

**Multi-Materials Stewardship Board (MMSB)  
Strategic Plan  
2007-2008**



THE LEGISLATIVE ASSEMBLY OF NEWFOUNDLAND AND LABRADOR  
ST. JOHN'S  
2015



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**STRATEGIC PLAN  
MULTI-MATERIALS STEWARDSHIP BOARD (MMSB)  
2007-08**

**MESSAGE FROM THE CHAIR**

On behalf of the Board of Directors of the Multi-Materials Stewardship Board (MMSB), I am pleased to present the 2007-08 transitional strategic plan for MMSB that has been prepared in accordance with the *Transparency and Accountability Act*. It covers a one-year planning horizon and will serve as a transitional accountability plan until the required three year strategic plan (covering the period 2008-09 through to 2010-11) is developed.

The Multi-Materials Stewardship Board is considered a Category 1 Government Entity under the *Transparency and Accountability Act* and, as such, this strategic plan focuses on outcomes. The plan provides an overview of the MMSB and identifies the key strategic goals to be accomplished during the 2007-08 fiscal period, taking into consideration the strategic directions of Government as communicated to MMSB (see Appendix A). The Board of Directors of MMSB acknowledges that it is accountable as a whole for the preparation of this plan and for the achievement of its goals.



**JOHN D. SCOTT**  
Chair – Board of Directors

**1. 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 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 Environmental Industries Association.

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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 as a management organization in the main. Its corporate structure is made up of an administrative office based in St. John's with 15 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 revenue stream at present (2007-08) is in the order of \$20 million. MMSB's annual operating expenditures are in the order of \$19 million.

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, 2007) are approximately \$11.6 million.

## 2. 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 as a long term objective the diversion of 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.

### 3. LINES OF BUSINESS

In delivering its mandate, MMSB provides the following lines of business:

#### 1. Waste Diversion

MMSB develops, manages and administers the implementation of provincial waste diversion programs and services in accordance with government priorities 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 in accordance with specific parameters established under the *Waste Management Regulations* and which is financed through consumer-based deposits on beverage containers (collected through beverage distributors) that are specifically prescribed in the *Regulations*.
- A province-wide Used Tire Recycling Program that is administered in accordance with specific parameters established under the *Waste Management Regulations* and which is financed through retailer-based levies on the sale of new highway tires that are specifically 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 province-wide Residential Backyard Composting Program that provides residential households with the tools and incentives to divert household organic waste through backyard composting. 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 a limited two-year initiative (from 2005 to 2007) to encourage increased household participation in backyard composting.
- 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;
- research into the feasibility and design of new province-wide waste diversion 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 the Interdepartmental Waste Management Steering Committee to advance and coordinate the overall implementation plan for the provincial Waste Management Strategy;
- 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;
- support for research on opportunities to maximize local economic and employment benefits from the implementation of the provincial Waste Management Strategy; and
- support for and financing of demonstration/pilot projects for innovative waste diversion initiatives that have potential application throughout the province.

## 3. Public 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 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.

#### 4. 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.

<u>MMSB CORE VALUES</u>	<u>MMSB STRATEGIC VALUES (ACTION STATEMENTS)</u>
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.

## 5. PRIMARY CLIENTS

MMSB's primary clients are those key individuals, groups and organizations who are the principal beneficiaries of its lines of business or who otherwise can place significant claim on the organization's attention, resources or services. MMSB's primary clients include the following:

- the general public (including school aged children)
- regional waste management authorities-municipalities
- the Interdepartmental Waste Management Steering Committee
- businesses and industry organizations involved with waste diversion

## 6. 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.

## 7. MISSION

The mission statement identifies the priority focus area of MMSB over the next two planning cycles. 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 in helping advance the provincial Waste Management Strategy, the fifteen (15) regional waste management authorities will play a vital role in moving the 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.**

**Performance 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.
- Awareness of modern waste management practices by the general public is enhanced.
- Waste diverted from landfills is increased toward the 2015 target of 50%.

## **8. 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 the next year (i.e. 2007-08). The goals identified for each issue reflect the results expected in the one year timeframe. Measures and indicators are provided for each goal 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 sponsored recycling programs (as outlined under "Lines of Business – Waste Diversion") and developing new provincial recycling initiatives will be essential to achieving the waste diversion targets set in the provincial Waste Management Strategy.

**Goal 1:** By March 31, 2008, MMSB will have strengthened its existing recycling programs.

**Performance Measure:** MMSB recycling programs strengthened.

**Indicators:**

- The foundations of MMSB's two core recycling programs, namely the Used Beverage Container Recycling Program and the Used Tire Recycling Program, are strengthened such that improved recycling levels in each program are attained in future years.
- The participation rates in MMSB's HHW and Residential Backyard Composting Programs are increased.

**Performance Measure:** Development of new provincial paint recycling program.

**Indicators:**

- A framework for the introduction of a province-wide paint recycling program is developed for the consideration of the Minister of Environment and Conservation.

## **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 through its professional staff complement and the Waste Management Trust Fund.

**Goal 2:** By March 31, 2008, MMSB will have strengthened the capacity of the regional waste management authorities and the Interdepartmental Waste Management Steering Committee to advance the implementation of the provincial Waste Management Strategy.

**Performance Measure:** Strengthened support to regional waste management authorities and the Interdepartmental Waste Management Steering Committee.

**Indicators:**

- The internal capacity and expertise of MMSB is strengthened to provide relevant and effective support to the regional waste management authorities and the Interdepartmental Waste Management Steering Committee in MMSB's core waste diversion and public education lines of business.
- A new Regional Waste Management Capacity Building Program, financed from the Waste Management Trust Fund, is developed to support the formative organizational and planning needs of the regional waste

management authorities.

- The formative organizational and planning needs of the Interdepartmental Waste Management Steering Committee are financed from the Waste Management Trust Fund.
- A draft industry stewardship (extended producer responsibility) policy framework is developed for the consideration of the Minister of Environment and Conservation to help finance the implementation of the new regional waste management systems throughout the province.

### Issue 3: Public 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 education and awareness 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.

**Goal 3:** By March 31, 2008, MMSB will have strengthened and expanded its current public education initiatives and activities.

**Performance Measure:** Stronger and expanded public education programs and services.

#### Indicators:

- A new strategic marketing, communications and public education plan is developed to support the public education goals embodied in the provincial Waste Management Strategy.
- MMSB's existing "Get to Half" public education campaign (which is designed to encourage Newfoundlanders and Labradorians to "reduce-reuse-recycle") is strengthened.
- Support is provided to active regional waste management authorities to help them develop and implement regional public education initiatives and activities.

**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 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	✓			
2. Recycling and Composting		✓		
3. Extended Producer Responsibility		✓		
4. Development of Standards	✓			

**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.