



Strategic Plan

2020 - 2023

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Chairperson's Message

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, 2020 to March 31, 2023. This plan has been prepared in accordance with the **Transparency and Accountability Act** and the Guidelines for Multi-Year 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 2020-2023 strategic plan builds on the vision and goals established for MMSB in its 2017-2020 plan, reviewing the progress made and continuing to assess best approaches for consistent, modern and sustainable waste management services throughout Newfoundland and Labrador.

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Dermot Flynn', with a large, stylized flourish extending from the end of the signature.

Dermot Flynn
Chair

OVERVIEW

The Multi-Materials Stewardship Board (MMSB) is a Crown Agency of the Government of Newfoundland and Labrador that reports to the Minister of Environment, Climate Change and Municipalities (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 Environment, Climate Change and Municipalities (ECCM), 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 the Canadian Council of Ministers of the Environment (CCME).

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 St. John's with fifteen professional and administrative employees and a field office in Mount Pearl with two employees.

As a self-financed Crown Agency, MMSB does not receive funding from the Government of Newfoundland and Labrador. Revenues are derived primarily from deposits applied on used beverage containers and levies on used tires, as well as from the sale of recyclable materials collected through its waste diversion programs. MMSB's anticipated operating revenue in 2020-21 is approximately \$ 29.7 million. Operating expenditures are approximately \$ 29.1 million with an additional \$ 0.4 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, 2020 are approximately \$ 0.6 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 is guided by the Provincial Solid Waste Management Strategy (Strategy). The Strategy seeks to advance sustainable waste management in Newfoundland and Labrador with a focus on waste reduction and diversion 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. Sustainable Waste Management

MMSB develops, manages, oversees, 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 to these programs, MMSB works with ECCM to research and develop new Extended Producer Responsibility (EPR) regulations. EPR programs shift the responsibility for the end of life management of products from municipalities to producers. EPR programs require industry manufacturers, importers and distributors to assume responsibility for plan development, implementation and ongoing management of their programs. In accordance with regulation, MMSB is responsible for ensuring that industry complies with approved timelines, operational requirements and diversion targets as established in the EPR program plans. Currently, the following EPR programs are operating in accordance with the **Waste Management Regulations** in Newfoundland and Labrador:

- paint;
- electronics; and
- used oil and glycol products and containers

To further inform and advance modern waste management practices, MMSB researches, collects, analyzes and reports on provincial waste generation, disposal and diversion data. MMSB works with industry partners and communities to provide counsel, develop demonstration projects and fund new waste diversion initiatives through the Waste Management Trust Fund that strive to maximize economic and employment benefits and advance sustainable waste management solutions.

2. Marketing and 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. 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, indiscriminate dumping, safe management of hazardous waste, waste audits and recycling.

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

Regional support includes strategic planning and counsel as well as development of educational resources to increase awareness and encourage participation in local waste management programs. 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 MMSB. Core values promote and explain the essential character of the 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 timely responsiveness and by fulfilling commitments to others.
Integrity	Individuals apply the highest ethical standards in their conduct at all times while being 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).
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 the organization's 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; and
- 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 a better customer experience 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 MMSB in both monitoring and evaluating success.

1. Sustainable Waste Management

MMSB manages and administers provincial waste diversion programs and services in accordance with government direction as prescribed in the **Waste Management Regulations**. Waste diversion programs provided by MMSB include the Used Beverage Container Recycling Program and the Used Tire Management Program.

MMSB oversees, assists, consults, partners, and markets EPR waste diversion programs ensuring approved timelines, operational requirements and outlined diversion targets are being met. Provincial industry led waste diversion programs are now available for left over paint, electronic waste and used oil and glycol.

MMSB supports and reinforces all waste diversion programs, ensuring operational efficiencies while expanding public engagement and program communications to recover all designated materials at their end of life.

In this strategic plan, MMSB has reaffirmed its commitment to the continuous improvement in performance of existing waste diversion programs. Additionally, in conjunction with the Minister, MMSB will identify and develop opportunities to further divert waste from the province’s landfills and promote a clean and healthy environment. Public awareness, education and enhanced infrastructure will be key in defining the way forward, as is evident in the following goal, indicators and objectives.

Goal 1	Indicators
<p>By March 31, 2023, MMSB will have improved program performance of designated material types determined by the Minister, ensuring they are managed at their end of life in a manner that ensures a clean and healthy environment.</p>	<ol style="list-style-type: none"> 1. Promoted public awareness and engagement in waste diversion programs. 2. Enhanced infrastructure at designated material collection facilities to continuously strengthen operations. 3. Reduced the disposal volume of designated material types being sent to landfill.

<p>Objective 2020-2021</p> <p>By March 31, 2021, MMSB will have identified, monitored and commenced implementation of initiatives to improve program performance for material types designated under the Waste Management Regulations.</p>
<p>Indicators</p> <ol style="list-style-type: none"> 1. Reviewed operational and public education plans and administrative processes. 2. Identified waste diversion opportunities and action items. 3. Enhanced communications and resources. 4. Promoted public awareness and engagement. 5. Supported program recovery.

Objective 2021-2022

By March 31, 2022, MMSB will have advanced implementation of initiatives to improve program performance for material types designated under the **Waste Management Regulations**.

Objective 2022-2023

By March 31, 2023, MMSB will have further advanced implementation of initiatives to improve program performance for material types designated under the **Waste Management Regulations**.

2. Shared Responsibility and Partnerships

Residents, communities, schools, industries, regional waste management authorities and government all share responsibilities in advancing sustainable waste management practices in Newfoundland and Labrador. Accordingly, MMSB works collaboratively with these stakeholders to effectively manage solid waste and ensure a cleaner and healthier environment.

Effective stakeholder engagement is crucial to the advancement of sustainable waste management practices. Therefore, ensuring sound stakeholder engagement is a critical part of MMSB’s strategic plan. This work will involve:

- proactive and harmonized communications with stakeholders;
- advancing of industry led programs for end of life materials;
- waste diversion policy legislation and program development;
- providing strategic counsel and support to help with the implementation of community, regional, provincial, and national goals; and
- ensuring stakeholders work together to make decisions that deliver enhanced and sustainable solid waste management services and programs for Newfoundlanders and Labradorians.

The following goal, indicators and objectives lay out how sound stakeholder engagement will be achieved and maintained by 2023.

Goal 2	Indicators
By March 31, 2023, MMSB will have advanced sustainable waste management through sound stakeholder engagement.	<ol style="list-style-type: none"> 1. Enhanced support of community and regional waste diversion plans and initiatives. 2. Advanced new industry-led waste diversion initiatives. 3. Expanded MMSB funding programs.

<p>Objective 2020-2021</p> <p>By March 31, 2021, MMSB will have developed and commenced implementation of initiatives to enhance stakeholder participation in sustainable waste management practices.</p>
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Indicators

1. Assessed and identified opportunities to establish new initiatives and to enhance stakeholder participation in sustainable waste management.
2. Continued work with provincial and territorial jurisdictions to advance sustainable waste management policy in Newfoundland and Labrador consistent with national direction.
3. Pursued new research and discussions for the introduction of an industry led program for packaging and printed paper (PPP).
4. Developed and provided resources to regional waste management authorities, supporting the development and implementation of public education plans.

Objective 2021-2022

By March 31, 2022, MMSB will have advanced implementation of initiatives to enhance stakeholder participation in sustainable waste management practices.

Objective 2022-2023

By March 31, 2023, MMSB will have further advanced implementation of initiatives to enhance stakeholder participation in sustainable waste management practices.

3. Knowledge and Information

Strong awareness and support are critical to program achievements. MMSB continuously strives to advance sustainable waste management practices with a focus on increasing waste reduction and diversion. In order to advise on the development and enhancement of programs, services and resources, MMSB must have a robust understanding of waste generation, composition, reduction, disposal and diversion data. Newfoundlanders and Labradorians also need to be knowledgeable about sustainable waste management practices. Accessible information is key to influencing public attitude and behaviour and achieving modern waste management goals. As is evident in the following goal, indicators and objectives, MMSB will strive for increased knowledge and awareness over the next three years as a means to advance sustainable waste management practices.

Goal 3	Indicators
By March 31, 2023, MMSB will have increased knowledge and awareness of sustainable waste management practices and programs.	<ol style="list-style-type: none"> 1. Strengthened data collection, research and analysis on waste generation and disposal. 2. Enhanced access to information about sustainable waste management practices and programs. 3. Increased engagement in public education initiatives.

Objective 2020-2021

By March 31, 2021, MMSB will have developed and commenced implementation of new research and data collection initiatives as well as new province-wide public education initiatives.

Indicators

1. Conducted research and collected data on provincial and regional programs, as well as collected and analyzed waste generation, disposal and diversion data for the purpose of providing strategic counsel to stakeholders.
2. Conducted research on municipal special and hazardous waste (MSHW) to support the introduction of an industry led program.
3. Developed province-wide public education initiatives which continue to build upon the Rethink Waste platform.
4. Increased public awareness and engagement.

Objective 2021-2022

By March 31, 2022, MMSB will have advanced implementation of new research and data collection initiatives as well as new province-wide public education initiatives.

Objective 2022-2023

By March 31, 2023, 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 9 members.

Board Member	Affiliation
Mr. Derm Flynn	Chair Appleton
Mr. Sean Dutton	Deputy Minister, Environment, Climate Change and Municipalities
Mr. Tony Chubbs	Director Happy Valley-Goose Bay
Ms. Maisie Clark	Consumer Representative Campbellton
Ms. Dale Colbourne	Municipalities Newfoundland and Labrador Representative St. Lunaire Griquet
Mr. John Patten	Distributor Representative President, Browning Harvey
Ms. Michele Peach	Director Mount Pearl
Mr. Sheldon Peddle	Director Corner Brook
Mr. Wayne Power	Director Freshwater

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.