



Business Plan

2026

Submitted November 27, 2025

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 Timothy LeBlanc, Recycle New Brunswick's Chief Executive Officer, in consultation with Richard Gaudet, Recycle New Brunswick Board Chair, as required pursuant to subsection 4(1) of the *Accountability and Continuous Improvement Act*, which states: "*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 July 24, 2025, issued by the Minister of Environment and Climate Change, this business plan is being submitted for the 2026 calendar year on or before the required due date of November 30.

Pursuant to subparagraph 4(2)(c) of the *Accountability and Continuous Improvement Act*, Mr. Richard Gaudet, Chair of Recycle New Brunswick, is accountable for the preparation of this business plan and for achieving the specific goal and objectives of the plan.

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

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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.

In addition to assuming responsibility for all aspects of the Tire Stewardship Program, Recycle New Brunswick was charged with oversight responsibilities for an Extended Producer Responsibility (EPR) program for paint.

In 2012, the Department of Environment and Local Government (DELG) expanded Recycle New Brunswick's mandate under the *Designated Materials Regulation* to include an EPR program for oil and glycol products, including containers and filters.

In the following years, the *Designated Materials Regulation* was further amended to include EPR programs for Electronic Products in 2015, Packaging and Paper Products (PPP) in 2021, Pharmaceuticals and Medical Sharps in 2022, and Beverage Containers in 2023.

In July 2024, two new EPR programs for batteries and lamps were added to the *Designated Materials Regulation*, bringing the total number to eight.

Recycle New Brunswick continues to work in collaboration with the DELG to explore additional products that could potentially be added to the *Designated Materials Regulation*, such as tires,

including Off The Road tires (OTR), and household hazardous waste.

Recycle New Brunswick oversees industry EPR program operators, also referred to as Producer Responsibility Organizations (PROs), and works with producers, retailers, and consumers in support of the development and implementation of all EPR programs.

3. Recycle New Brunswick

Board Members and Staff

The Minister of Environment and Climate Change appoints the members of the Board of Recycle New Brunswick in accordance with Section 4 of the *Designated Materials Regulation – Clean Environment Act*. The members are to be ordinarily resident in the Province, with a goal of having representation from a variety of regions, as well as a balance of both genders and official linguistic communities. The varied backgrounds and experiences of the members enable them to bring their individual perspectives to address environmental issues facing 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 and 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 meetings, as well as meetings of 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 (IACs) established by the Board. The Board will establish an IAC for every stewardship 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:

Richard Gaudet – Chair

Shane Steeves – Vice-chair

Christelle Léger – Member

Jean-Pierre Thériault – Member

Alain Guitard – Member

Sofiya Chuyanova – Member

Bénédicte Donval – Member

Staff

Timothy LeBlanc has been the Chief Executive Officer for Recycle New Brunswick since June 2024. The CEO 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, communications 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 and the Auditor General, and appearing before the Public Accounts and Crown Corporation Committees as requested by the New Brunswick Legislature.

Jamie Seamans is the Program Director involved with the day-to-day oversight of operational EPR programs through continual and ongoing interaction with Recycle New Brunswick's CEO, Communications Manager and Program and Compliance Managers, 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 Tire Stewardship Program. The Program Director is also tasked with yearly budget preparation.

Neda Tomic and Sandra Ellis are Program and Compliance Managers, providing oversight of program compliance, and establishing compliance-related policies and procedures for all programs overseen by Recycle New Brunswick. The Program and Compliance Managers work with industry representatives and the general public to provide guidance and/or training in relation to compliance issues related to EPR programs. They are also responsible for the operational oversight of EPR programs. Ms. Tomic is responsible for the Oil & Glycol, Beverage Containers, and Battery Programs while Ms. Ellis is responsible for the Paint, Electronic waste, Pharmaceuticals and Medical Sharps, and lamps Programs.

Paula White is the Communications Manager, responsible for overseeing the development of all educational and promotional materials as well as overseeing the execution of all marketing and communications activities. The Communications Manager develops a yearly communications plan that aims to educate New Brunswickers about Recycle New Brunswick programs, employing a range of tactics, including a comprehensive marketing campaign, social media, and participation in provincial trade shows.

Tina Hohmann is the Office Manager/Financial Officer, responsible for accounts payable and receivable 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.

Melanie Arbeau is the Administrative Assistant, providing 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 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, Beverage Containers, Batteries and lamps), Retailers (Retail Council of Canada), Consumers, Depots, Processors, Scrap Yards and representatives of various government departments (Department of Health, Department of Public Safety, DELG).

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 under 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 oversee management 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 enable them to take responsibility for the full life cycle of their products and 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*.

To achieve this goal, Recycle New Brunswick works with the Government of New Brunswick and the DELG to develop waste management plans that will protect our province's rich resources and divert designated materials from landfills.

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

6. OBJECTIVES

- 1) Manage the Tire Stewardship Program in a manner that will maximize efficiency, convenience, and tire diversion from landfills.
- 2) Review and approve new, renewed, or amended stewardship plans that meet the provisions of the *Designated Materials Regulation*.
- 3) Review all designated material EPR 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 DELG on current and future regulated designated material programs.

7. PERFORMANCE MEASURES (KPI)

Objective performance measures, or Key Performance Indicators, are key to achieving 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 eight (8) designated material program 2025 annual reports in 2026.
- Review compliance of all approved designated material stewardship plans, including set Key Performance Indicators and/or targets in 2026, following Recycle New Brunswick approved compliance and enforcement procedures when required.
- Continue to operate the Tire Stewardship Program such that a minimum of 70%

percent of scrap tires recovered in New Brunswick are converted into value added products.

- Perform 20 tire retailer audits in 2026.
- Participate in a total of ten (10) meetings in 2026 with the DELG 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 the programs overseen by Recycle New Brunswick.
- Attend two (2) major “Home Shows” throughout the province, interacting with and educating those attending the Recycle New Brunswick trade show booth.
- Participate in a minimum of seven (7) Industry Advisory Committee meetings in 2026.
- Collaborate with Producer Responsibility Organizations for two (2) new programs in an effort to establish Industry Advisory Committees for these programs in 2026.
- Pursuant to Section 13 of the *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 of the *Accountability and Continuous Improvement Act*.

8. FINANCES

Recycle New Brunswick, a Category 1 Crown body, is incorporated under New Brunswick *Designated Materials Regulation* (2024-37) under the *Clean Environment Act* (“Act”). The principal business activities are administering the collection and recycling of used tires and overseeing industry-led 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, beverage containers, batteries, and lamps (“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.

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 13 of the *Designated Materials Regulation*, Annual Reports are submitted to the Minister of Environment and Climate Change on or before September 1st of each year. Recycle New Brunswick has elected to apply Section PS 4200 series for government not-for-profit organizations from the Canada Public Sector Accounting Handbook and the deferred method of accounting for contributions.

Revenues from the TSP, which include fees and levies from tire retailers for new tire sales, are recognized as receivables up to January 31 of the following year.

All EPR programs overseen by Recycle New Brunswick operate 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 are charged to producers annually. Any excess monies received from the producer over costs incurred are 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. Recycle New Brunswick 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's 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 landfills 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.

eSigned by:
Richard Gaudet
11/27/2025 @ 17:31 UTC

Richard Gaudet
Chair
Recycle New Brunswick

Signature Certificate

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Page 10 of 10

