



# **Business Plan**

## **2024**

Submitted November 29, 2023

# TABLE OF CONTENTS

1. Introduction

2. Organizational History

3. Board of Directors and Staff

4. Organizational Tenets

4.1 Organizational Mandate

4.2 Organizational Mission Statement

4.3 Organizational Values

5. Goal

6. Objectives

7. Performance Measures

8. Finances

9. Evaluation

## 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 Minister of Environment and Climate Change, this business plan is being submitted in relation to the 2024 calendar year. The mandate letter requires that this business plan be submitted 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:

Mr. Frank LeBlanc  
277 Main Street  
Fredericton, NB E3A 1E1  
1-506-454-8473  
1-888-322-8473 (Toll Free)  
[info@recyclenb.com](mailto:info@recyclenb.com)

Mr. Erik Matchett, Chair  
C/O Recycle New Brunswick  
277 Main Street  
Fredericton, NB E3A 1E1  
[info@recyclenb.com](mailto:info@recyclenb.com)

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 the specific goal and objectives of the plan.

## 2. 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 diversion 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 further amended and electronic products were 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 become 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 alongside of 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.

### **3. 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 can 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 will establish an IAC for every waste management program currently operating under the *Designated Materials Regulation – Clean Environment Act* once the said program has been operational for a period of time.

### **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** of 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.

**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, Program 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 direct oversight of the EPR Program for Packaging and Paper Products as well as for all aspects of the Scrap Tire Program. The Program Director is also tasked with yearly budget preparation.

**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 Oil & Glycol and Beverage Containers.

**Program Manager**, Sandra Ellis is responsible for providing oversight of operational EPR programs for Paint, E-waste and Pharmaceuticals and Medical Sharps.

**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 the Recycle New Brunswick booth at various yearly trade shows held throughout the province.

**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.

**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](mailto:info@recyclenb.com), to maintain proper hard copy records of retailer remittances, filing of all documentation related to new registrants for all designated material programs, 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 retailers, Automobile Dealers, Regional Service Commissions, Brand Owners, Program Agents (Paint, Oil & Glycol, Electronic, Packaging and Paper Products, Pharmaceutical and Medical Sharps, and Beverage Containers), Retailers (Retail Council of Canada), Consumers, Depots, Processors, Scrap Yards and representatives of various government departments (Department of Health, Department of Public Safety, Department of Environment and Climate Change).

## **4. ORGANIZATIONAL TENETS**

### **4.1 ORGANIZATIONAL MANDATE:**

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

The *Designated Materials Regulation-Clean Environment Act* clearly articulates Recycle New Brunswick's mandate at section 5 of the Regulation:

- 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 or other handling of a designated material,
- Establish and administer an oversight program with respect to a designated material, including the management of the distribution, supply, packaging, labelling, use, storage, collection, transportation, recycling, processing, disposal or other handling of a designated material,
- Finance its undertakings through fees and through other such means as may be approved by the Lieutenant-Governor in Council.

### **4.2 ORGANIZATIONAL MISSION STATEMENT:**

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

### **4.3 ORGANIZATIONAL 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 may eventually lead the province towards zero waste. Recycle New Brunswick values New Brunswick's rich resources and wants to ensure proper management of waste materials that endanger the environment now and in the future by initiating and/or overseeing designated material programs and activities that will either divert an increasing amount of materials from landfills and/or encourage the manufacture of new products from recycled materials.

Recycle New Brunswick engages and provides support for producers identified in the Designated Materials Regulation to take responsibility for the full life cycle of their products and to adopt recycling processes that leave minimal waste to be managed.

## **5. GOAL**

Recycle New Brunswick is a regulated body driven by the vision of a healthier and more sustainable environment that will benefit all residents of this province for years to come.

The primary goal of Recycle New Brunswick is to carry out our regulated mandate under the *Clean Environment Act-Designated Materials Regulation*.

In achieving this goal, Recycle New Brunswick provides assistance to the government of New Brunswick and the Department of Environment and Climate Change in diverting designated materials from landfill.

Recycle New Brunswick and the government of New Brunswick want to protect our province's rich resources by recycling and diverting from landfill designated materials which may endanger the water we drink, the earth we till, the air we breathe.

## **6. OBJECTIVES**

- 1) Manage the scrap tire stewardship program in a manner that will maximize efficiency, convenience, and scrap tire diversion from landfill
- 2) Review and approve new, renewed, or amended stewardship plans that meet the provisions of the Designated Materials Regulation
- 3) Review all designated material waste diversion program annual reports to ensure they meet the provisions of the Designated Material Regulation
- 4) Establish and coordinate Industry Advisory Committees to assess the adequacy of designated material program stewardship plans
- 5) Measure designated material stewardship programs for compliance with the Designated Materials Regulation
- 6) Undertake public education and awareness campaigns for designated material programs supported by the Designated Materials Regulation
- 7) Collaborate with the New Brunswick Department of Environment and Climate Change on current and future regulated designated material programs

## **7. PERFORMANCE MEASURES (KPI)**

Recycle New Brunswick believes that it is important to have objective Performance Measures, or Key Performance Indicators, in place and to emphasize a fair and balanced process for evaluating performance.

The following measures may be considered for evaluating Recycle New Brunswick's business plan performance on a yearly basis:

- Review and approve any new stewardship plans for programs added to the Designated Materials Regulation in 2024,
- Review and renew one (1) stewardship plan (Oil & Glycol Program) in 2024,
- Review and approve four (4) designated material program 2023 annual reports in 2024,
- Review compliance of all approved designated material stewardship plans, including set Key Performance Indicators and/or targets in 2024, following Recycle New Brunswick approved compliance and enforcement procedures when required,
- Continue to operate the Scrap Tire Stewardship Program such that a minimum of 70% percent of scrap tires recovered in New Brunswick are converted to value added products,
- Perform 20 tire retailer audits in 2024,
- Participate in a total of ten (10) meetings in 2024 with the New Brunswick Department of Environment and Climate Change and/or the Provincial Advisory Committee focused on waste diversion using the Extended Producer Responsibility model,
- Continue to deliver a broad-based public education and awareness campaign in relation to all programs overseen by Recycle New Brunswick,
- Attend two (2) major "Home Shows" throughout the province interacting with, and educating those attending at the Recycle New Brunswick trade show booth,
- Participate in a minimum of four (4) Industry Advisory Committee meetings in 2024,
- Collaborate with Producer Responsibility Organizations for three (3) new programs in 2024 in an effort to establish Industry Advisory Committees for these programs in 2025,
- Pursuant to section 11 Designated Materials Regulation, Recycle New Brunswick will prepare and submit its Annual Report to the Minister of Environment and Climate Change and will include in its Annual Report information as required in section 5 *Accountability and Continuous Improvement Act*.

## **8. FINANCES**

Recycle New Brunswick, a Category 1 Crown body, is incorporated under New Brunswick Designated Materials Regulation (2008-54) under the *Clean Environment Act* ("Act"). The principal business activities are administering the collection and recycling of used tires and overseeing Extended Producer Responsibility (EPR) waste management programs for architectural paint, including the associated containers, 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 and Climate Change for the Province of New Brunswick. Under the Act, any administrative fees collected by Recycle New Brunswick from each of the designated materials programs it oversees, 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. In



compliance with section 11 Designated Materials Regulation, Annual reports are submitted to the responsible minister on or before July 1<sup>st</sup> 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 new tire sales, 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 EPR 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 borne by Recycle New Brunswick. 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. Cross subsidization of finances in relation to specific designated materials is prohibited.

Recycle New Brunswick's administrative costs are funded entirely by the programs that it administers and oversees, therefore receives no taxpayer or government funding.

## **9. EVALUATION**

A review of activities and/or progress in relation to this Business Plan will be conducted annually by Recycle New Brunswick Chief Executive Officer and the Board Chair. The Chief Executive Officer and Board Chair will provide updates to the Recycle New Brunswick Board on an annual basis, or more frequently if requested.

Statistical and analytical data for the diversion of waste from landfill resulting from programs overseen by Recycle New Brunswick will be prepared for the Recycle New Brunswick Annual Report and will also be used as a measure to evaluate the success of this Business Plan.



---

**Erik Matchett**  
Chair  
Recycle New Brunswick