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to a greener future.

2011-14

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, 2011 to March 31, 2014. 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 considerations of Government as communicated to MMSB (see Appendix A). The 2011-2014 strategic plan builds on the mission and goals established for the MMSB in its 2008-2011 plan, with adjustments having been made as a result of the progress that has been achieved in 2010-11 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 and Chief Executive Officer

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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 re-cycling 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 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 generally.

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 comprised of the Department of Environment and Conservation, the Department of Municipal Affairs and the Department of Government Services), 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; more information on the Board of Directors is provided in Appendix B. The Board is responsible and accountable for the overall business of affairs of MMSB and, in that regard, performs three fundamental roles:

- it sets the course for achieving the mandate of the organization;
- it develops strategic policy that ensures the organization fulfills its mandate and key responsibilities;
- It provides 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). The CEO is also the Chair of the Board of MMSB. 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. Its corporate structure is made up of an administrative office, based in Mt. Pearl, with 18 professional and administrative employees, as well as four "field offices" (located in the greater Avalon region, central Newfoundland, western Newfoundland, and Labrador) comprised of a total of 6 administrative field employees.

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 (2011-12) is in the order of \$24.9 million. MMSB's budgeted operating expenditures are in the order of \$29.4 million excluding grant disbursements. MMSB's accumulated operating surplus available for program requirements, as of April 1, 2011, is approximately \$10.2 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, 2011 are approximately \$5.3 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, as a key element of the Provincial Solid Waste Management Strategy, has set a long term objective of diverting 50 per cent of the solid waste stream (as defined in 2002) from disposal in landfills. The target date for achievement of this objective is the year 2015.

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 is now rolling out Extended Producer Responsibility regulations. Under these regulations MMSB will be responsible for identifying appropriate waste streams to target for diversion, and will assist in the establishment, monitoring, and adherence to these regulations. Industry players, typically manufacturers and/or importers/distributors will be responsible for program implementation and ongoing management of such programs. The first such regulation was passed in 2010 for the diversion of waste paint.

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

Through financial resources allocated under the Waste Management Trust Fund and through specialized expertise provided directly by MMSB staff, MMSB provides capacity building support to regional waste management authorities and the Interdepartmental Waste Management Steering Committee to facilitate the implementation of the Provincial Solid Waste Management Strategy. Specific activities include:

- The identification of markets for recyclable waste materials not captured under MMSB's own recycling programs;
- Support for and financing of long-term regional waste management plans in each of the 12 designated waste management regions of the province;
- Support for and financing of formative organizational development needs of each of the 12 designated waste management authorities in the province, including support for regional waste management coordinators in each area;
- Research into new policy approaches to achieve the province's waste diversion goals, such as extended producer responsibility (industry stewardship) models;
- The coordination of province-wide research into waste disposal alternatives for isolated communities unable to participate in a regional approach to waste management because of practical considerations;
- Financing formative opportunities identified by regional waste management authorities and municipalities for the permanent closure of existing waste disposal sites in the province, pursuant to the Provincial Solid Waste Management Strategy; and
- Support of research into opportunities to maximize economic and employment benefits from the implementation of the Provincial Solid Waste Management Strategy.

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, respectively.

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 strategic values guide action at all levels within the organization.

MMSB CORE VALUES

MMSB STRATEGIC VALUES (ACTION STATEMENTS)

Leadership	Individuals will play an active role in safeguarding, promoting and enhancing the mandate of MMSB in the public domain, and will lead by example by adopting progressive waste reduction and recycling practices in their behaviours and actions.
Openness	Individuals will demonstrate openness through collaboration, consultation, partnership and teamwork with co-workers stakeholders and clients.
Innovation	Individuals will continuously seek out new and better ways to meet business and operational challenges faced by the organization.
Respect	Individuals will interact with clients, co-workers and stakeholders in a considerate manner, listening to and considering the views and perspectives of others. Respect will also be 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 will be 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 will apply the highest ethical standards in their conduct at all times.
Continuous Learning	Individuals will keep informed of the general policies and business affairs of MMSB and will actively seek out opportunities to enhance their skills and ability to perform their duties at the highest professional standard possible.
Adaptability	Individuals will 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;
- 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 the 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 plan. The Strategic Directions of the Minister of Environment and Conservation (Solid Waste Management) also provide context for this mission. Collectively, these instruments identified the priority areas for MMSB over that period and these 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 next two planning cycles (2011-14 and 2014-17). While this mission is similar to the MMSB's previous mission, it builds on the work that has been accomplished to date, as 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 (as defined in 2002) 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 "on the ground" 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 curbsides for households); access to central composting facilities; specific disposal sites for demolition and debris metals; household hazardous 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 embodied in the Provincial Solid Waste Management Strategy.

Measure: Strengthened modern waste management practices

Indicators:

- The planning and organizational capacity of regional waste management authorities is strengthened to facilitate the implementation of the new waste management 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 2015 target of 50%.

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. These priorities have been established based in part on the strategic issues identified in the 2008-2011 plan and have been updated in consultation with the Board of MMSB, government, industry and other stakeholders. 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.

A number of these issues and goals are similar to those outlined in MMSB's 2008-11 plan, building on the work that has been accomplished to date, as implementation of the Provincial Solid Waste Management Strategy is a long-term initiative requiring a continuous focus on key drivers of the Strategy.

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 2015 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 and composting programs, and the launch of new programs based on the concept of Extended Producer Responsibility.

Goal 1: By March 31, 2014, the 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 set in the Provincial Solid Waste Management Strategy.

Objectives:

1.1 By March 31, 2012, MMSB will have strengthened its existing waste diversion programs over 2008-11 and will have advanced the development of new waste diversion initiatives.

Measure: Existing waste diversion programs strengthened.

Indicators:

- Recovery rates in MMSB's Used Tire Recycling program are improved, and implementation of a plan to eliminate the stockpile of used tires at Dunville is commenced.
- Research into new technologies or approaches to managing organic waste within Newfoundland and Labrador is undertaken.
- The existing Used Oil Control Program is restructured in accordance with the direction provided by the Minister of Environment and Conservation.

Measure: Development of new waste diversion initiatives is advanced.

Indicators:

- A finalized province-wide eWaste Program is brought forward for consideration.
- Collaborated with an industry-led group to develop and launch a voluntary pharmaceuticals and medical sharps program.

Objectives:

- 1.2 By March 31, 2013, MMSB will have continued to strengthen its existing recycling programs, and will have commenced implementation of new recycling and waste diversion initiatives.
- 1.3 By March 31, 2014, MMSB will have significantly strengthened its existing recycling programs and will have moved forward with the development of a series of new recycling and 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 12 regions consolidating all of their waste management activities under separate regional banners. To facilitate this consolidation/integration of communities in each region requires dedicated resources (staff, operational and research support) and access to specialized expertise in the areas of waste diversion and public education. This support at the regional level 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 strategic plan to put in place the foundations to successfully respond to these needs, including a realigned organizational structure within MMSB, a new Regional Waste Management Capacity Building Program under the Trust Fund, and a commitment to provide the Interdepartmental Waste Management Steering Committee with the dedicated financial resources it requires to effectively advance and coordinate the provincial Waste Management Strategy. Continuation of this new capacity building framework will occur in 2011-14 (and beyond), particularly as the 12 regional waste management authorities come on stream and become active in discharging their mandates under the provincial Waste Management Strategy.

Goal 2: By March 31, 2014, MMSB will have strengthened the capacity of active regional waste management authorities and the Interdepartmental Waste Management Steering Committee to advance the implementation of the Provincial Solid Waste Management Strategy.

Measure: The capacity of active regional waste management authorities and the Interdepartmental Waste Management Steering Committee has been strengthened.

Indicators:

- The internal professional staff expertise of MMSB is engaged in providing ongoing support to active regional waste management authorities and the

Interdepartmental Waste Management Steering Committee in MMSB's core waste diversion and public education lines of business. This support is provided to strengthen the capacity of the Authorities and the Committee.

- The planning and organizational needs of active regional waste management authorities are addressed through MMSB's Regional Waste Management Coordinator, Education and Capacity Building Programs. These programs provide the authorities with the human and financial resources to more effectively implement the Provincial Solid Waste Management Strategy.

Objectives:

- 2.1 By March 31, 2012, MMSB will have continued to advance the capacity building framework to enable active regional waste management authorities and the Interdepartmental Waste Management Steering Committee to effectively pursue and discharge their roles in the implementation of the Provincial Solid Waste Management Strategy.

Measure: Capacity building framework is advanced

Indicators:

- MMSB commences facilitation of a province-wide indiscriminant dumping/litter strategy, for consideration and implementation by relevant stakeholders.
- MMSB provides relevant and effective support from its professional staff complement to active regional waste management authorities and the Interdepartmental Waste Management Steering Committee in MMSB's core waste diversion and public education lines of business.
- Strategies and initiatives are developed to support modern waste management practices for the Industrial, Commercial and Institutional sector .
- Research is undertaken into the data and collection methodologies appropriate for a provincial waste management reporting system.

- 2.2 By March 31, 2013, MMSB will have continued to advance the implementation of the capacity building framework, with a particular focus on preparing for the future priorities of waste management authorities as centralized waste management infrastructure is put in place.

- 2.3 By March 31, 2014, MMSB will have redeveloped the 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 the province will require a significant change in attitude and behavior among Newfoundlanders and Labradorians with regard to the handling and management of waste. A strong and ongoing public awareness and education program, focusing in particular on the need to reduce the amount of waste we generate in the first instance, is required to achieve these changes and will be targeted at individuals, communities, businesses and large-scale institutions who generate a significant amount of waste. While MMSB has been active on this front for a number of years, recent research and new program initiatives suggest the need to continue with current and new initiatives in this area. To this end, MMSB is currently working to update its strategic marketing, communications and public education plan in order to strengthen its overall efforts in this area over the next three years in support of the implementation of the Provincial Solid Waste Management Strategy.

Goal 3: By March 31, 2014, MMSB will have increased public and Industrial, Commercial and Institutional (ICI) sector engagement in modern waste management practices and issues in Newfoundland and Labrador.

Measure: Public and ICI sector engagement in modern waste management practices and issues is increased.

Indicators:

- Survey data shows an increase in public engagement levels (such as awareness, concern, and support) over 2011 baseline data.
- Participation in available modern waste diversion activities is increased over 2011 baseline data.

Objectives:

3.1 By March 31, 2012, MMSB will have developed a new marketing and education plan while continuing to support the delivery of existing and new waste diversion initiatives

Measure: New marketing and education plan developed.

Indicators:

- Revised public and youth marketing and education strategy completed
- New Industrial/Commercial/Institutional marketing and education plan developed

Measure: Delivery of existing and new waste diversion initiatives supported

Indicators:

- Marketing, education and communication support provided to regional waste management authorities
- Marketing campaigns implemented to support existing and new waste diversion initiatives

3.2 By March 31, 2013, MMSB will have commenced implementation of its revised marketing and education plan

3.3 By March 31, 2014, MMSB will have completed implementation of its revised marketing and education plan to achieve an increase in public and ICI sector engagement in modern waste management practices and issues.

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 solid 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: Decreased pollution and more efficient and effective use of resources. This outcome supports the policy direction of the Government as articulated in the Provincial Solid Waste Management Strategy of 2002 and associated implementation plan of 2007. It requires systematic intervention by MMSB and other government entities in the following focus areas:

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. Conical Waste Incinerators	T			
2. Recycling and Composting		T		
3. Extended Producer Responsibility		T		
4. Development of Standards	T			

Note:

The above is an excerpt of the Strategic Directions of the Minister of Environment and Conservation for those which relate to the Strategic Plan of the Multi-Materials Stewardship Board. For a full list of the Minister's Strategic Directions, please contact the Department of Environment and Conservation.

APPENDIX B – BOARD OF DIRECTORS

The Multi-Materials Stewardship Board (MMSB) is a statutory Crown Agency established in 1996 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 10 members with one vacancy.

<u>Board Member</u>	<u>Affiliation</u>
Mr. Leigh Puddester	Chair & CEO – MMSB Government of Newfoundland and Labrador
Mr. William Parrott	Deputy Minister Department of Environment and Conservation
Mr. John Patten	Beverage Distributor Representative President, Browning Harvey
Mr. Edward Delaney	Consumer Representative 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	Member at Large Mayor of Campbellton, NL
Mr. Graham Letto	Member at Large Consultant
Vacant	Newfoundland Environmental Industries Association (NEIA) 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.