



Business Plan

2023

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1. INTRODUCTION

This Business Plan has been developed by Frank LeBlanc, Recycle New Brunswick Chief Executive Officer, in consultation with Erik Matchett, Recycle New Brunswick Board Chair, as required pursuant to subsection 4(1) *Accountability and Continuous Improvement Act*: A Category 1 Crown body shall prepare a business plan covering the period determined by the Crown body, subject to the approval of the responsible minister.

Based on the mandate letter dated May 16, 2023 issued by the responsible minister, this business plan is being submitted in relation to the 2023 year. Every year thereafter, unless directed otherwise, a business plan will be submitted to the responsible minister before November 30th of the previous year to which the plan applies.

Questions and/or concerns regarding this document should be addressed to the attention of:

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Pursuant to subparagraph 4(2)(c) *Accountability and Continuous Improvement Act*, Mr. Erik Matchett, Chair of Recycle New Brunswick, being a Crown body, is accountable for the preparation of this business plan and for achieving specific goals and objectives of the plan.

2. STRATEGIC DIRECTION OF GOVERNMENT:

Government is dedicated to ensuring the needs of residents are put first. Guiding them in their work is a collective focus on their overall priorities, including:

- energized private sector;
- vibrant and sustainable communities;
- affordable, responsive and high-performing organization;
- dependable public health care;
- world-class education; and,
- environment.

3. ORGANIZATIONAL HISTORY:

Recycle New Brunswick was established as an agency by the Province of New Brunswick on May 1, 2008 under the *Designated Materials Regulation-Clean Environment Act* during which time the rights and obligations of the New Brunswick Tire Stewardship Board were transferred to the agency.

Recycle New Brunswick was mandated the responsibility for all aspects of the New Brunswick Tire Stewardship Program. At that same time, in addition to the responsibilities associated to the Tire Stewardship Program, Recycle New Brunswick was charged with the management of an Extended Producer Responsibility (EPR) Program for waste paint.

In October 2012, Recycle New Brunswick's responsibility for waste reduction programs was expanded as the Department of Environment and Local Government (DELG) added to the list of designated materials. Oil and glycol products, including containers and filters, required management by way of an EPR Program under the *Designated Materials Regulation*.

In October 2015 the *Designated Materials Regulation* was amended and electronic products was added as a category of designated materials to be managed by way of an industry funded EPR Program.

In October 2021 the *Designated Materials Regulation* was once again amended and Packaging and Paper Products (PPP) was added as a category of designated materials to also be managed by way of an industry funded EPR Program.

In October 2022, a sixth program was added to the Recycle New Brunswick oversight mandate when the *Designated Materials Regulation* was amended to include Pharmaceuticals and Medical Sharps as an EPR Program for New Brunswickers.

In April 2023, a seventh program was added to the *Designated Materials Regulation* seeing Recycle New Brunswick being responsible for providing oversight of the Beverage Container EPR program.

Recycle New Brunswick continues working in collaboration with the Department of Environment and Climate Change on additional products to be included under the *Designated Materials Regulation*, products such as Highway Tires and Off the Road Tires (OTR), lamps and bulbs, as well as single use and rechargeable batteries.

Recycle New Brunswick works with industry EPR program partners, also referred to as “agents”, as well as with producers, retailers and consumers in support of the development and implementation of all EPR programs.

4. Board of Directors and Staff

Board of Directors

The Minister of Environment and Local Government appoints the members of the Board of Directors of Recycle New Brunswick in accordance with Section 4 *Designated Materials Regulation – Clean Environment Act*. The directors are representative of all regions of the province and of both official linguistic communities. The varied backgrounds and experiences of the directors enable them to bring their individual perspectives to address environmental issues confronting New Brunswick.

The powers of the Board are as laid out in Section 5 *Designated Materials Regulation – Clean Environment Act*. The Board is responsible for determining the strategy and policies of the organization, setting objectives for management, approving budgets as well as discharging its fiduciary obligations in areas where the provincial government has assigned it stewardship responsibility. The Board exercises its oversight role of the operations of Recycle New Brunswick through regular Board and sub-committee meetings. The Board has established two sub-committees: the Executive Committee and the Finance and Audit Committee.

The Board has been assigned the authority to establish and administer a management program with respect to a designated material, including the management of the distribution, supply, packaging, labelling, use, storage, collection, transportation, recycling, processing, disposal, and other handling of a designated material, and/or to establish and administer an oversight program with respect to a designated material.

Program stakeholders are able to provide input to the Board concerning Recycle New Brunswick oversight of individual programs by participating in program specific Industry Advisory Committees (IAC) established by the Board. The Board has established an IAC for every waste management program currently operating under the *Designated Materials Regulation – Clean Environment Act*.

Current makeup of the Board is as follows:

Chair – Erik Matchett
Vice-chair – Emil Olsen
Member – Jacqueline Carrier
Member – Christelle Leger
Member – Anne Bard-Lavigne
Member – Shane Steeves
Member – Richard Gaudet

Staff

The **Chief Executive Officer** for Recycle New Brunswick, Frank LeBlanc, is responsible for providing oversight of the existing recycling programs as well as the development and implementation of new and anticipated waste reduction programs. The CEO is also responsible for

oversight of staff, the day-to-day operations, finances, the communication strategy, risk management, the strategic plan and the business plan of Recycle New Brunswick. The CEO is also responsible for providing financial information to the Finance and Treasury Board, including the Office of the Comptroller, the Auditor General and appearing before the Public Accounts Committee at the New Brunswick Legislature.

The **Program Director**, Jamie Seamans, is involved with the day-to-day oversight of operational EPR Programs through continual and on-going interaction with the Recycle New Brunswick Communications Manager and the Compliance Officer/Program Manager, as well as provincial, national, and international industry stakeholders, agents, partners and consumers. The Program director is also responsible for the oversight of the EPR Program for Packaging and Paper Products and for all aspects of the Scrap Tire Program. Jamie is also tasked with budget preparation.

The **Compliance Officer/Program Manager**, Neda Tomic, provides oversight of program compliance and establishes compliance related policies and procedures for all programs overseen by Recycle New Brunswick. The Compliance Officer works with industry representatives and the general public to provide guidance and/or training in relation to compliance issues related to programs. The Compliance Officer/Program Manager is also responsible for the oversight of operational EPR Programs for Paint, Oil & Glycol, E-waste, Pharmaceuticals and Medical Sharps, and Beverage Containers.

The **Communications Manager**, Paula White, is responsible for ensuring that all marketing, educational and promotional materials and activities are developed on an as needed basis through contractual agreements with third party service providers. The Communications Manager develops a yearly communication plan that utilizes various forms of media (social media and traditional media) in an effort to educate New Brunswickers about Recycle New Brunswick programs. The Communications Manager is responsible for organizing staff schedules for attending to the Recycle New Brunswick booth at various yearly trade shows held throughout the province.

The **Office Manager/Financial Officer**, Tina Hohmann, is responsible for accounts payable and accounts receivable aspects of the accounting process as required for all Recycle New Brunswick activities. This includes remittances related to the HST, payroll, deposits, T4's, month-end account reconciliation, preparation for year-end audit and submissions related to Environmental Trust Fund projects.

The **Administrative Assistant**, Melanie Arbeau, provides daily support to all Recycle New Brunswick staff. The main responsibility of this position is to answer and direct incoming telephone calls and emails sent to the info@recyclenb.com, to maintain proper hard copy records of retailer remittances, filing of all documentation related to new registrants, to maintain required office supplies and to assist and attend specific trade shows.

Recycle New Brunswick relies heavily upon communication with, and engagement of, external and internal stakeholders and partners such as, but not limited to: Tire and Auto Dealers, Regional Service Commissions, Brand Owners, Program Agents (Paint, Oil & Glycol, Electronic, Packaging and Paper Products, Pharmaceutical and Medical Sharps, and Beverage Containers), Retailers, Consumers, Depots, Processors, Scrap Yards and representatives of government

departments (Department of Health, Department of Public Safety, Department of the Environment and Local Government).

5. ORGANIZATIONAL TENETS

5.1 ORGANIZATIONAL MANDATE AND OBJECTIVES:

To support the development and implementation of activities and initiatives that ensure that all designated waste materials in New Brunswick are managed in a sustainable and environmentally responsible way.

5.2 MISSION STATEMENT:

To manage waste reduction programs for designated materials and provide environmental stewardship for New Brunswick.

5.3 VALUES:

To lead and support a healthier and more sustainable environment that will benefit New Brunswick for years to come through a long-term strategic plan and a yearly business plan that will eventually lead the province towards zero waste. Recycle New Brunswick values New Brunswick's rich resources and wants to ensure protection against waste materials that endanger the environment now and in the future by initiating and/or overseeing programs and activities that will either divert an increasing the amount of materials from landfills or encourage the manufacture of new products from recycled materials.

Recycle New Brunswick engages and provides support for producers to take responsibility for the life cycle of their products and to adapt packaging processes that leave minimal waste to manage.

6. GOALS

- To promote waste minimization through oversight of programs that provide an ever-present and accessible recycling solution for designated materials
- To support and enhance recycling programs and initiatives
- To expand and introduce new EPR programs and materials
- To reduce the provincial carbon footprint through recycling efforts
- To communicate and educate consumers, producers, and stakeholders of the benefits of recycling

- To assist government and producers with the implementation of effective and efficient EPR programs
- To support and encourage the expansion of recycling programs to include tires and Off The Road Tires (OTR)
- To provide subject matter expertise for the drafting of applicable recycling legislations and regulations
- To assist Regional Service Commissions with recycling efforts and programs
- To research and consider new and emerging technologies that support recycling programs
- To research and identify markets for recycled materials

7. OBJECTIVES

INPUT	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
Producers, retailers, government and consumers participate in EPR programs and recycling processes	Activities that encourage stakeholder participation for the achievement of common goals	Producers, retailers, government and consumers seek and support common goals	Stakeholders are inclusive and accountable for the process	Increased program participation
Internal and external obstacles to be collectively considered and addressed	Activities that increase consumer awareness for waste reduction	Increased consumer interest and participation in recycling efforts	Increased availability of recycled materials for recycled product development	Less waste making New Brunswick a leader in waste disposal kg/capita
Recycle New Brunswick provides expertise, assistance and support for the development and implementation of existing and proposed recycling / EPR programs	Activities that increase linkages between recycling efforts and carbon footprints	Linkages are forged among all stakeholders	Improved coverage and participation across all regions	Less waste making New Brunswick a leader in carbon footprint reduction
	Activities that lead to increased awareness of the benefits of recycling	Increased awareness of programs locally, regionally and provincially	Producers seek means to redesign marketing efforts	
	Activities that lead to increased participation in programs	Build upon success of other recycling and EPR programs	Greater collaboration	
	Activities that incorporate recycling into every day lives	Monitor and analyze the benefits and participation of recycling efforts	Recycling no longer a concept but part of everyday life	

8. FINANCES

Recycle New Brunswick, the Crown body, is an agent of the Crown, incorporated under New Brunswick Regulation 2008-54 under the *Clean Environment Act* (“Act”). The principal business activities are overseeing the collection and recycling of used tires, architectural paint, used oil and glycol, including associated containers and filters, electronic waste, packaging and paper products, unwanted pharmaceuticals and medical sharps, and beverage containers (“designated materials”) on behalf of the Minister of Environment for the Province of New Brunswick. Under the Act, any fees collected by Recycle New Brunswick, in each of its designated materials programs, are to be used solely to meet its purposes, as established under the Act, in its oversight responsibilities.

Third party audited financial statements prepared in accordance with Canadian public sector accounting standards are included in annual reports prepared by Recycle New Brunswick. Annual reports are submitted to the responsible minister on or before July 1st of each year. Recycle New Brunswick has elected to apply Section 4200 series for government not-for-profit organizations and the deferred method of accounting for contributions.

Revenues from the tire program, which includes fees and levies for scrap tires, are recognized in revenues when cash is received or receivables from tire retailers. Recycle New Brunswick uses a closing date of January 31 of the following year to recognize fee transfers from tire retailers related to the current year as a receivable.

All Extended Producer Responsibility Programs being overseen by Recycle New Brunswick are operated on a cost recovery basis. Each producer is assessed a fee which will be used to cover the educational and administrative costs of the program. Costs incurred by Recycle New Brunswick while administering EPR programs is charged to producers annually. Any excess monies received from the producer over costs incurred is recorded as a liability at year end, as the excess amount will be credited toward future producer payments in the next fiscal year.

9. EVALUATION

9.1 Formative Evaluation:

- A review by the CEO and Board Chair of activities and/or progress in relation to the Business Plan will be conducted annually
- CEO and Board Chair will provide up-dates to the Board on an annual basis or as requested

9.2 Summative Evaluation

- Statistical and analytical data for the reduction of waste will be prepared for the Recycle New Brunswick Annual Report and used to consider success of the Business Plan



Erik Matchett
Chair
Recycle New Brunswick