

**Multi-Materials Stewardship Board (MMSB)
Strategic Plan
2008-2011**



MESSAGE FROM THE CHAIR

On behalf of the Board of Directors of the Multi-Materials Stewardship Board (MMSB), I am pleased to present the 2008-2011 strategic plan for MMSB (covering the 2008-09 through 2010-11 fiscal years) that 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 planning period, taking into consideration the strategic directions of Government as communicated to MMSB (see Appendix A). The 2008-2011 plan builds on the mission and goals established for MMSB in its 2007-08 transitional strategic plan, with appropriate adjustments made as a result of the progress achieved in 2007-08 and an assessment of the emerging issues and challenges 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.



JOHN D. SCOTT

Chair – Board of Directors

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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 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 Industry Association.

MMSB is governed by a Board of Directors appointed by the Minister of Environment and Conservation. The Board is responsible and accountable for the overall business 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; and
- 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). 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 St. John’s with 17 professional and administrative employees, as well as four “field offices” (located in the greater Avalon region, central Newfoundland, western Newfoundland, and Labrador) comprised of 7 administrative employees in total.

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 annual operating revenue stream at present (2008-09) is in the order of \$21 million. MMSB’s annual operating expenditures are in the order of \$20.3 million (2008-09).

Any operating surpluses generated by MMSB are held by MMSB and are invested in the Newfoundland and Labrador Waste Management Trust Fund to support the implementation of the provincial Waste Management Strategy. Total (accumulated) available resources in the Trust Fund (at April 1, 2008) are approximately \$9.7 million.

MANDATE

The mandate of MMSB is derived from the *Environmental 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 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 prescribed in the *Regulations*.
- ▶ A province-wide retailer-based Used Tire Recycling 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 Waste Management Strategy.

- ▶ A Regional–Community Fibre (Cardboard and Paper) Recycling Program that provides capital financial incentives for municipalities to acquire the necessary infrastructure to introduce sustainable new permanent fibre recycling programs in their communities where meaningful volumes of fiber waste can be diverted and recycled in a cost-effective manner. This program is financed through the Waste Management Trust Fund based on criteria set by MMSB’s Board and approved by the Minister of Environment and Conservation. It is designed as an interim waste diversion measure pending the establishment of more broadly based recycling infrastructure throughout the province by regional waste management authorities pursuant to the provincial Waste Management Strategy.

2. Capacity Building – Implementation of Provincial 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 Waste Management Strategy. Specific activities include the following:

- ▶ the identification of markets for recyclable waste materials not captured under MMSB’s own recycling programs;
- ▶ support for and financing of the development of long-term regional waste management plans in each of the 15 designated waste management regions of the province;
- ▶ support for and financing of the formative organizational development needs of each of the 15 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 Waste Management Strategy; and
- ▶ support for research into opportunities to maximize economic and employment benefits from the implementation of the provincial 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 Newfoundlanders and Labradorians generate in the first instance. Complementary to this province-wide effort, MMSB also supports the 15 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 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 behaviour 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 (including school aged children);
- regional waste management authorities and municipalities;
- the Interdepartmental Waste Management Steering Committee; and
- businesses and industry organizations involved with waste diversion.

VISION

The vision of 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 mission, which is continued from the direction established in MMSB's 2007-08 transitional strategic plan, identifies the priority focus area of MMSB over the next planning cycle. It represents the key longer-term result that MMSB will be working toward as it moves forward on the strategic directions of government. 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 is 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 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 by the year 2015.

Complementary to the leadership role to be exercised by MMSB, the fifteen (15) regional waste management authorities will play a vital role in moving the waste diversion and recycling agenda forward “on the ground” at the local level. They will be 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 construction and demolition debris and 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, 2011, MMSB will have strengthened its promotion of and support for modern waste management practices in the province as embodied in the provincial Waste Management Strategy.

Measure: Enhanced promotion of and support for modern waste management.

Indicators:

- The planning and organizational capacity of regional waste management authorities is strengthened to facilitate the implementation of new waste management programs and services at the local level.
- Public awareness of modern waste management practices 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, building on the themes established in MMSB’s 2007-08 transitional strategic plan. 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.

Issue 1: Waste Diversion – Recycling

Waste diversion is a key element of the provincial Waste Management Strategy. MMSB plays a leadership role in addressing this challenge through various recycling 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. The foundation for moving forward on this front was established in MMSB’s 2007-08 transitional strategic plan.

Implementation will continue over the next three years and beyond, particularly as the 15 regional waste management authorities become active and take steps to develop their own waste diversion plans.

Goal 1: By March 31, 2011, MMSB will have continued to strengthen its existing recycling programs, implemented new recycling and waste diversion programs within its mandate, and fostered the development and implementation of new waste diversion initiatives through its partners as a means of increasing overall waste diversion in the province toward the 2015 target.

Measure: Recycling and waste diversion programs strengthened and expanded.

Indicators:

- Recovery levels are increased in MMSB's existing recycling programs.
- New recycling and waste diversion programs and initiatives are launched and implemented.
- Overall waste diversion in the province is increased toward the 50% target set for 2015.

Objectives:

1.1 By March 31, 2009, MMSB will have strengthened its existing recycling programs over 2007-08 levels and will have moved forward with the development of new recycling and waste diversion programs.

Measure: Existing recycling programs strengthened.

Indicators:

- The province's network of Green Depots is strengthened in geographic reach and in terms of customer service standards as a means of increasing recovery levels in MMSB's Used Beverage Container Recycling Program.
- Recovery rates in MMSB's Used Tire Recycling Program are improved and a plan for the recycling of used tires that are presently being stockpiled in the province is implemented.
- Participation rates in MMSB's HHW program are increased through stronger promotional activities and the development of a new delivery model that will be offered on a pilot project basis to a number of regional waste management authorities and municipalities.
- A review is led and coordinated by MMSB of the Department of Environment and Conservation's Used Oil Recycling Program with the objective of strengthening existing recovery levels and capturing other like lubricants (e.g. antifreeze) and related containers (e.g. oil filters) under the program in future years as deemed feasible.

Measure: New recycling and waste diversion programs developed and/or launched.

Indicators:

- With appropriate authority granted by the Minister of Environment and Conservation, a new province-wide paint recycling program is launched.
 - A framework for the introduction of a consumer-based collection and diversion program for waste medical sharps (e.g. insulin needles) and waste pharmaceutical products (e.g. old meds) is developed for the consideration of the Minister of Environment and Conservation.
 - A framework for the introduction of a province-wide electronics (e-waste) recycling program is developed for the consideration of the Minister of Environment and Conservation.
 - A community composting pilot program is developed through the Waste Management Trust Fund to demonstrate the benefits of and practical means of diverting organic waste through “small scale–low tech” approaches at the community level.
- 1.2 By March 31, 2010, MMSB will have continued to strengthen its existing recycling programs, implemented new recycling and waste diversion programs within its mandate, and fostered the development of new waste diversion initiatives through the regional waste management authorities.
- 1.3 By March 31, 2011, MMSB will have significantly improved recovery levels in its existing recycling programs and will have implemented a series of new recycling and waste diversion initiatives through its partners and itself.

Issue 2: Capacity Building – Implementation of Provincial Waste Management Strategy

Regional waste management authorities and the Interdepartmental Waste Management Steering Committee require dedicated resources (staff, operational and research support) and access to specialized expertise in the areas of waste diversion and public education in order to advance the implementation of the provincial Waste Management Strategy at the local level. MMSB will support these needs over multiple planning cycles through its professional staff complement and the Waste Management Trust Fund. Specific steps were taken in the 2007-08 transitional 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. Implementation of this new capacity building framework will commence in earnest in 2008-09 and continue over the remainder of the planning cycle (and beyond), particularly as the 15 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, 2011, 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 Waste Management Strategy.

Measure: Active regional waste management authorities and the Interdepartmental Waste Management Steering Committee are stronger in terms of their organizational and planning capacities.

Indicators:

- The internal professional staff expertise of MMSB is fully 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.
- The formative planning and organizational needs of active regional waste management authorities are addressed through MMSB's new Regional Waste Management Capacity Building Program.

Objectives:

- 2.1 By March 2009, MMSB will have commenced the implementation of the new 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 Waste Management Strategy.

Measure: New capacity building framework implemented for active regional waste management authorities and the Interdepartmental Waste Management Steering Committee.

Indicators:

- The formative planning and organizational needs of active regional waste management authorities are supported through the Regional Waste Management Capacity Building Program under the Waste Management Trust Fund.
- Support for the development or updating of long term regional waste management plans is provided to active regional waste management authorities under the Waste Management Trust Fund in those regions of the province where such plans have not yet been completed.
- Strategic research is initiated into waste disposal alternatives for those isolated communities who are unable to participate in a regional approach to waste management because of practical considerations.
- 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.

- A Waste Management Research Partnership is formed with key stakeholders to identify and pursue strategic research needed to support the successful long-term implementation of the Waste Management Strategy.
- 2.2 By March 31, 2010, MMSB will have advanced the implementation of the capacity building framework for the provincial Waste Management Strategy, with a particular focus on meeting the formative planning and organizational needs of newly activated regional waste management authorities.
- 2.3 By March 31, 2011, MMSB will have continued to advance the implementation of the capacity building framework for the provincial Waste Management Strategy, with a particular focus on meeting the formative planning and organizational needs of newly activated regional waste management authorities.

Issue 3: Public Awareness and Education

Achieving modern waste management in the province will require a significant change in attitude and behaviour 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 other institutions alike. MMSB has been active on this front for many years and in 2007-08 updated its strategic marketing, communications and public education plan to strengthen its overall efforts in this domain over the next three years to support the implementation of the provincial Waste Management Strategy.

Goal 3: By March 31, 2011, MMSB will have increased public awareness of modern waste management practices.

Measure: Public awareness of modern waste management practices increased.

Indicator:

- Survey data (2011) on public awareness of modern waste management practices shows an increase over baseline (2007) survey data.

Objectives:

- 3.1 By March 31, 2009, MMSB will have put all the foundations in place for and commenced the implementation of its updated strategic marketing, communications and public education plan that was developed in 2007-08.

Measure: Stronger and expanded delivery of public education programs and services.

Indicators:

- New approaches to promote and encourage stronger public participation in MMSB's existing recycling and waste diversion programs are developed and implemented.
 - New tools and support mechanisms are developed and made available to active regional waste management authorities to help them develop and implement public education initiatives and activities at the local level.
 - MMSB's existing "Get to Half" public awareness and education campaign (which is designed to encourage Newfoundlanders and Labradorians to reduce-reuse-recycle) continues to be strengthened and is expanded, with a particular focus on out-of-home opportunities to reduce and divert waste.
 - MMSB's Green School Routine Program is enhanced to incorporate stronger waste reduction themes and encourage more active in-school recycling and waste diversion "champions".
 - A new more dynamic and integrated corporate communications and public education website is developed and launched to support the waste reduction and diversion informational needs of Newfoundlanders and Labradorians at all levels.
- 3.2 By March 2010, MMSB will have advanced the implementation of its updated strategic marketing, communications and public education plan, including the continued development of new initiatives consistent with the plan.
- 3.3 By March 2011, MMSB will have continued to advance the implementation of its updated strategic marketing, communications and public education plan to achieve an increase in public awareness of modern waste management practices.

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.

Title: **Waste Management**

Outcome: Enhanced management of solid waste.

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. Expansion of MMSB Mandate		✓		
2. Site and Waste Handling Standards	✓			
3. Elimination of Conical Waste Incinerators	✓			

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.