



STRATEGIC PLAN 2026-29



Contents

Message from the Chair	3
Overview	4
Governance and Operations	4
Finance	4
Primary Clients	4
Mandate	5
Lines of Business	5
1. Waste Diversion Programs	5
2. Public Education	6
Vision	7
Identification of Issues	7
Issue 1: Waste Diversion Program Performance	7
Issue 2: Knowledge, Information and Partnerships	10
Issue 3: Corporate Sustainability and Resiliency	12
Appendix A - Board of Directors	15

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, 2026, to March 31, 2029. 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 and staff through surveys and facilitated sessions and are aligned with the overarching strategic priorities set forth by the Provincial Government.

The 2026-2029 strategic plan builds on the vision and goals established for MMSB in its 2023-2026 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 is anchored in three core principles: waste diversion program performance; knowledge, information and partnerships; and corporate sustainability and resiliency. Consultation with staff and the Board of Directors highlighted the need to administer waste diversion programs that drive public participation, industry compliance and community trust. Over the next three years we will boost public awareness of recycling programs and empower residents to participate through outreach and resources that effect behaviour change. Strong partnerships with stakeholders and improved internal communication will facilitate the sharing of best practices and expand the impact of our programs. We are committed to continuous improvement and sustainability initiatives to maximize organizational capacity and modernize program supports.

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,

A handwritten signature in black ink, appearing to read "Dermot Flynn".

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, Conservation 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 16 staff and a field office located in Mount Pearl with two staff.

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 2025-26 was approximately \$41 million. Total expenditures were approximately \$37 million, with more than \$650,000 allocated to the Waste Management Trust Fund to support 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, Conservation and Climate Change, Government Services, and Municipal and Community 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 administers and manages or oversees provincial waste diversion programs in accordance with the Waste Management Regulations, as authorized through policy directives issued by the Minister.

MMSB administers and manages two 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, Conservation and Climate Change to research and develop regulations for industry-led diversion programs that are guided by the principles of extended producer responsibility (EPR). 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.

MMSB oversees three industry-led waste diversion programs under an extended producer responsibility (EPR) approach:

- A province-wide [Waste Paint Recycling Program](#) administered by Product Care Association and financed through an environmental fee applied on the sale of paint.
A province-wide [Electronic Waste Recycling Program](#) administered by the Electronic Products Recycling Association and Bell Aliant and financed through an environmental fee applied on the sale of most obligated electronic products.
- A province-wide [Used Oil and Used Glycol Management Program](#) administered by the Atlantic Used Oil Management Association and financed through an environmental fee applied on the sale of oil and glycol products.

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 promote 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 province-wide waste diversion programs and funding opportunities to stakeholders and the public. MMSB develops and delivers education programs promoting broader environmental stewardship to stakeholders such as schools, businesses and community groups. MMSB supports regional authorities with strategic counsel and development of educational resources to increase awareness and encourage participation in local waste management initiatives.

MMSB conducts ongoing research, analytics and planning to assess attitudes and behaviours related to environmental stewardship, evaluate the effectiveness of public education activities and inform future efforts.

Vision

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

Identification of Issues

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 monitoring and evaluating success.

Issue 1: Waste Diversion Program Performance

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

MMSB also oversees industry-led waste diversion programs for waste paint, electronic waste and used oil and used glycol ensuring:

- awareness and access for Newfoundlanders and Labradorians;
- responsible management of materials collected; and
- program performance is monitored and measured.

Recovery rates for most obligated products depend on whether consumers return them. For the Used Beverage Container Recycling Program, consumer behaviour is influenced by convenience, trust, incentives and policy. Policy is central to the value proposition for consumers, yet the refund has remained unchanged for 25 years. While continuous improvement is possible, meaningful gains in beverage recovery rates will require structural change.

Further, the Green Depot network is the primary access point for the Used Beverage Container Recycling Program, making its sustainability essential to program success. Over the past five years, the number of Green Depots has declined from 56 to 52. The current business model is increasingly difficult to sustain in rural service areas. Continuously assessing the long-term viability of the network is critical to maintaining a province-wide program.

Increasing recovery rates for used beverage containers would reduce greenhouse gas emissions from aluminum mining and virgin plastic production, provide manufacturers with high-quality recycled content for new packaging, preserve landfill capacity, reduce litter and support local employment.

In this strategic plan, MMSB has reaffirmed its commitment to continuous improvement in the performance of existing waste diversion programs. With direction from the Minister of Environment, Conservation and Climate Change, MMSB will also continue to identify and develop opportunities to divert more waste from the province's landfills to promote a clean and healthy environment.

Specifically, a framework for a new industry-led EPR program for hazardous and special products (HSP) program will be advanced to the Provincial Government for consideration. Hazardous and special wastes negatively affect human health and the environment when they are not handled and recycled or disposed of properly. Regulations for the management of HSP ensure safe and responsible handling, storage, transportation and recycling or disposal. End-of-life management programs for HSP are offered in limited areas of the province and are funded by municipalities and regional authorities through revenue from taxes and user fees. Under an EPR approach, the responsibility and cost of the end-of-life management of HSP materials will be shifted from municipalities to producers.

EPR requires producers (manufacturers, distributors and retailers) of designated products to take full responsibility for the lifecycle of their products, including collection and recycling. This shifts the responsibility from local and Indigenous governments and taxpayers to the producers and consumers of products and packaging at end-of-life.

MMSB will also continue to liaise with other jurisdictions and engage with stakeholders on a regulated EPR program for packaging and paper products (PPP). PPP programs are currently available to more than 80% of the provincial population via curbside blue bag programs offered by municipalities and regional authorities. A regulated program for PPP would make curbside recycling widely available at no charge to residents. A framework for PPP was advanced to the Provincial Government in 2023-2024.

Goal, Objectives and Indicators

Goal 1

By March 31, 2029, MMSB will strengthen existing programs and propose new opportunities to improve the performance of waste diversion programs in Newfoundland and Labrador.

Indicators:

1. Strengthened the performance of the Used Beverage Container Recycling and the Used Tire Management programs.
2. Assessed options and piloted or implemented alternative approaches to the collection of used beverage containers in select locations.
3. Worked with stakeholders to strengthen the performance of the industry-led Waste Paint, Electronic Waste, and Used Oil and Used Glycol programs.
4. Explored new designated materials for inclusion under the Waste Management Regulations.
5. Delivered targeted communications supporting waste diversion program participation.

2026-27 Objective

By March 31, 2027, MMSB will engage with stakeholders and identify areas to strengthen the performance of provincial waste diversion programs.

Indicators:

1. Developed a framework based on stakeholder consultation for an industry-led program for HSP.
2. Updated the framework for an industry-led program for PPP.

3. Reviewed processes and identified opportunities for improvements for the Used Beverage Container Recycling program.
4. Worked with stakeholders to expand the electronic products included in the industry-led Electronic Waste program.
5. Reviewed and identified enhancements to communications and resource supports for waste diversion programs.

2027-28 Objective

By March 31, 2028, MMSB will work with stakeholders and implement initiatives to improve the performance of provincial waste diversion programs.

2028-29 Objective

By March 31, 2029, MMSB will improve the performance of provincial waste diversion programs through the implementation of process improvements, communications and resource supports and diversion opportunities for new products and packaging.

Issue 2: Knowledge, Information and 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.

- Investing in funding programs to support stakeholder initiatives that improve waste diversion and align with MMSB’s mandate.

MMSB strives to empower residents to participate in waste diversion programs through outreach and resources that help residents make the right choice with their end-of-life products and packaging. Over the next three years, MMSB will strengthen knowledge and mobilize information and resources to support stakeholders in promoting behaviour change and advancing sustainable waste management practices.

Goal, Objectives and Indicators

Goal 2

By March 31, 2029, MMSB will advance sustainable waste management practices through enhanced public education, funding opportunities, partnerships and research.

Indicators:

1. Promoted public understanding of MMSB’s programs and their benefits through communications and education initiatives.
2. Enhanced existing and developed new e-learning programs to support the mobilization of knowledge, information and training.
3. Conducted new research and analysed data to support waste diversion programs and stakeholders.
4. Strengthened alignment of investments through funding programs and partnerships with MMSB’s mandate.

2026-27 Objective

By March 31, 2027, MMSB will develop a strategic communications, marketing and public education plan informed by research to increase the awareness of and participation in waste diversion programs. Partnerships and new research initiatives will be developed for ongoing support of MMSB’s programs.

Indicators:

1. Developed a communications, marketing and public education plan with defined performance metrics, including awareness, reach, engagement and participation, to assess changes in public knowledge, attitudes and participation in waste diversion programs.

2. Created a new research plan to support the identification and growth of waste diversion programs.
3. Developed metrics for evaluating the performance of funding programs.
4. Identified opportunities to strengthen awareness of and trust in MMSB's brand and supported key partnerships to advance MMSB's mandate.
5. Improved digital communications and e-learning tools to increase engagement with the public and stakeholders.

2027-28 Objective

By March 31, 2028, MMSB will implement elements of its strategic communications, marketing and public education plan and strengthen partnerships to support greater waste diversion and sustainable waste management practices.

2028-29 Objective

By March 31, 2029, MMSB will further implement elements of its communications, marketing, and public education plan, build relationships with partners and advance education and awareness efforts to drive behaviour change by motivating residents to participate in waste diversion programs.

Issue 3: Corporate Sustainability and Resiliency

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. Staff consultations identified organizational capacity as a strategic constraint to advancing modernization and system improvement. Without targeted improvements, constraints in technology, processes, and human resources may limit the organization's ability to deliver efficient, responsive and sustainable programs.

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 and Indicators

Goal 3

By March 31, 2029, MMSB will modernize and enhance technology, practices and processes to improve the sustainability and resiliency of its waste diversion programs and practices.

Indicators:

1. Performed an organizational needs assessment to evaluate internal capacity constraints and operational risks.
2. Continued improvement of internal administrative, compliance and financial practices to enhance the support of program delivery.
3. Continued to expand the IT foundation to support the delivery of waste diversion programs.
4. Assessed and improved human resources recruitment, retention and replacement policies to maximize organizational capacity and efficiencies.

2026-27 Objective

By March 31, 2027, MMSB will review and assess current practices and processes to determine where improvements would enhance organizational resilience and the sustainability of MMSB programs.

Indicators:

1. Initiated an organizational needs assessment to document business and technology requirements.
2. Amended MMSB's HR policy to add defined time periods for addressing gaps in organizational capacity to strengthen organizational resilience and staff well-being.
3. Identified and documented areas of opportunity to improve administrative, compliance and financial processes and practices.
4. Initiated development of a remitter portal for registrants of the Used Beverage Container Recycling and Used Tire Management programs.

2027-28 Objective

By March 31, 2028, MMSB will implement initiatives for modernization of its technology, practices and processes to enhance organizational resilience and improve the sustainability of MMSB programs.

2028-29 Objective

By March 31, 2029, MMSB will modernize its technology, practices and processes to enhance organizational resilience and improve the sustainability of MMSB programs.

Appendix A - Board of Directors

Established in 1996, the Multi-Materials Stewardship Board 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, Conservation and Climate Change
- Tony Chubbs, Member, Happy Valley-Goose Bay
- Maisie Clark, Consumer Representative, Campbellton
- Dale Colbourne, Municipalities Newfoundland and 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