mmsb

guiding our province
to a greener future

2023-26 Strategic Plan

Contents

Message from the Chair 3

Overview 4

Governance and Operations 4
Finance 4
Primary Clients 4

Mandate 5

Lines of Business 5

1. Sustainable Waste Management 5
2. Public Education 6

Vision 6

Identification of Issues 6

Issue 1: Waste Diversion Program Performance 7
Issue 2: Knowledge, Information and Partnerships 8
Issue 3: Modernizing Program Supports 10

Appendix A - Board of Directors 12

Message from the Chair

On behalf of the Board of Directors of the Multi-Materials Stewardship Board (MMSB), I am pleased to present our strategic plan for April 1, 2023, to March 31, 2026. 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.

The goals, objectives and indicators for this strategic plan were informed through consultation with the Board of Directors, staff and key stakeholders, and also take into account the strategic directions of the Provincial Government.

The 2023-2026 strategic plan builds on the vision and goals established for MMSB in its 2020-2023 plan, reviewing the progress made and continuing to assess best approaches for consistent, modern and sustainable waste management services throughout Newfoundland and Labrador.

Our plan focuses on three key principles: waste diversion program performance; knowledge, information and partnerships; and corporate sustainability and resiliency. Our focus on continuous improvement will support increased program performance as well as drive the development of new programs so we can continue to divert waste from the province's landfills while promoting a clean and healthy environment. We also recognize that effective stakeholder engagement is crucial to the advancement of sustainable waste management practices. Finally, maintaining and improving the sustainability of the organization is key to advancing MMSB's mandate.

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

Sincerely,

Dermot Flynn
Chair, MMSB

Overview

Established in 1996, the Multi-Materials Stewardship Board (MMSB) supports and promotes sustainable waste management through the development and implementation of waste diversion programs and public education. A Crown Corporation of the Government of Newfoundland and Labrador, MMSB reports to the Minister of Environment and Climate Change. More information about MMSB can be found at mmsb.nl.ca.

Governance and Operations

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 (Appendix A).

Management and staff carry out the day-to-day work of MMSB under the direction of the Chief Executive Officer. MMSB's current corporate structure consists of a head office located in St. John's with 17 employees and a field office located in Mount Pearl with two employees.

Finance

As a self-financed Crown Corporation, MMSB does not receive funding from the Government of Newfoundland and Labrador. In accordance with provincial legislation, its revenues are derived from deposits applied on the sale of ready-to-serve beverage containers, environmental fees applied on the sale of new highway tires and from the sale of recyclable materials collected through diversion programs.

MMSB's operating revenue in 2022-23 was approximately $33.9 million. Operating expenditures were approximately $32.4 million, with $440,000 allocated to the Waste Management Trust Fund, which supports the implementation of the Provincial Solid Waste Management Strategy.

Primary Clients

MMSB's primary clients include the following:

- General public;
- Regional waste management authorities and municipalities;
- Service providers and partners; and
- Businesses, schools, not-for-profit and community organizations.

Mandate

MMSB derives its mandate from the **Environmental Protection Act** and accompanying **Waste Management Regulations**. MMSB is mandated through these legislative and policy instruments and guided by the **Provincial Waste Management Strategy** to advance sustainable waste management in Newfoundland and Labrador through waste diversion programs and public education.

The delivery of this mandate is achieved through collaboration with the Departments of Environment and Climate Change, Digital Government and Service NL, Municipal and Provincial Affairs and contracted service providers such as Green Depot operators, as well as with stakeholders such as regional waste management authorities and municipalities.

Lines of Business

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

1. Waste Diversion Programs

MMSB develops, manages, oversees and administers provincial waste diversion programs in accordance with the Waste Management Regulations, as authorized through policy directives issued by the Minister.

MMSB manages and administers two provincial waste diversion programs:

- A province-wide Used Beverage Container Recycling Program administered as a deposit-refund system and financed through deposits applied on the sale of ready-to-serve beverage containers.
- A province-wide Used Tire Management Program administered under specific parameters and financed through an environmental levy applied on the sale of highway tires.

MMSB works with the Department of Environment and Climate Change to research and develop regulations for industry-led diversion programs that are guided by the principles of extended producer responsibility. Industry-led programs are implemented and managed by producers such as manufacturers, importers and distributors. MMSB ensures industry complies with approved timelines, operational requirements and diversion targets as established in program plans. There are currently provincial industry-led waste diversion programs for waste paint, electronic waste and used oil and used glycol.

MMSB collects, analyzes and reports on provincial waste generation and diversion data to further inform and advance waste diversion programs and practices. MMSB is also responsible for offering funding opportunities that help support sustainable communities, business innovation and research.

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 focuses on reducing, reusing and recycling messaging in the delivery of province-wide public education initiatives supporting a fundamental shift in attitudes and behaviours toward managing waste.

Public education initiatives promote MMSB's Used Beverage Container Recycling Program, Used Tire Management Program and funding opportunities to a range of audiences, including the public, industry stewards and brand owners. MMSB also develops and delivers education programs promoting environmental stewardship among schools, businesses and community groups.

MMSB works with regional waste management authorities to develop and implement education initiatives that inform residents and businesses about local waste management services and programs. Regional support includes strategic planning, advice and development of educational resources to increase awareness and encourage participation in local waste management initiatives.

MMSB staff provide ongoing research, analytics and planning processes to evaluate public education activities and to assess attitudes and behaviours related to waste reduction, recycling and other waste diversion activities.

Vision

A sustainable waste management system that promotes a clean and healthy environment in Newfoundland and Labrador.

Identification of Issues

In consideration of government's strategic directions and MMSB's mandate and financial resources, the following areas have been identified as issues for MMSB to be strategically addressed over the next three years:

1. Waste Diversion Program Performance
2. Knowledge, Information and Partnerships
3. Corporate Sustainability and Resiliency

The goal, objectives and indicators for each of these issues are provided below. The goal identified for each issue reflects 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.

Issue 1: Waste Diversion Program Performance

MMSB manages and administers provincial waste diversion programs and services in accordance with government direction as prescribed in the Waste Management Regulations. MMSB provides waste diversion programs for beverage container and tire recycling.

MMSB also develops and oversees industry-led waste diversion programs ensuring:

- awareness and access for all Newfoundlanders and Labradorians;
- responsible management of materials collected; and
- performance targets are being met.

There are provincial industry-led waste diversion programs established for waste paint, electronic waste and used oil and used glycol.

In this strategic plan, MMSB has reaffirmed its commitment to continuous improvement in the performance of existing waste diversion programs, as well as to the advancement of a new industry-led program for packaging and paper products. With direction from the Minister of Environment and Climate Change, MMSB will continue to identify and develop opportunities to divert more waste from the province's landfills to promote a clean and healthy environment.

Goal, Objectives & Indicators

Goal 1

By March 31, 2026, MMSB will have improved performance of waste diversion programs in Newfoundland and Labrador.

Indicators:

1. Advanced framework for an industry-led program for packaging and paper products (PPP).
2. Strengthened performance of the Used Beverage Container Recycling and the Used Tire Management Programs.
3. Worked with stakeholders to strengthen the performance of existing industry-led programs for waste paint, electronic waste, and used oil and used glycol.
4. Advanced new designated materials for consideration under the Waste Management Regulations.
5. Enhanced communications and resources.

2023-24 Objective

By March 31, 2024, MMSB will review plans and processes and carryout research to enhance and improve performance in provincial waste diversion programs.

Indicators:

1. Developed a framework based on stakeholder consultation for an industry-led program for PPP.
2. Reviewed operational plans and processes for Used Beverage Container Recycling and the Used Tire Management Programs
3. Renewed stewardship plans for industry led programs for waste paint, electronic waste, and used oil and used glycol.
4. Assessed opportunities for new or expanded diversion programs.
5. Reviewed and enhanced communications and resources to support program performance.

2024-25 Objective

By March 31, 2025, MMSB will advance initiatives and work with stakeholders to improve performance in provincial waste diversion programs.

2025-26 Objective

By March 31, 2025, MMSB will improve performance in provincial waste diversion programs by advancing initiatives with assistance from stakeholders.

Issue 2: Knowledge, Information & Partnerships

Effective stakeholder engagement is crucial to the advancement of sustainable waste management practices and is therefore a critical component of MMSB's strategic plan. Residents, communities, schools, industries, Green Depot operators, regional waste management authorities, businesses and government all share responsibilities in advancing sustainable waste management practices in Newfoundland and Labrador. Effective stakeholder engagement involves:

- Proactively communicating with stakeholders.
- Developing strategic public education campaigns and initiatives to promote sustainable waste management behaviours and activities to residents.
- Providing strategic counsel and support to help with the implementation of community, regional, provincial and national goals.
- Advising on the development and enhancement of programs, services and resources using research and waste generation, composition, disposal and diversion data.
- Ensuring stakeholders work together to make decisions that deliver enhanced and sustainable solid waste management programs for Newfoundlanders and Labradorians.
- Offering meaningful funding programs to support stakeholder initiatives to advance waste diversion.

MMSB will strive for increased knowledge and will mobilize information and resources to support its stakeholders over the next three years to advance sustainable waste management practices.

Goal, Objectives & Indicators

Goal 2

By March 31, 2026, MMSB will have advanced sustainable waste management practices through enhanced public education, funding opportunities and partnerships.

Indicators:

1. Increased engagement with the public through communications and education initiatives.
2. Developed a new e-learning program to support the mobilization of knowledge and information.
3. Generated new research and data to support waste diversion programs and stakeholders.
4. Strengthened funding opportunities to better meet the needs of stakeholders.
5. Increased engagement with stakeholders.

2023-24 Objective

By March 31, 2024, MMSB will have commenced planning and research to increase waste diversion and advance sustainable waste management practices through strengthened public education initiatives, funding opportunities and partnerships.

Indicators:

1. Created a new research plan for provincial and regional programs to support the development and growth of diversion opportunities.
2. Identified opportunities to strengthen brand awareness and trust for MMSB's brands.
3. Developed a province-wide strategic public education plan to raise awareness and inspire action amongst residents.
4. Improved digital communications and e-learning tools to increase engagement with the public and partners.
5. Assessed, supported and created key partnerships to advance sustainable waste management practices and education.

2024-25 Objective

By March 31, 2025, MMSB will have advanced its strategic public education plan and strengthened partnerships to support greater waste diversion and sustainable waste management practices.

2025-26 Objective

By March 31, 2026, MMSB will have further implemented elements of its public education strategy and build relationships with partners.

Issue 3: Modernizing Program Supports

It is critical that MMSB supports the development and creation of new and innovative technology, processes and practices to provide quality, modern and sustainable diversion programs and public education.

Over the next three years, MMSB will enhance its financial practices, information technology (IT) and human resource management strategies to ensure the delivery of modern programs and initiatives to its stakeholders. MMSB will position itself to advance sustainable waste management practices and offer quality, accessible diversion programs and opportunities.

Goal, Objectives & Indicators

Goal 3

By March 31, 2026, MMSB will modernize and enhance technology, practices and processes to improve the sustainability of its waste diversion programs and practices.

Indicators:

1. Modernized administrative, compliance and financial practices to strengthen support for diversion programs.
2. Expanded the IT foundation to support the delivery of diversion programs.
3. Developed human resource strategies to support organizational goals.
4. Modernized technology and communications to encourage collaboration, engagement and connectivity amongst employees.

2023-24 Objective

By March 31, 2024, MMSB will have assessed and created new plans for modernizing its technology, practices and processes to improve sustainability of MMSB programs.

Indicators:

1. Completed a comprehensive review of administrative, compliance and financial processes and practices to identify opportunities for improvement and modernization.
2. Created a plan to assess IT modernization in support of program delivery and business continuity.
3. Researched and created a new integrated human resource management plan to modernize employee relations practices.
4. Began research on opportunities to modernize communication and technological structures to support employees and programs.

2024-25 Objective

By March 31, 2025, MMSB will have advanced plans and initiatives for modernization of its technology, practices and processes to improve the sustainability of MMSB programs.

2025-26 Objective

By March 31, 2026, MMSB will have implemented plans and practices for the modernization of its technology, practices and processes to improve the sustainability of MMSB programs.

Appendix A - Board of Directors

Established in 1996, the Multi-Materials Stewardship Board (MMSB) is a Crown Corporation with an independent Board of Directors appointed by the Lieutenant Governor in Council.

The Board is currently comprised of nine members:

- Derm Flynn, Chairperson, Appleton
- Valerie Snow, Deputy Minister, Environment and Climate Change
- Tony Chubbs, Member, Happy Valley-Goose Bay
- Maisie Clark, Consumer Representative, Campbellton
- Dale Colbourne, Municipalities Newfoundland & Labrador Representative, St. Lunaire Griquet
- John Patten, Distributor Representative, President, Browning Harvey, St. John’s
- Michele Peach, Member-at-Large, Bay Roberts
- Sheldon Peddle, Member-at-Large, Corner Brook
- Wayne Power, Member, Freshwater