) as well as with key stakeholders such as regional waste management authorities, Municipalities Newfoundland and Labrador, and the Newfoundland and Labrador Environmental Industries Association.

MMSB is governed by a Board of Directors appointed by the Minister of Environment and Conservation. 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 B. The Board is responsible and accountable for the overall business affairs of MMSB and performs three fundamental roles:

- setting the course 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). While the CEO, management and staff are responsible for the day-to-day operations of MMSB, much of the work of the organization is achieved through a range of relationships with other organizations such as regional waste management authorities and municipalities and "third party" contracted service providers such as Green Depots. In this context, MMSB can be characterized principally as a management organization. Headquartered in Mount Pearl and with field offices located in Labrador, Western Newfoundland and on the North East Avalon, MMSB employs a total of 22 professional, administrative and field staff.

MMSB is a self-financed Crown Agency that does not receive any direct funding from the Government of Newfoundland and Labrador. Its revenues are derived from levies applied on various waste streams as authorized and prescribed under provincial legislation (presently beverage containers and tires) as well as from the sale of recyclable materials it collects under its various programs. MMSB's budgeted operating revenue stream (2014-15) is in the order of \$26.8 million. MMSB's budgeted operating expenditures are in the order of \$26.0 million excluding grant disbursements. As of April 1, 2014 MMSB's accumulated operating surplus, available for program requirements, is approximately \$10.5 million.

Any operating surpluses generated by MMSB not required for future operating requirements are held by MMSB and are invested in the Newfoundland and Labrador Waste Management Trust Fund to support the implementation of the Provincial Solid Waste Management Strategy. Total (accumulated) non-committed assets in the Trust Fund, as of April 1, 2014 are approximately \$1.8 million.

MANDATE

The mandate of MMSB is derived from the *Environment Protection Act* and accompanying *Waste Management Regulations*, as well as from the provincial Waste Management Strategy of 2002 and its associated implementation plan of 2007. MMSB is mandated through these legislative and policy instruments to support and promote modern waste management practices in the province, with a particular focus on waste reduction and recycling as a means of helping to ensure a clean and healthy environment throughout the province. The Government of Newfoundland and Labrador's Provincial Solid Waste Management Strategy establishes the long-term goal to divert 50 per cent of the solid waste stream (as defined in 2002) from disposal in landfills. The target date for achievement of this goal is the year 2020.

LINES OF BUSINESS

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

1. Waste Diversion

MMSB develops, manages and administers the implementation of provincial waste diversion programs and services in accordance with government direction as prescribed in the *Waste Management Regulations* or as authorized through policy directives issued by the Minister of Environment and Conservation (arising from recommendations made by the Board of Directors of MMSB or otherwise). Existing waste diversion programs and services provided by MMSB include:

- A province-wide Used Beverage Container Recycling Program that is administered as a deposit-return system in accordance with specific parameters established under the *Waste Management Regulations*. This program is financed through consumer-based deposits on beverage containers (collected through beverage distributors) that are described in the *Regulations*.
- A province-wide retailer-based Used Tire Program that is administered in accordance with specific parameters established under the *Waste Management Regulations*. This program is financed through retailer-based levies on the sale of new highway tires that are prescribed in the *Regulations*.
- A Household Hazardous Waste (HHW) Collection Program that is delivered in partnership with municipalities in those areas of the province where meaningful volumes of HHW can be diverted and recycled in a cost effective manner. This program is financed through the Waste Management Trust Fund and from municipal contributions, on a cost-shared basis, with MMSB. The delivery of this program is set annually by MMSB's Board of Directors based on program criteria approved by the Minister of Environment and Conservation. It is designed as an interim waste diversion measure, pending the establishment of permanent HHW collection infrastructure in the province by regional waste management authorities pursuant to the Provincial Solid Waste Management Strategy.

- In addition to existing programs in this area, MMSB continues to work with the Department of Environment and Conservation on the development and advancement of Extended Producer Responsibility (EPR) regulations. Under these regulations MMSB will be responsible for identifying appropriate waste streams to target for diversion and assist in the establishment, monitoring and adherence to these regulations. Industry players, typically manufacturers and/or importers/distributors, will be responsible for program development, implementation and ongoing management of such programs. During 2011-2014, two EPR programs were launched in Newfoundland and Labrador; one for the diversion of waste paint and one for the diversion of electronic waste.
- MMSB collects and reports on province-wide and stakeholder-specific waste generation and diversion data. With this data, MMSB provides advice to stakeholders on the development, implementation and operation of effective waste diversion activities that will assist in reaching 50 per cent waste diversion by 2020.

2. Capacity Building – implementation of Provincial Solid Waste Management Strategy

Through financial resources allocated under the Waste Management Trust Fund and expertise provided directly by MMSB staff, MMSB provides capacity building support to regional waste management authorities and to stakeholders serviced by these regional authorities. This support is given to facilitate the implementation of the Provincial Solid Waste Management Strategy and support the transition to modern waste management. Specific activities include:

- identifying markets for recyclable waste materials not captured under MMSB's recycling programs;
- supporting and financing long-term regional waste management plans and formative organizational development needs in each of the 12 designated waste management regions of the province;
- assisting in the development and implementation of regional waste diversion pilot projects;
- researching new policy approaches to achieve the province's waste diversion goals, such as EPR (industry stewardship) models;
- coordinating province-wide research into waste diversion and management alternatives for products such as organic waste;
- supporting research into opportunities to maximize economic and employment benefits from the implementation of the Provincial Solid Waste Management Strategy; and
- conducting research and data collection to provide information and expert advice on the development, implementation and operation of effective waste diversion activities.

3. Public Awareness and Education

MMSB develops, manages and implements public information and education initiatives to support the goals of the specific waste diversion programs that fall directly under its responsibility. MMSB also develops, manages and implements province-wide public awareness and education campaigns to encourage a fundamental shift in public attitudes and behaviours toward the handling and management of waste, focusing in particular on the need to reduce the amount of waste that Newfoundlanders and Labradorians generate in the first instance.

Complementary to this province-wide effort, MMSB also supports the 12 regional waste management authorities in the development of their own public education campaigns and helps to promote waste reduction and waste diversion initiatives of other stakeholders in the province. These collective efforts are financed through the Waste Management Trust Fund and from the consumer and retailer levies applied to the beverage containers and tires.

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 behavior 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.

MMSB CORE VALUES

MMSB 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 faced by the organization.
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 within 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:

- the general public;
- regional waste management authorities and municipalities;
- the Interdepartmental Waste Management Steering Committee; and
- Industrial, commercial and institutional (ICI) sector organizations.

VISION

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

MISSION

The current mission of MMSB was derived in part from the direction that was established in the MMSB 2007-08 transitional strategic plan, and reinforced in the 2008-11 and 2011-14 plans respectively. The Government of Newfoundland and Labrador's Provincial Solid Waste Management Strategy also provides context for this mission. Collectively, these instruments identified the priority areas for MMSB over that period and subsequently, formed the basis for the discussion of the current mission statement for MMSB. As such, this statement represents the key long term results that MMSB will be working towards (in concert with Government) during the 2014-2017 planning cycle. While this mission is similar to MMSB's previous mission, it builds on the work that has been accomplished to date, since implementation of the Provincial Solid Waste Management Strategy is a long-term initiative requiring a continuous focus on key drivers of the Strategy.

The mission statement also identifies the measures and indicators that will assist both the organization and the public in monitoring and evaluating success.

MMSB is an "agent of change" whose fundamental responsibility is to promote and support modern waste management practices in the province, with a particular focus on waste reduction and recycling as a means of contributing to a cleaner and healthier environment throughout Newfoundland and Labrador. Our mission continues to be founded on MMSB playing a leadership role in guiding regional waste management authorities and other stakeholders toward this goal, in keeping with the principles embodied in the Provincial Solid Waste Management Strategy and the specific target of diverting 50 per cent of the solid waste stream from disposal in landfills.

Complementary to the leadership role to be exercised by MMSB, the 12 regional waste management authorities play a vital role in moving the waste diversion and recycling agenda forward at the local level. They are responsible and accountable for designing, implementing and operating comprehensive new waste management systems throughout the province. These new systems will provide communities in each region with modern waste separation and recycling services (at curbside for households); access to central composting facilities; specific disposal sites for demolition and debris metals; household hazardous waste management and disposal services; and access to centrally located end-use disposal

facilities (new environmentally engineered landfills) that will accept waste products that are not diverted from the general waste stream.

MMSB MISSION

By March 31, 2017, MMSB will have strengthened modern waste management practices in the province as outlined in the Provincial Solid Waste Management Strategy.

Measure: Strengthened modern waste management practices.

Indicators:

- The planning and organizational capacity of regional waste management authorities and their stakeholders is strengthened to facilitate the implementation of effective waste management and diversion programs and services at the local level.
- Public awareness of modern waste management practices is enhanced.
- Industrial, Commercial and Institutional support for waste reduction and diversion is enhanced.
- Waste diverted from landfills is increased toward the 2020 target of 50 per cent.

STRATEGIC ISSUES

In consideration of Government's strategic direction and the mandate and financial resources of MMSB, the following areas have been identified as the key priorities for MMSB over the next three years. The goals identified for each strategic area or issue, reflect the results expected in the three year timeframe, while the objectives provide an annual focus. Measures and indicators are provided for both the goal and the first year's objective to assist both MMSB and the public in monitoring and evaluating success.

Given that implementation of the Provincial Solid Waste Management Strategy is a long-term initiative requiring a continuous focus on key drivers of the Strategy, a number of the issues and goals that follow are similar to those outlined in MMSB's 2008-11 and 2011-14 plans and build on work accomplished to date.

Issue 1: Waste Diversion

Waste diversion is a key element of the Provincial Solid Waste Management Strategy. MMSB plays a leadership role in addressing this challenge through various recycling and diversion programs it administers directly or in partnership with regional waste management authorities, municipalities and other stakeholders. Strengthening existing MMSB recycling programs and implementing new waste diversion initiatives will be essential to achieving the long term waste diversion target set for the year 2020 in the Provincial Waste Management Strategy. Further, it is through these waste diversion initiatives that MMSB will address the strategic direction provided by government with respect to solid waste management, specifically, the programs and initiatives undertaken with respect to recycling,

organic waste, hazardous materials and the launch of new programs based on the concept of Extended Producer Responsibility.

Goal 1: By March 31, 2017, MMSB will have increased waste diversion in the province towards the target set in the Provincial Solid Waste Management Strategy.

Measure: Waste diversion is increased.

Indicators:

- Recovery levels are increased for those materials targeted by MMSB's existing recycling programs.
- New recycling and waste diversion initiatives are implemented.
- Overall waste diversion in the province is increased toward the target of 50 per cent as set in the Provincial Solid Waste Management Strategy.

Objectives:

1.1 By March 31, 2015, MMSB will have strengthened existing waste diversion programs and advanced new waste diversion initiatives.

Measure: Existing waste diversion programs are strengthened and new waste diversion initiatives are advanced.

Indicators:

- Recovery rates in MMSB's used beverage and tire recycling programs have been improved.
- While working with community and industry stakeholders, MMSB will have developed projects and programs to manage organic waste within Newfoundland and Labrador
- The existing Used Oil Control Program has been restructured in accordance with the direction provided by the Minister of Environment and Conservation.
- MMSB will have collected province-wide and stakeholder-specific waste generation and diversion data.
- The development of a province-wide municipal special and hazardous wastes program has commenced.
- The development of a framework for a province-wide packaging and printed paper program has commenced.

Objectives:

- 1.2 By March 31, 2016, MMSB will have continued to strengthen its existing waste diversion programs and will have moved forward with the development of a series of new recycling and waste diversion initiatives.
- 1.3 By March 31, 2017, MMSB will have evaluated the impact of its existing waste diversion programs and will have commenced implementation of new waste diversion initiatives.

Issue 2: Capacity Building - Implementation of Provincial Solid Waste Management Strategy

The Provincial Waste Management Strategy adopted a regional approach that entails the consolidation of waste management activities under each of the 12 regional banners. Facilitating consolidation/integration of communities in each region requires dedicated resources (staff, operational and research support) and access to expertise in the areas of waste diversion and public education. In addition, those stakeholders who are serviced by these modernized waste management activities require support in managing the transition to these services. This support is known as “capacity building”.

MMSB will support the capacity building needs over multiple planning cycles through its professional staff complement and the Waste Management Trust Fund. Specific steps were taken in the 2008-11 and 2011-14 strategic plans to put in place a new Regional Waste Management Capacity Building Program under the Trust Fund. Continuation of this new capacity building program will occur in 2014-17. However, as regional waste management authorities come on stream and become active in discharging their mandates under the Provincial Solid Waste Management Strategy, a review of the capacity building program will be undertaken to ensure that stakeholder needs continue to be met going forward.

Goal 2: By March 31, 2017, MMSB will have strengthened the capacity of active regional waste management authorities and their stakeholders to advance the implementation of the Provincial Solid Waste Management Strategy.

Measure: Strengthened the capacity of active regional waste management authorities and their stakeholders.

Indicators:

- The capacity of regional waste management authorities and their stakeholders has been strengthened through the provision of financial and human resources by MMSB.
- MMSB has supported regional waste management authorities in the development and implementation of their public education plans.

Objectives:

- 2.1 By March 31, 2015, MMSB will have enhanced delivery of capacity building programs and services to strengthen the capacity of regional waste management authorities and their stakeholders.

Measure: The capacity of active regional waste management authorities and their stakeholder has been strengthened.

Indicators:

- MMSB staff provided ongoing support to active regional waste management authorities through MMSB's core waste diversion and public education lines of business.
 - The planning and organizational needs of active regional waste management authorities have been addressed through MMSB's Regional Waste Management Coordinator, Education and Capacity Building Programs.
 - Through research, data collection and staff expertise, MMSB provided information and advice on the development, implementation and operation of effective waste diversion activities to public and private stakeholders who are serviced by active regional waste management authorities.
- 2.2 By March 31, 2016, MMSB will have continued to strengthen capacity building, with a particular focus on preparing for the future priorities of waste management authorities and their stakeholders as centralized waste management infrastructure continues to be put in place.
- 2.3 By March 31, 2017, MMSB will have continued to strengthen capacity building through programs and services and will have advanced a new capacity building framework to support the future requirements of the Provincial Solid Waste Management Strategy.

Issue 3: Public Awareness and Education

Achieving modern waste management in Newfoundland and Labrador continues to require a significant shift in public attitude and behaviour toward handling and managing waste. A targeted and sustained public awareness and education plan that is focused on waste reduction and recycling will further advance these necessary changes. MMSB has been managing province-wide public engagement programs for several years, and recent benchmark research coupled with the ongoing implementation

and strengthening of waste diversion programs supports the need to evolve and establish new integrated marketing initiatives. With a continued focus on connecting with individuals, communities, businesses and large-scale institutions, MMSB is strengthening its public awareness and education plan in support of achieving the 50 per cent diversion goal as established in the Provincial Solid Waste Management Strategy.

Goal 3: By March 31, 2017, MMSB will have increased public awareness, knowledge and participation in modern waste practices and available programs.

Measure:

Awareness, knowledge and participation in modern waste management practices and available programs are increased.

Indicators:

- Awareness and knowledge about modern waste practices and available programs have been increased over 2014 baseline data.
- Participation in modern waste practices and available programs has been increased over 2014 baseline data.

Objectives:

- 3.1 By March 31, 2015, MMSB will have developed and commenced implementation of an updated province-wide integrated marketing, communications and public education plan.

Measure: Developed and commenced implementation of an updated province-wide integrated marketing, communications and public education plan.

Indicators:

- Revised provincial awareness and education plan has been completed.
- Marketing and public education campaigns have been implemented to support existing and new waste diversion initiatives.
- New tools and resources have been provided to regional waste management authorities to support their development and implementation of regional public education plans.

- 3.2 By March 31, 2016, MMSB will have advanced implementation of its revised integrated marketing, communications and education plan.

3.3 By March 31, 2017, MMSB will have continued to implement its updated integrated marketing, communications and public education plan to achieve an increase in awareness, knowledge and participation of modern waste practices and programs.

APPENDIX A – STRATEGIC DIRECTIONS

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by the Government through platform documents, Throne and Budget Speeches, policy documents, and other communiques. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across government and will ensure that all entities are moving forward on key commitments.

Strategic direction that is relevant to MMSB is the issue of waste management, which is comprised of a number of components or focus areas. These focus areas will be addressed through the various planning processes of MMSB.

Title: **Solid Waste Management**

Outcome: Increase the amount of waste that is diverted from landfills.

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This direction is addressed:		
		in the MMSB's strategic plan	in the MMSB's operational plan	in the branch/divisional work plans of the MMSB
1. Provincial Waste Management Strategy		T		
2. Management of Hazardous Wastes		T		
3. Organic Waste Management and Recycling		T		

APPENDIX B – BOARD OF DIRECTORS

Established in 1996, the Multi-Materials Stewardship Board (MMSB) is a statutory Crown Agency that operates arms-length from government with an independent Board of Directors appointed by the Minister of Environment and Conservation.

The Board is presently comprised of 13 members.

<u>Board Member</u>	<u>Affiliation</u>
Mr. Leigh Puddester	Chair– MMSB Government of Newfoundland and Labrador
Mr. Jamie Chippett	Deputy Minister Department of Environment and Conservation
Mr. John Patten	Beverage Industry Representative President, Browning Harvey
Mr. Edward Delaney	Member at Large Retired School Board Administrator
Ms. Catherine Barrett	Member at Large Memorial University
Mr. Derm Flynn	Member at Large Mayor of Appleton, NL
Mr. Don Hann	Member at Large Retired CN Employee
Mr. Hal Cormier	Member at Large Corner Brook Pulp and Paper Ltd.
Ms. Maisie Clark	Consumer Representative Mayor of Campbellton, NL
Mr. Reg Bowers	Member at Large Labrador
Ms. Jocelyn Perry	Member at large

Conception Bay South

Mr. Neville Greeley

Municipalities Newfoundland and Labrador
Representative

Mr. David Robbins

Newfoundland Environmental Industries Association
Representative

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.