

# 2014

## ANNUAL REPORT



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# MULTI-MATERIAL STEWARDSHIP MANITOBA INC.

Founded in 2010, Multi-Material Stewardship Manitoba Inc. (MMSM) is the not-for-profit, industry-funded organization that develops, implements and operates the province's residential recycling programs for packaging and printed paper.

MMSM works on behalf of the manufacturers, retailers and other organizations that supply packaging and printed paper to Manitobans. These businesses pay fees on the materials to MMSM which are used to reimburse municipalities for 80% of the net cost of the residential recycling system.

Bringing together the businesses helping to finance recycling services, the consumers that diligently recycle their used items, and municipal partners that collect and process recyclables, MMSM is helping to ensure that as much recyclable waste as possible is captured and doesn't end up in landfill.

MMSM continues to work towards its goal of promoting the reduction, reuse and recycling of the materials managed in its program.

Governed by a board of directors of eight industry and two unrelated independent directors, the board provides valuable input and governance to the organization, and consists of representatives from the following sectors:

- Grocery sector
- Consumer products sector
- Alcoholic and non-alcoholic beverages
- Restaurants
- Retailers
- Printed paper
- Newspapers

All industry related directors do not receive compensation from MMSM; they are paid by their companies to participate. The two independent directors receive remuneration.





## Message from the Chair of the Board

Neil Antymis

2014 marks the fifth year of operations for Multi-Material Stewardship Manitoba and I would like to take this opportunity to reflect on some of the impressive accomplishments over our first five years.

Manitobans clearly recognize the importance and value of recycling and are doing so more than ever. In 2014, each Manitoban recycled an average of 75 kgs of printed paper and packaging, an increase of 9.5% since 2010. During the same time, residential tonnes of printed paper and packaging sold or distributed by stewards in Manitoba decreased by 2.9% to 104,544 tonnes. Manitobans are consuming less and recycling more! In 2014, Manitobans recycled 63% of printed paper and packaging in their residential blue box compared to only about 52% in 2010. Good work Manitoba!

Our beautiful Manitoba environment is the beneficiary of these improvements in recycling as we significantly increase diversion from landfill and generate more materials to go back into new products made from recycled materials. Recycling is good for consumers and good for the environment.

Despite the valuable materials recovered through the blue box and plastic bag recycling programs, there is still a significant cost to pay for the excellent recycling services Manitobans receive. Organizations of all types including government, retailers, manufacturers, brand owners and importers that sell or distribute printed paper and packaging in Manitoba pay 80% of the costs for recycling services provided to residents by municipalities.

MMSM stewards have contributed \$44.5 million to support Manitoba residential municipal recycling programs since 2010. Costs increased significantly in 2014 driven by increased tonnage recycled throughout the province and by the conversion to large recycling carts in the City of Winnipeg. The end result will be a significant increase in total costs paid by stewards starting in 2015.

Late in 2014, the Government of Manitoba issued a Recycling and Waste Reduction discussion paper to gather ideas and recommendations to improve overall recycling and waste management in the province. MMSM looks forward to participating in this process in 2015. As a result of this process, MMSM applied for and received a one year extension of the MMSM Program Plan originally approved by the government in 2010.

Manitobans and stewards have accomplished a great deal in the past few years but there is still much work to do. We need to build on our success by recycling even more printed paper, packaging and plastic bags. And we must continue to look for ways to do it in a cooperative and cost effective way.

I would like to thank our Executive Director, Karen Melnychuk, and the management and staff at CSSA, both locally and nationally, for their leadership and commitment to MMSM. I would also like to thank our Board of Directors for their on-going contribution and support. A special thank-you goes out to Keith McDougall for his excellent contribution and service to MMSM during our first five years.

Neil Antymis  
Chair





## Message from the Executive Director

**Karen Melnychuk**

Looking back at 2014 brings me great pride as MMSM made significant progress in increasing recycling rates province wide, in controlling organizational costs and increasing consumer awareness. Recycling has come a long way in the past twenty years and as we celebrate five years in operation, I am pleased to share with you some of the results we have achieved.

Throughout the year, MMSM staff worked diligently to promote the recycling of the products in its program. Communications and advertising strategies were executed reaching Manitobans in every corner of the province. As a result, a recent research study showed that MMSM had its strongest year yet in brand awareness and advertising recall.

Manitobans have steadily increased the amount of packaging and printed paper recycled. MMSM hit a new milestone of a 63% diversion rate of waste and recycling. That is an increase of 11% in the past five years. Every year, Manitobans are becoming more educated and aware of the materials accepted and recycling services available to them.

MMSM continues to work tirelessly to educate and promote to consumers the need to reduce, reuse and recycle plastic bags in the province. Consumer behavior is changing! Recent waste audit results are showing that close to 60% of Manitobans are reusing the plastic bags they bring home. When plastic bags near the end of their life, recycling them is the proper disposal method. [Simplyrecycle.ca](http://Simplyrecycle.ca) provides a list of retailers who have installed plastic bag recycling bins in their stores for the added convenience for consumers to return their bags for recycling.

In the past five years, MMSM has steadily increased recycling tonnage by over 9%. Every year waste audits have been completed, assisting us in understanding the materials being collected so we can continue to improve. In 2013, an online reporting system was created for our municipal partners streamlining services and reducing the amount of paper used in our office. Methods for reporting have become easier for municipalities and more comprehensive for MMSM.

As we look toward the future, MMSM will continue to work closely with the Government of Manitoba on the Recycling and Waste Reduction discussion paper. By working together, stakeholders can develop a strategy that will benefit all Manitobans and the environment.

I would like to thank everyone who has contributed to the success of our program. We continue to strive for efficiencies and cost savings on behalf of our member stewards, while supporting our municipal partners' blue box recycling programs. Together we can make a difference.

Sincerely,

A handwritten signature in green ink that reads "K Melnychuk". The signature is stylized and fluid.

Karen Melnychuk  
Executive Director, MMSM

# MUNICIPAL SERVICES

## Working Together With Manitoba Municipalities

MMSM's Municipal Services Program was introduced April 1, 2010. The overall objectives of the Municipal Services Program are to:

- Promote the reduction, reuse and recycling of designated packaging and printed paper in Manitoba
- Provide stable, long term funding for municipal recycling programs
- Ensure that the cost of handling designated materials is reflected in the steward fees
- Provide research and development to help reduce the uncertainty inherent to recycling markets

The Municipal Services Program allows participating municipalities and local governments, including First Nations, to design their recycling program to meet the specific needs of their community. Recycling programs can be delivered by municipal employees or contracted to private suppliers. Each municipality is responsible for establishing, promoting and maintaining their own recycling services.



On average,  
Manitobans recycled  
**74.98kgs**  
per person in 2014.

The Municipal Services Program provides municipal participants with:

- Funding for recycling programs through Municipal Recycling Services Payments
- Tools and assistance for promoting local recycling programs
- Opportunities for information sharing
- Other programs designed to complement recycling and waste reduction activities
- Technical assistance for improving local recycling programs

MMSM's Municipal Services Program is an incentive-driven program which requires that municipalities share the cost of providing recycling services to their communities. Municipal Recycling Services Payments are paid for each metric tonne of eligible material recovered from the residential waste stream. The payment rate is set each year to offset up to 80% of the cost of an efficient collection and processing recycling program. Materials recovered are transported to recycling facilities where they are sorted and sold to end users.

Individual municipal recycling program costs will vary depending on services offered and program efficiencies. Costs above the established payment level are the sole responsibility of the municipality. Payment rates are based on a three year rolling average of the net costs of participating municipalities within specific population categories.

| <b>2014 MMSM Population Category</b> | <b>Payment Rate/tonne</b> |
|--------------------------------------|---------------------------|
| 0 – 1,000                            | \$324.22                  |
| 1,001 – 5,000                        | \$234.68                  |
| 5,001 – 15,000                       | \$190.43                  |
| City of Brandon                      | \$155.00                  |
| City of Winnipeg                     | \$97.86                   |

MMSM allocated \$10,003,683 in funding to municipalities for the period January 1, 2014 to December 31, 2014.



The following table illustrates the total tonnes recycled as reported by participating municipalities within described regions.

| Region                              | Population in Participating Municipalities | Total kgs Recycled   | Average kgs Recycled/Capita |
|-------------------------------------|--------------------------------------------|----------------------|-----------------------------|
| Central West                        | 23,897                                     | 1,316,581.23         | 55.09                       |
| Eastern                             | 84,741                                     | 5,302,250.81         | 62.57                       |
| Interlake                           | 62,200                                     | 3,772,184.60         | 60.65                       |
| North                               | 32,377                                     | 2,167,581.42         | 66.95                       |
| North West                          | 29,220                                     | 1,680,348.46         | 57.51                       |
| South Central                       | 90,916                                     | 5,071,788.62         | 55.79                       |
| South West                          | 83,755                                     | 6,116,255.35         | 73.03                       |
| Winnipeg and Area                   | 722,666                                    | 58,569,155.68        | 81.05                       |
| <b>Subtotal</b>                     | <b>1,129,772</b>                           | <b>83,996,146.16</b> | <b>74.35</b>                |
| Post-Secondary Education Institutes |                                            | 718,594.00           |                             |
| <b>Total</b>                        | <b>1,129,772</b>                           | <b>84,714,740.16</b> | <b>74.98</b>                |

#### Table Notes

1. Recovery numbers reported by MMSM include only those materials which are recycled through registered local recycling programs in participating municipalities and are also reported by municipalities. Manitoba has several charity-based organizations and individuals that collect recyclable materials for sale directly to brokers. MMSM has reason to be aware that some beverage containers are taken to Saskatchewan for a deposit refund even though no deposit has been paid on these containers.
2. Materials recovered from Post-Secondary Education Institutions (PSEIs) are based on the 2013/2014 school year and/or a calendar year. PSEIs submit an annual report to MMSM but not all are able to report results by material category.
3. Actual collected material by MMSM partners for the 2014 calendar year totalled 84,715 tonnes, an increase of 272 tonnes from the previous reporting period. Post-Secondary Education Institutions contributed 719 tonnes of recovered material to the annual total.





## Municipal Partners

| Municipality                  | Region        | Population | 2013<br>Total kgs<br>Reported | 2013 kgs<br>Recycled<br>/Capita | 2014<br>Total kgs<br>Reported | 2014 kgs<br>Recycled<br>/Capita | Percent<br>Change from<br>Previous |
|-------------------------------|---------------|------------|-------------------------------|---------------------------------|-------------------------------|---------------------------------|------------------------------------|
| Alexander, R.M.               | East          | 2,983      | 166,160                       | 55.70                           | 180,370                       | 60.47                           | 9%                                 |
| Altona, Town                  | South Central | 4,088      | 345,888                       | 84.61                           | 333,080                       | 81.48                           | -4%                                |
| Arborg, Town                  | Interlake     | 1,152      | 49,214                        | 42.72                           | 65,402                        | 56.77                           | 33%                                |
| Argyle, R.M.                  | South Central | 1,071      | 8,015                         | 7.48                            | 12,950                        | 12.09                           | 62%                                |
| Armstrong, R.M.               | Interlake     | 1,835      | 205,457                       | 111.97                          | 169,587                       | 92.42                           | -17%                               |
| Beausejour, Town              | East          | 3,126      | 401,770                       | 128.53                          | 386,340                       | 123.59                          | -4%                                |
| Benito, Village               | North West    | 377        | 35,648                        | 94.56                           | 31,264                        | 82.93                           | -12%                               |
| Bifrost, R.M.                 | Interlake     | 2,976      | 143,254                       | 48.14                           | 190,373                       | 63.97                           | 33%                                |
| Binscarth, Village            | Central West  | 425        | 28,397                        | 66.82                           | 20,540                        | 48.33                           | -28%                               |
| Birtle, R.M.                  | Central West  | 632        | 21,845                        | 34.56                           | 16,093                        | 25.46                           | -26%                               |
| Birtle, Town                  | Central West  | 664        | 21,714                        | 32.70                           | 15,996                        | 24.09                           | -26%                               |
| Blanshard, R.M.               | Central West  | 526        | 11,267                        | 21.42                           | 10,592                        | 20.14                           | -6%                                |
| Boissevain, Town              | South West    | 1,572      | 135,325                       | 86.08                           | 139,477                       | 88.73                           | 3%                                 |
| Bowsman, Village              | North West    | 298        | 19,851                        | 66.61                           | 17,754                        | 59.58                           | -11%                               |
| Brandon, City                 | South West    | 46,061     | 3,598,542                     | 78.13                           | 3,890,550                     | 84.47                           | 8%                                 |
| Brenda, R.M.                  | South West    | 469        | 8,393                         | 17.89                           | 7,173                         | 15.29                           | -15%                               |
| Brokenhead, R.M.              | East          | 4,635      | 272,744                       | 58.84                           | 294,809                       | 63.60                           | 8%                                 |
| Cameron, R.M.                 | South West    | 420        | 17,130                        | 40.79                           | 17,449                        | 41.54                           | 2%                                 |
| Carberry, Town                | South West    | 1,669      | 140,660                       | 84.28                           | 132,300                       | 79.27                           | -6%                                |
| Carman, Town                  | South Central | 3,027      | 337,124                       | 111.37                          | 352,574                       | 116.48                          | 5%                                 |
| Cartier, R.M.                 | Winnipeg      | 3,153      | 172,780                       | 54.80                           | 113,973                       | 36.15                           | -34%                               |
| Cartwright, Village           | South Central | 308        | 22,635                        | 73.49                           | 14,687                        | 47.68                           | -35%                               |
| Clanwilliam, R.M.             | Central West  | 414        | 3,648                         | 8.81                            | 6,898                         | 16.66                           | 89%                                |
| Coldwell, R.M.                | Interlake     | 1,351      | 71,749                        | 53.11                           | 100,286                       | 74.23                           | 40%                                |
| Cornwallis, R.M.              | South West    | 4,378      | 176,801                       | 40.38                           | 151,909                       | 34.70                           | -14%                               |
| Crystal City, Village         | South Central | 384        | 106,588                       | 277.57                          | 63,452                        | 165.24                          | -40%                               |
| Dauphin, City                 | North West    | 8,251      | 541,485                       | 65.63                           | 391,945                       | 47.50                           | -28%                               |
| Dauphin, R.M.                 | North West    | 2,200      | 469,498                       | 213.41                          | 274,281                       | 124.67                          | -42%                               |
| De Salaberry, R.M.            | East          | 3,450      | 116,572                       | 33.79                           | 157,712                       | 45.71                           | 35%                                |
| Deloraine, Town               | South West    | 977        | 81,968                        | 83.90                           | 81,254                        | 83.17                           | -1%                                |
| Duck Mountain Provincial Park | North West    | 100        | 100                           | 1.00                            | 903                           | 9.03                            | 803%                               |
| Dufferin, R.M.                | South Central | 2,394      | 14,964                        | 6.25                            | 15,649                        | 6.54                            | 5%                                 |
| Dunnottar, Village            | Interlake     | 696        | 34,190                        | 49.12                           | 52,420                        | 75.32                           | 53%                                |
| East St. Paul, R.M.           | Winnipeg      | 9,046      | 869,990                       | 96.17                           | 840,970                       | 92.97                           | -3%                                |
| Edward, R.M.                  | South West    | 574        | 11,534                        | 20.09                           | 8,133                         | 14.17                           | -29%                               |
| Elkhorn, Village              | South West    | 471        | 61,423                        | 130.41                          | 51,382                        | 109.09                          | -16%                               |
| Ellice, R.M.                  | Central West  | 392        | 4,730                         | 12.07                           | 3,748                         | 9.56                            | -21%                               |
| Elton, R.M.                   | South West    | 1,257      | 49,750                        | 39.58                           | 49,920                        | 39.71                           | 0%                                 |
| Emerson, Town                 | South Central | 671        | 25,510                        | 38.02                           | 30,329                        | 45.20                           | 19%                                |
| Erickson, Town                | Central West  | 487        | 3,369                         | 6.92                            | 6,370                         | 13.08                           | 89%                                |
| Eriksdale, R.M.               | Interlake     | 846        | 47,833                        | 56.54                           | 66,858                        | 79.03                           | 40%                                |
| Ethelbert, R.M.               | North West    | 354        | 19,602                        | 55.37                           | 15,835                        | 44.73                           | -19%                               |
| Ethelbert, Village            | North West    | 275        | 34,772                        | 126.44                          | 33,928                        | 123.37                          | -2%                                |
| Falcon Lake/Westhawk (WPP)    | East          | 277        | 89,580                        | 323.39                          | 90,880                        | 328.09                          | 1%                                 |
| Fisher, R.M.                  | Interlake     | 1,704      | 13,960                        | 8.19                            | 89,818                        | 52.71                           | 543%                               |
| Flin Flon, City               | North of 53rd | 5,363      | 383,085                       | 71.43                           | 374,413                       | 69.81                           | -2%                                |

| Municipality                     | Region        | Population | 2013<br>Total kgs<br>Reported | 2013 kgs<br>Recycled<br>/Capita | 2014<br>Total kgs<br>Reported | 2014 kgs<br>Recycled<br>/Capita | Percent<br>Change from<br>Previous |
|----------------------------------|---------------|------------|-------------------------------|---------------------------------|-------------------------------|---------------------------------|------------------------------------|
| Franklin, R.M.                   | East          | 1,768      | 70,839                        | 40.07                           | 84,922                        | 48.03                           | 20%                                |
| Gilbert Plains, R.M.             | North West    | 812        | 3,509                         | 4.32                            | 9,120                         | 11.23                           | 160%                               |
| Gilbert Plains, Town             | North West    | 811        | 67,631                        | 83.39                           | 48,947                        | 60.35                           | -28%                               |
| Gillam, Town                     | North of 53rd | 1,281      | 59,102                        | 46.14                           | 43,763                        | 34.16                           | -26%                               |
| Gimli, R.M.                      | Interlake     | 5,845      | 492,000                       | 84.17                           | 444,070                       | 75.97                           | -10%                               |
| Gladstone, Town                  | South Central | 879        | 87,573                        | 99.63                           | 88,713                        | 100.92                          | 1%                                 |
| Glenboro, Village                | South West    | 645        | 98,510                        | 152.73                          | 94,677                        | 146.79                          | -4%                                |
| Glenwood, R.M.                   | South West    | 602        | 72,254                        | 120.02                          | 65,850                        | 109.39                          | -9%                                |
| Grahamdale, R.M.                 | Interlake     | 1,354      | 6,846                         | 5.06                            | 5,063                         | 3.74                            | -26%                               |
| Grandview, R.M.                  | North West    | 649        | 57,442                        | 88.51                           | 34,041                        | 52.45                           | -41%                               |
| Grandview, Town                  | North West    | 859        | 65,481                        | 76.23                           | 38,805                        | 45.17                           | -41%                               |
| Gretna, Town                     | South Central | 556        | 62,512                        | 112.43                          | 55,490                        | 99.80                           | -11%                               |
| Grey, R.M.                       | South Central | 2,025      | 85,200                        | 42.07                           | 96,700                        | 47.75                           | 13%                                |
| Hamiota, R.M.                    | Central West  | 420        | 31,521                        | 75.05                           | 34,838                        | 82.95                           | 11%                                |
| Hamiota, Town                    | Central West  | 868        | 59,369                        | 68.40                           | 65,618                        | 75.60                           | 11%                                |
| Hanover, R.M.                    | East          | 14,026     | 832,479                       | 59.35                           | 848,581                       | 60.50                           | 2%                                 |
| Harrison, R.M.                   | Central West  | 864        | 36,695                        | 42.47                           | 25,660                        | 29.70                           | -30%                               |
| Hartney, Town                    | South West    | 415        | 15,825                        | 38.13                           | 16,119                        | 38.84                           | 2%                                 |
| Headingley, R.M.                 | Winnipeg      | 3,215      | 226,400                       | 70.42                           | 227,350                       | 70.72                           | 0%                                 |
| Hecla Grindstone Provincial Park | Interlake     | 124        | 37,520                        | 302.58                          | 51,510                        | 415.40                          | 37%                                |
| Kelsey, R.M.                     | North of 53rd | 2,272      | 128,959                       | 56.76                           | 162,615                       | 71.57                           | 26%                                |
| Killarney – Turtle Mountain      | South West    | 3,233      | 315,564                       | 97.61                           | 282,150                       | 87.27                           | -11%                               |
| La Broquerie, R.M.               | East          | 5,198      | 226,302                       | 43.54                           | 213,364                       | 41.05                           | -6%                                |
| Lac du Bonnet, R.M.              | East          | 2,930      | 183,238                       | 62.54                           | 175,968                       | 60.06                           | -4%                                |
| Lac du Bonnet, Town              | East          | 1,328      | 74,517                        | 56.11                           | 65,707                        | 49.48                           | -12%                               |
| Lakeview, R.M.                   | South Central | 311        | 10,120                        | 32.54                           | 9,930                         | 31.93                           | -2%                                |
| Langford, R.M.                   | Central West  | 767        | 58,500                        | 76.27                           | 47,720                        | 62.22                           | -18%                               |
| Lansdowne, R.M.                  | Central West  | 723        | 9,479                         | 13.11                           | 10,373                        | 14.35                           | 9%                                 |
| Lawrence, R.M.                   | North West    | 456        | 18,800                        | 41.23                           | 11,626                        | 25.50                           | -38%                               |
| Leaf Rapids, Town                | North of 53rd | 453        | 10,235                        | 22.59                           | 10,839                        | 23.93                           | 6%                                 |
| Lorne, R.M.                      | South Central | 1,884      | 66,240                        | 35.16                           | 67,770                        | 35.97                           | 2%                                 |
| Louise, R.M.                     | South Central | 913        | 53,294                        | 58.37                           | 31,726                        | 34.75                           | -40%                               |
| MacDonald, R.M.                  | Winnipeg      | 6,280      | 385,585                       | 61.40                           | 405,861                       | 64.63                           | 5%                                 |
| MacGregor, Town                  | South Central | 963        | 52,110                        | 54.11                           | 57,953                        | 60.18                           | 11%                                |
| Manitou, Town                    | South Central | 808        | 32,706                        | 40.48                           | 47,587                        | 58.90                           | 46%                                |
| MB Conservation – Grand Beach    | East          | 60         | 29,279                        | 487.99                          | 26,599                        | 443.32                          | -9%                                |
| MB Conservation – Paint Lake     | North of 53rd | 275        | 20,824                        | 75.72                           | 25,996                        | 94.53                           | 25%                                |
| McCreary, R.M.                   | Central West  | 476        | 47,077                        | 98.90                           | 44,370                        | 93.22                           | -6%                                |
| McCreary, Village                | Central West  | 472        | 48,163                        | 102.04                          | 45,394                        | 96.17                           | -6%                                |
| Melita, Town                     | South West    | 1,069      | 85,718                        | 80.19                           | 65,439                        | 61.22                           | -24%                               |
| Miniota, R.M.                    | Central West  | 871        | 41,238                        | 47.35                           | 28,744                        | 33.00                           | -30%                               |
| Minitonas, Town                  | North West    | 522        | 47,594                        | 91.18                           | 34,781                        | 66.63                           | -27%                               |
| Minnedosa, Town                  | Central West  | 2,587      | 247,230                       | 95.57                           | 235,850                       | 91.17                           | -5%                                |
| Montcalm, R.M.                   | South Central | 1,309      | 50,527                        | 38.60                           | 60,658                        | 46.34                           | 20%                                |
| Morden, City                     | South Central | 7,812      | 535,430                       | 68.54                           | 703,590                       | 90.07                           | 31%                                |
| Morris, R.M.                     | South Central | 2,999      | 113,646                       | 37.89                           | 139,514                       | 46.52                           | 23%                                |
| Morris, Town                     | South Central | 1,797      | 70,415                        | 39.18                           | 84,922                        | 47.26                           | 21%                                |
| Morton, R.M.                     | South West    | 698        | 64,919                        | 93.01                           | 66,911                        | 95.86                           | 3%                                 |
| Mossey River, R.M.               | North West    | 539        | 18,677                        | 34.65                           | 9,120                         | 16.92                           | -51%                               |
| Mountain, R.M.                   | North West    | 1,104      | 23,280                        | 21.09                           | 14,524                        | 13.16                           | -38%                               |

| Municipality                   | Region        | Population | 2013<br>Total kgs<br>Reported | 2013 kgs<br>Recycled<br>/Capita | 2014<br>Total kgs<br>Reported | 2014 kgs<br>Recycled<br>/Capita | Percent<br>Change from<br>Previous |
|--------------------------------|---------------|------------|-------------------------------|---------------------------------|-------------------------------|---------------------------------|------------------------------------|
| Neepawa, Town                  | Central West  | 3,629      | 290,551                       | 80.06                           | 289,810                       | 79.86                           | 0%                                 |
| Niverville, Town               | East          | 4,300      | 399,771                       | 92.97                           | 430,553                       | 100.13                          | 8%                                 |
| North Cypress, R.M.            | South West    | 1,860      | 81,260                        | 43.69                           | 85,060                        | 45.73                           | 5%                                 |
| North Norfolk, R.M.            | South Central | 2,799      | 104,236                       | 37.24                           | 115,923                       | 41.42                           | 11%                                |
| Notre Dame de Lourdes, Village | South Central | 683        | 60,030                        | 87.89                           | 62,250                        | 91.14                           | 4%                                 |
| Oak Lake, Town                 | South West    | 383        | 8,309                         | 21.70                           | 9,292                         | 24.26                           | 12%                                |
| Oakland, R.M.                  | South West    | 1,056      | 24,349                        | 23.06                           | 27,220                        | 25.78                           | 12%                                |
| Ochre River, R.M.              | North West    | 945        | 47,915                        | 50.70                           | 45,510                        | 48.16                           | -5%                                |
| Opaskwayak Cree Nation         | North of 53rd | 3,118      | 134,566                       | 43.16                           | 169,685                       | 54.42                           | 26%                                |
| Park, R.M.                     | Central West  | 935        | 9,534                         | 10.20                           | 18,027                        | 19.28                           | 89%                                |
| Peguis First Nation            | Interlake     | 2,609      | 74,280                        | 28.47                           | 52,516                        | 20.13                           | -29%                               |
| Pembina, R.M.                  | South Central | 1,561      | 77,974                        | 49.95                           | 113,453                       | 72.68                           | 46%                                |
| Pilot Mound, Town              | South Central | 635        | 82,364                        | 129.71                          | 49,031                        | 77.21                           | -40%                               |
| Pinawa, L.G.D.                 | East          | 1,444      | 190,180                       | 131.70                          | 139,644                       | 96.71                           | -27%                               |
| Piney, R.M.                    | East          | 1,720      | 109,792                       | 63.83                           | 103,216                       | 60.01                           | -6%                                |
| Pipestone, R.M.                | South West    | 1,447      | 107,052                       | 73.98                           | 96,423                        | 66.64                           | -10%                               |
| Plum Coulee, Town              | South Central | 843        | 44,409                        | 52.68                           | 43,879                        | 52.05                           | -1%                                |
| Portage la Prairie, City       | South Central | 12,996     | 946,297                       | 72.81                           | 884,073                       | 68.03                           | -7%                                |
| Portage La Prairie, R.M.       | South Central | 6,525      | 283,975                       | 43.52                           | 234,307                       | 35.91                           | -17%                               |
| Powerview – Pine Falls, Town   | East          | 1,314      | 56,909                        | 43.31                           | 52,037                        | 39.60                           | -9%                                |
| Rapid City, Town               | Central West  | 417        | 21,584                        | 51.76                           | 18,380                        | 44.08                           | -15%                               |
| Reynolds, R.M.                 | East          | 1,285      | 100,020                       | 77.84                           | 98,628                        | 76.75                           | -1%                                |
| Rhineland, R.M.                | South Central | 4,373      | 93,767                        | 21.44                           | 83,235                        | 19.03                           | -11%                               |
| Riding Mountain National Park  | Central West  | 300        | 2,216                         | 7.39                            | 4,191                         | 13.97                           | 89%                                |
| Ritchot, R.M.                  | Winnipeg      | 5,478      | 332,140                       | 60.63                           | 356,980                       | 65.17                           | 7%                                 |
| Rivers, Town                   | South West    | 1,189      | 36,225                        | 30.47                           | 54,910                        | 46.18                           | 52%                                |
| Riverside, R.M.                | South West    | 780        |                               | 0.00                            | 4,590                         | 5.88                            | 0%                                 |
| Riverton, Village              | Interlake     | 538        | 25,874                        | 48.09                           | 34,384                        | 63.91                           | 33%                                |
| Roblin, R.M.                   | South Central | 932        | 12,188                        | 13.08                           | 7,908                         | 8.49                            | -35%                               |
| Roblin, Town                   | North West    | 1,774      | 110,328                       | 62.19                           | 186,024                       | 104.86                          | 69%                                |
| Rockwood, R.M.                 | Interlake     | 7,964      | 218,705                       | 27.46                           | 229,826                       | 28.86                           | 5%                                 |
| Roland, R.M.                   | South Central | 1,058      | 34,257                        | 32.38                           | 34,045                        | 32.18                           | -1%                                |
| Rosedale, R.M.                 | Central West  | 1,627      | 53,870                        | 33.11                           | 41,270                        | 25.37                           | -23%                               |
| Rosburn, R.M.                  | Central West  | 494        | 37,469                        | 75.85                           | 37,109                        | 75.12                           | -1%                                |
| Rosburn, Town                  | Central West  | 552        | 39,803                        | 72.11                           | 39,420                        | 71.41                           | -1%                                |
| Rosser, R.M.                   | Winnipeg      | 1,352      | 55,270                        | 40.88                           | 51,861                        | 38.36                           | -6%                                |
| Russell, R.M.                  | Central West  | 459        | 47,525                        | 103.54                          | 34,375                        | 74.89                           | -28%                               |
| Russell, Town                  | Central West  | 1,669      | 102,677                       | 61.52                           | 74,266                        | 44.50                           | -28%                               |
| Selkirk, City                  | Interlake     | 9,834      | 974,990                       | 99.14                           | 971,080                       | 98.75                           | 0%                                 |
| Shoal Lake, R.M.               | Central West  | 1,229      | 151,344                       | 123.14                          | 102,476                       | 83.38                           | -32%                               |
| Sifton, R.M.                   | South West    | 789        | 18,221                        | 23.09                           | 20,377                        | 25.83                           | 12%                                |
| Snow Lake, Town                | North of 53rd | 723        | 10,405                        | 14.39                           | 13,346                        | 18.46                           | 28%                                |
| Somerset, Village              | South Central | 439        | 41,707                        | 95.00                           | 40,681                        | 92.67                           | -2%                                |
| Souris, Town                   | South West    | 1,837      | 200,093                       | 108.92                          | 182,360                       | 99.27                           | -9%                                |
| South Cypress, R.M.            | South West    | 838        | 5,185                         | 6.19                            | 4,983                         | 5.95                            | -4%                                |
| South Norfolk, R.M.            | South Central | 1,125      | 44,424                        | 39.49                           | 30,773                        | 27.35                           | -31%                               |
| Springfield, R.M.              | Winnipeg      | 14,069     | 650,256                       | 46.22                           | 655,890                       | 46.62                           | 1%                                 |
| St-Pierre-Jolys, Village       | East          | 1,099      | 40,901                        | 37.22                           | 48,527                        | 44.16                           | 19%                                |
| St. Andrews, R.M.              | Interlake     | 11,875     | 603,313                       | 50.81                           | 627,650                       | 52.85                           | 4%                                 |
| St. Claude, Village            | South Central | 590        | 56,050                        | 95.00                           | 62,574                        | 106.06                          | 12%                                |

| Municipality              | Region        | Population | 2013<br>Total kgs<br>Reported | 2013 kgs<br>Recycled<br>/Capita | 2014<br>Total kgs<br>Reported | 2014 kgs<br>Recycled<br>/Capita | Percent<br>Change from<br>Previous |
|---------------------------|---------------|------------|-------------------------------|---------------------------------|-------------------------------|---------------------------------|------------------------------------|
| St. Clements, R.M.        | East          | 10,505     | 171,060                       | 16.28                           | 226,791                       | 21.59                           | 33%                                |
| St. François-Xavier, R.M. | Winnipeg      | 1,240      | 62,750                        | 50.60                           | 68,740                        | 55.44                           | 10%                                |
| St. Laurent, R.M.         | Interlake     | 1,305      | 24,950                        | 19.12                           | 59,143                        | 45.32                           | 137%                               |
| St. Lazare, Village       | Central West  | 254        | 2,964                         | 11.67                           | 2,348                         | 9.24                            | -21%                               |
| Stanley, R.M.             | South Central | 8,356      |                               | 0.00                            | 3,345                         | 0.40                            | 0%                                 |
| Ste. Anne, R.M.           | East          | 4,686      | 59,199                        | 12.63                           | 84,183                        | 17.96                           | 42%                                |
| Ste. Anne, Town           | East          | 1,626      | 112,760                       | 69.35                           | 140,220                       | 86.24                           | 24%                                |
| Ste. Rose du Lac, Town    | North West    | 1,023      | 69,630                        | 68.06                           | 62,216                        | 60.82                           | -11%                               |
| Ste. Rose, R.M.           | North West    | 771        | 32,145                        | 41.69                           | 28,690                        | 37.21                           | -11%                               |
| Steinbach, City           | East          | 13,524     | 1,218,619                     | 90.11                           | 1,212,576                     | 89.66                           | 0%                                 |
| Stonewall, Town           | Interlake     | 4,536      | 340,280                       | 75.02                           | 355,010                       | 78.26                           | 4%                                 |
| Strathclair, R.M.         | Central West  | 744        | 27,331                        | 36.74                           | 36,105                        | 48.53                           | 32%                                |
| Strathcona, R.M.          | South West    | 643        | 30,938                        | 48.12                           | 5,645                         | 8.78                            | -82%                               |
| Stuartburn, R.M.          | East          | 1,535      | 64,222                        | 41.84                           | 56,114                        | 36.56                           | -13%                               |
| Swan River, R.M.          | North West    | 2,546      | 48,558                        | 19.07                           | 47,221                        | 18.55                           | -3%                                |
| Swan River, Town          | North West    | 3,907      | 316,178                       | 80.93                           | 306,783                       | 78.52                           | -3%                                |
| Tache, R.M.               | Winnipeg      | 10,284     | 556,286                       | 54.09                           | 630,110                       | 61.27                           | 13%                                |
| Teulon, Town              | Interlake     | 1,124      | 88,622                        | 78.84                           | 95,090                        | 84.60                           | 7%                                 |
| The Pas, Town             | North of 53rd | 5,513      | 297,166                       | 53.90                           | 374,721                       | 67.97                           | 26%                                |
| Thompson, City            | North of 53rd | 12,829     | 912,077                       | 71.09                           | 990,702                       | 77.22                           | 9%                                 |
| Thompson, R.M.            | South Central | 1,397      | 33,900                        | 24.27                           | 39,320                        | 28.15                           | 16%                                |
| Treherne, Town            | South Central | 616        | 36,211                        | 58.78                           | 45,538                        | 73.93                           | 26%                                |
| Victoria Beach, R.M.      | East          | 374        | 84,506                        | 225.95                          | 80,990                        | 216.55                          | -4%                                |
| Victoria, R.M.            | South Central | 1,119      | 58,451                        | 52.24                           | 71,249                        | 63.67                           | 22%                                |
| Virden, Town              | South West    | 3,114      | 296,983                       | 95.37                           | 269,715                       | 86.61                           | -9%                                |
| Wabowden-Setting Lake     | North of 53rd | 550        | 438                           | 0.80                            | 1,503                         | 2.73                            | 244%                               |
| Wallace, R.M.             | South West    | 1,526      | 148,069                       | 97.03                           | 134,473                       | 88.12                           | -9%                                |
| Waskada, Village          | South West    | 183        | 3,041                         | 16.62                           | 2,599                         | 14.20                           | -15%                               |
| Wawanesa, Village         | South West    | 562        | 32,120                        | 57.15                           | 36,240                        | 64.48                           | 13%                                |
| West St. Paul, R.M.       | Winnipeg      | 4,932      | 363,930                       | 73.79                           | 388,620                       | 78.80                           | 7%                                 |
| Whitehead, R.M.           | South West    | 1,533      | 34,350                        | 22.41                           | 17,184                        | 11.21                           | -50%                               |
| Whitemouth, R.M.          | East          | 1,548      | 104,981                       | 67.82                           | 103,520                       | 66.87                           | -1%                                |
| Whitewater, R.M.          | South West    | 645        | 16,096                        | 24.96                           | 15,483                        | 24.00                           | -4%                                |
| Winkler, City             | South Central | 10,670     | 828,000                       | 77.60                           | 882,930                       | 82.75                           | 7%                                 |
| Winnipeg Beach, Town      | Interlake     | 1,011      | 39,170                        | 38.74                           | 60,020                        | 59.37                           | 53%                                |
| Winnipeg, City            | Winnipeg      | 663,617    | 54,880,606                    | 82.70                           | 54,828,801                    | 82.62                           | 0%                                 |
| Winnipegosis, Village     | North West    | 647        | 40,630                        | 62.80                           | 37,030                        | 57.23                           | -9%                                |
| Woodlands, R.M.           | Interlake     | 3,521      | 58,052                        | 16.49                           | 52,080                        | 14.79                           | -10%                               |
| Woodworth, R.M.           | South West    | 860        | 29,246                        | 34.01                           | 29,008                        | 33.73                           | -1%                                |



# CONTINUOUS IMPROVEMENT PROGRAM

Multi-Material Stewardship Manitoba is committed to working with municipalities and community groups on waste management opportunities, identifying their requirements and providing appropriate solutions to increase their effectiveness and efficiency. Additionally, MMSM staff provided technical assistance on recycling to government and non-government agencies across Manitoba. MMSM provides support for participating recycling programs by identifying best practices and opportunities to improve recycling programs. MMSM provides municipalities with information on end-buyers of recycled material.



MMSM worked directly with the following communities, associations and groups:

- Aboriginal Affairs and Northern Development Canada (AANDC)
- Altona
- Assiniboine Community College – Parkland Campus
- Brandon Environmental Committee
- Beausejour
- Black River First Nation
- Brokenhead First Nation
- Camperville
- Churchill
- City of Brandon
- City of Thompson
- City of Winnipeg
- Cormorant
- Dauphin
- East Selkirk
- Edward Shreyer School
- Erickson
- Fisher River First Nation
- Flin Flon
- Gillam
- Grandview
- Hodgson
- Killarney
- Landmark
- Leila North Community School
- Long Plain First Nation
- Lorette
- Manitoba Aboriginal & Northern Affairs (MANA)
- McLeod Learning Centre
- Minnedosa
- Morden
- Neepawa
- Norway House
- Onanole
- Paint Lake
- Peguis First Nation
- Pilot Mound/Louise Waste
- Pinecreek First Nation
- Portage La Prairie
- Pukatawagan (Mathias Colomb) First Nation
- RM of Argyle
- RM of Rockwood
- Rockwood Environmental Action Community Taskforce (REACT)
- Roblin
- Rosburn
- Rosseau River First Nation
- Shoal Lake
- St. Clements
- St. Malo
- St. Maurice School
- St. Rose
- St. Theresa Point
- Steinbach
- Stonewall
- Swan Lake First Nation
- Swan River
- Take Pride Winnipeg!
- Teulon
- The Pas
- The Pas/OCN and Area Regional Solid Waste and Recycling Facility (RSWARF)
- Thompson Recycling Centre
- Town of Winnipeg Beach
- Treherne
- Wabowden
- Wasagamack
- Waywayseecappo
- Winkler

# COMMUNICATIONS

Pageviews in 2014  
increased by **87.5%**

Users on the site  
increased by **103%**

Facebook and Twitter followers  
increased by **170%**



## Advertising

MMSM places promotion and education as a priority of its program, increasing recycling awareness among consumers, driving behavior change province wide. Activities such as public relations, advertising, contests, and community sponsorships, have helped reach the current 63% diversion rate in Manitoba.

In 2014, a new advertising campaign was launched called the relationship campaign. Images of a recyclable item breaking up with a garbage can were humorous and effective in delivering the message. Recycling reminders were also used, providing consumers with useful tips on how they, themselves, can become better recyclers. The campaign's tagline "make the break" succeeded in conveying these simple messages.

For maximum exposure, MMSM invested in an advertising campaign that had great reach in Winnipeg as well as in rural communities. Mediums such as radio, television, print, online and out-of-home were launched in both the spring and fall seasons. This was MMSM's debut in the television advertising space. Due to its high reach and frequency, MMSM received strong branding opportunities with the combination of sight and sound.



Left: Screen shot of MMSM's television spot



Right: Sponsorship of the "Clean Up Hitter" during Winnipeg Goldeyes Shaw broadcasts



Top right: Interior Bus Advertising

Bottom right: Outdoor Digital Billboard Advertising

## Online, Social Media and Public Relations

MMSM continued its online presence with a comprehensive social media strategy which resulted in a 170% increase in followers and likes. Advertisements on WinnipegFreePress.com, Facebook, and Twitter, along with consistent and interesting posts in MMSM's social feeds significantly improved engagement with users.

A Search Engine Optimization (SEO) audit and overhaul were done to both simplyrecycle.ca and stewardshipmanitoba.org. The goal was to ensure that MMSM's web properties were searchable, findable as well as sharable and engaging, in order to maximize traffic. The change resulted in an increase of 87.5% in pageviews and 103% in unique users on the websites.

MMSM worked vigorously with municipalities and community groups on waste management issues. Staff attended events on a monthly basis and reached out to stakeholders whenever possible. A new program was put in place which offered municipalities recycling information brochures at no cost. These brochures were comprehensive in explaining what can be recycled and how. Many municipalities placed them in their utility or annual tax bill for residents.

Throughout the year, MMSM receives requests to give presentations to various school groups and organizations. Whenever possible, staff took the opportunity to go out into the community to connect with residents.



## 2014 Market Research

In October 2014, MMSM partnered with eNRG Research Group to field a phone and online survey to hundreds of Manitoba households. The survey was used to measure recycling awareness, behavior and determine the success of the year's communications efforts. This information is also used as a guide to improve future activities and develop awareness programs that resonate with consumers.

### Recycling Habits

- Over 91% of respondents make use of the residential recycling program available to them.
- More than half of the households are recycling more items compared to a year ago.

### MMSM Brand Awareness

- MMSM had its strongest year yet in brand awareness and advertising recall with almost half of respondents recognizing the name Multi-Material Stewardship Manitoba or the Simply Recycle brand.
- Of the people who had heard of the brand, approximately three-quarters recalled seeing the advertising. This represents almost a doubling of recall incidences from when ad recall was last examined in 2012.
- Over 90% of Manitobans believe it is important that organizations like MMSM advertise about household recycling and encourage people to recycle more.



Top left: MMSM staff presenting awards at the Manitoba School Science Symposium

Bottom left: Brandon Waste Reduction Week winners, Green Acres School



## School Programs and Sponsorships

MMSM continued several successful sponsorships in 2014. The partnerships serve as an opportunity to reach out to the youth in the province educating them on our organizational goals.

### Manitoba School Science Symposium (MSSS)

- The MSSS is an annual provincial science fair with over 550 students from grade 4 to grade 12 participating.
- MMSM was a bronze sponsor and the exclusive sponsor of the Best Physical Science Award for the second year in a row. Staff attended the event and presented the awards on stage.

### Target Zero Eco Kids Tour at The Forks

- For the third consecutive year, MMSM sponsored the Target Zero Eco Kids Tour at The Forks. Interest in the program increased significantly this year as tours were offered for free for the first time.
- During the spring months, over 500 students took part and had the opportunity to learn about recycling, composting, energy reduction and rainwater collection.



### Brandon Enviro Expo

- The City of Brandon Environmental Committee hosted their second annual Enviro Expo on Tuesday, June 3 at the ACC East Campus in Brandon. The event centered on the environment and presentations were held throughout the day for students from all over the city.
- An MMSM staff member attended the event and held workshops for students on recycling.

### Take Pride Winnipeg's! Team Up to Clean Up

- Team Up to Clean Up is an annual event held at the MTS Centre with over 1,000 students in attendance. Students are provided with information on various activities that they can participate in to keep Winnipeg clean and beautiful. After the event, they go into their own communities and pick up litter, recycle, plant trees and even paint over graffiti.
- MMSM sponsored the event. Staff set up an educational booth, gave away promotional items and talked to students about recycling and the Bag Up Manitoba Plastic Bag Round Up Challenge.

### Brandon's Waste Reduction School Challenge

- MMSM was the title sponsor of Brandon's Waste Reduction School Challenge for the third year in a row.
- The challenge ran from October 13–29 and encouraged all students to track their waste through garbage and recycling. Students collected their recycling for three weeks, took part in waste reduction activities and toured their local landfill.



### We Day Manitoba

- We Day is an annual event that encourages students to think and act both locally and globally.
- MMSM was the bronze sponsor of We Day Manitoba, receiving recognition throughout the event and the opportunity to place a mini blue box penholder into the student's gift bags.
- On October 29, 16,000 students entered the MTS Centre for a full day of activities. The event was also broadcast online to hundreds of schools in Manitoba, on MTV on November 11 and on CTV in late November.

## Post-Secondary Education Institutes

MMSM provides funding and support to several Post-Secondary Education Institutes (PSEI) throughout the province. The funding is used to assist institutions with their recycling programs. Funding can be used to conduct waste audits, offset labour costs, promote the facility's recycling program and purchase recycling bins. Materials recovered for the 2013/2014 school year total approximately 718,594 metric tonnes.

### 2013/2014 Year

|                                         | kgs            |
|-----------------------------------------|----------------|
| University of Manitoba (2 campuses)     | 292,190        |
| University of Winnipeg                  | 86,000         |
| Red River College (2 campuses)          | 105,690        |
| College Universitaire de Saint Boniface | 21,632         |
| Assiniboine Community College           | 176,980        |
| Brandon University                      | 34,254         |
| University College of the North         | 1,848          |
| <b>Total</b>                            | <b>718,594</b> |

## First Nations and Remote Communities

Multi-Material Stewardship Manitoba strongly believes in supporting communities in the northern part of Manitoba. Throughout the year, MMSM staff provided technical assistance on waste management issues, helping communities increase the effectiveness and efficiency of their recycling programs.

For the fourth consecutive year, MMSM joined forces with the Canadian Beverage Container Recycling Association (CBCRA) to implement the Northern Community Clean-up Program.

There were 16 participating communities and over 1,300 kgs of recyclable material collected. Local volunteers worked together to pick up garbage and recycling on the streets of their neighborhoods. The material was then weighed and transported to the closest Material Recovery Facility (MRF) to be processed.



Clean-up crews hard at work



Top: Cormorant, Manitoba receiving their first place prize at a celebratory barbecue

Bottom: I heart my community logo







**The following communities participated in the 2014 Northern Community Clean-up Program:**

1. Cormorant
2. Cranberry Portage
3. Chemawawin Cree Nation
4. Flin Flon
5. Fox Lake Cree Nation
6. Leaf Rapids
7. Misipawistik Cree Nation
8. Moose Lake
9. Norway House
10. Sherridon
11. Snow Lake
12. South Indian Lake –  
O-PIPON-NA-PIWIN Cree Nation
13. Tataskweyak Cree Nation
14. The Pas
15. Thompson
16. Wabowden

Each community received a Community Clean-up Kit, which included a CBCRA recycling bin, bright yellow t-shirts for volunteers, gloves, black garbage bags, clear recycling bags, a scale and large cubic yard totes for transporting the recyclable material to the authorized processor. Information kits were also provided and included a recyclable materials handout, safety checklist and a report form that was completed and returned.

The community of Cormorant, was the winner of the 2014 Northern Clean-up and received a monetary grant to put towards a recycling initiative within their community. With these funds, every household received a recycling bin making recycling easier and more convenient than ever before. A celebratory barbeque was held on October 15, 2014 with over 125 community members, Community Council, clean-up volunteers and students in attendance. Representatives from MMSM and CBCRA joined them to celebrate the accomplishment. In addition to the grand prize, participation prizes were given to each participating community to raffle off to their volunteers.

The Northern Community Clean-up was a great success and MMSM is very pleased with the outcome. The implementation of this program has strengthened relationships with participating communities and continues to increase the knowledge and awareness of recycling.

In 2014, there were  
**16** participating  
communities and over  
**1,300 kgs**  
of recyclable  
material collected.

# PLASTIC BAG REDUCTION PROGRAM

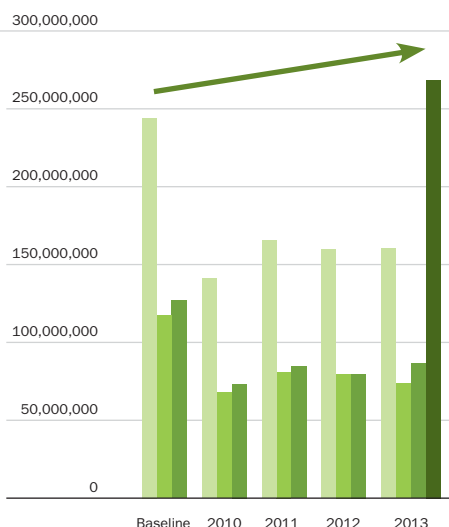
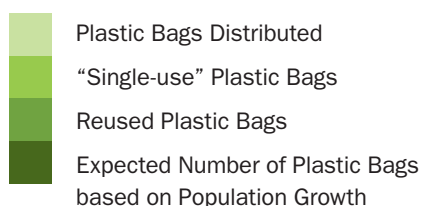
**62%** of Winnipeg  
residents are reusing  
their plastic bags.





## Reduction Statistics

In response to the provincial government establishing a 50% reduction target on plastic bags, MMSM along with staff and stewards from the food, beverage and consumer goods sectors developed the Manitoba Plastic Bag Reduction Plan in 2010. The plan focuses on reducing the number of plastic bags distributed, encouraging consumers to reuse the bags already in their homes and recycling bags that are no longer of use. MMSM's reduction plan and programs have dramatically shifted the trend in plastic bag usage and disposal.



### Table Notes:

1. When population growth is considered, plastic bag usage has been reduced by 40.22%.
2. If the plastic bag reduction plan had not been implemented, bag usage would have grown to approximately 268,000,000.
3. On average, 60% of plastic bags are reused prior to disposal.
4. Approximately 27.5% of bags are actually "single-use".

MMSM collects data from stewards to determine the actual number of plastic bags generated, or distributed in the province. Reviews of the steward reports are conducted as part of MMSM's efforts to ensure steward compliance, a level playing field and accuracy in reporting. As a result of these reviews, adjustments have been made to steward reports, including historical bag units.

MMSM established a baseline using 2007 data and have been reporting against this fixed baseline since the reduction plan launched. Since that time, MMSM has seen a steady decrease in the number of plastic bags placed in the market.

As reported by Statistics Canada, Manitoba's population has grown by approximately 10% since 2007, when the baseline was established. When considering population growth, the expected number of plastic bags distributed in the province would have trended to approximately 268,000,000 bags without MMSM's programs in place. Taking these factors into consideration, Manitoba is at

a 40.22% reduction in the amount of plastic bags distributed.

MMSM's plan includes educating consumers on the reuse and proper disposal of plastic bags. By reusing plastic bags, they are no longer "single-use", but rather replace the need to purchase additional bags, which are most often made out of a thicker and heavier material. Observations from the most recent waste audits conducted by MMSM, show that on average, 60% of plastic bags are reused as waste receptacles in homes. This reuse further reduces the amount of plastic bags that would otherwise go to landfill. When reuse data is included as part of the reduction reporting, Manitoba would be at a 72.5% reduction, exceeding the reduction target.

MMSM and stewards continue to work to educate consumers on the need to properly dispose of plastic bags. Plastic bag recycling bins have been installed in most major retailers in the province. This provides added convenience to consumers to return their plastic bags for recycling.



## Public Relations and Advertising

In 2014, all plastic bag related communications, partnerships and programs focused on the goal of increasing consumer awareness on the options available to properly dispose or reuse them.

Using a broad media plan, consumers were educated on how to reduce, reuse and recycle their plastic bags. Phase one of a two part advertising campaign was launched on March 31 and included traditional mediums such as radio, television, print, online and outdoor advertising.

For the first time, MMSM advertised with Retail Media using the Ad Cap and the Ad Bar. This impactful advertising space is located within checkout aisles at Safeway and Sobeys locations across the province. It is highly visible as shoppers walk by, stand in line or use the conveyor belt.

As part of MMSM's continued educational efforts, consumer brochures and reusable bags were given to the public free of charge. The brochure highlights best recycling practices, tips and information on plastic bags. It encourages consumers to bring a reusable option and reuse the plastic bags already in the home.

Organizations, groups and events who received reusable bags and brochures from MMSM in 2014 included:

- Association of Manitoba Municipalities
- CJOB Hockey Roadshow
- Darwin School
- Edward Schreyer School
- Manitoba Association of Regional Recyclers (MARR)
- R.M of Alexander
- R.M of Armstrong
- R.M of Dauphin
- R.M of Franklin
- R.M of Oakland
- R.M. of Springfield
- Sobeys Sage Creek
- Stonewall, MB
- Swan River, MB
- Town of Rivers, MB
- Village of Ethelbert, MB
- Welcome Wagon
- Winkler, MB

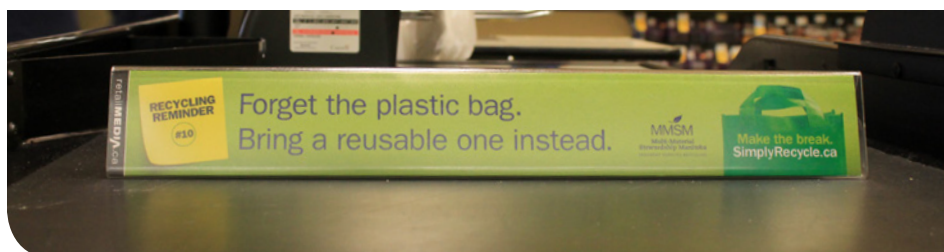


Left: MMSM's large plastic bag outside of TD Bank for the Reusable Bag Day event



Top right: Print advertisement used in the Metro Winnipeg

Middle right: Retail Media Ad Cap at Safeway



Bottom right: Retail Media Ad Bar at Safeway



## MMSM Bag-up Manitoba Plastic Bag Roundup Challenge

For the fifth consecutive year, MMSM partnered with Take Pride Winnipeg! challenging students to collect as many plastic bags as possible and bring them to school for recycling. The collection period began on September 30 and concluded on November 1. The bags collected were baled and shipped to Trex for recycling into composite wood for decks and other materials.

Once again, the students in Manitoba surpassed the previous year's record (1,347,017) and collected nearly 1.6 million bags. The students at Ecole Robert Browning School were this year's urban winners and collected 53,118 bags. Each school that participated received a garden box and fourteen schools won a bench made out of recycled plastic bags.

## Events

### TD Bank Reusable Bag Day October 25

TD Bank in Sage Creek hosted a promotion where they asked consumers to bring in plastic bags for recycling and in return TD would give them a free reusable bag. MMSM was onsite to assist with the promotion and brought their new larger-than-life plastic bag to increase awareness.

### Bagless Friday November 7 and November 14

MMSM assisted Sobeys Sage Creek in launching their new "Bagless Friday" promotion. An MMSM staff member was onsite and gave out reusable bags and brochures to customers in the store.



Top right: Sobeys Sage Creek Bagless Friday event

Left: Bag up Manitoba Winners Ecole Robert Browning School, joined by Tom Ethans of Take Pride Winnipeg!, Health Minister Sharon Blady and MMSM Executive Director Karen Melnychuk

Right: Bag Up Manitoba launch at Bairdmore School

## Program Results

**171**  
schools participated  
around the province.  
**1,597,333**  
plastic bags  
were collected.  
**40,112**  
students  
participated.

## Online

MMSM used its digital platforms to promote and educate consumers on plastic bag recycling. Social media posts, blogs and advertisements explained how Manitobans can properly dispose of their plastic bags.

**SimplyRecycle.ca** was updated with new drop-off locations including the addition of Sobeys across Manitoba and several smaller retailers. Plastic bags were also added to the list of materials on RecycleManitoba.ca. Consumers can now go to both websites to find the closest drop-off location to their home.

**SimplyRecycle.ca**





## Material Recovery Rates – 2013

Stewards report on their sales from the previous year. This data, combined with the municipal recycling reports for the same period are used in the fee setting process for the upcoming year (2014 sales data will be used for 2016 fee setting). Based on the best available data for the most current full year reporting from Stewards and municipalities, the table below illustrates the recovery rates for the material covered in the MMSM program for 2013. The 2014 recovery rates will be available and made public during the consultation process with Stewards and other stakeholders in fall 2015.

**63%**  
recovery  
rate.

| Category              | Material                      | CY 2013 (Jan 1 – Dec 31, 2013)                 |                                                |                                  |
|-----------------------|-------------------------------|------------------------------------------------|------------------------------------------------|----------------------------------|
|                       |                               | Quantity<br>Generated <sup>1</sup><br>(tonnes) | Quantity<br>Recovered <sup>2</sup><br>(tonnes) | Quantity<br>Recovery Rate<br>(%) |
| PRINTED PAPER         |                               |                                                |                                                |                                  |
|                       | Newsprint                     | 26,653                                         | 25,987                                         | 97.5%                            |
|                       | Magazines and Catalogues      | 5,128                                          | 5,000                                          | 97.5%                            |
|                       | Telephone Books               | 1,445                                          | 1,409                                          | 97.5%                            |
|                       | Other Printed Paper           | 9,672                                          | 7,279                                          | 75.3%                            |
| Printed Paper Total   |                               | 42,898                                         | 39,675                                         | 92.5%                            |
| PACKAGING             |                               |                                                |                                                |                                  |
| Paper Based Packaging | Old Corrugated Containers     | 11,628                                         | 8,804                                          | 75.7%                            |
|                       | Polycoat & Laminates          | 6,438                                          | 1,246                                          | 19.4%                            |
|                       | Old Boxboard                  | 14,532                                         | 6,837                                          | 47.0%                            |
| Paper Packaging Total |                               | 32,597                                         | 16,886                                         | 51.8%                            |
| Plastic Packaging     | PET bottles                   | 6,061                                          | 3,601                                          | 59.4%                            |
|                       | HDPE bottles                  | 4,340                                          | 3,294                                          | 75.9%                            |
|                       | Plastic Film                  | 5,810                                          | 670                                            | 11.5%                            |
|                       | Other Plastics                | 13,108                                         | 1,421                                          | 10.8%                            |
| Plastics Total        |                               | 29,319                                         | 8,987                                          | 30.7%                            |
| Steel Packaging       | Steel Food & Beverage Cans    | 4,712                                          | 3,039                                          | 64.5%                            |
|                       | Steel Aerosols                | 411                                            | 138                                            | 33.5%                            |
|                       | Other Steel Containers        | 300                                            | 100                                            | 33.5%                            |
| Steel Total           |                               | 5,423                                          | 3,277                                          | 60.4%                            |
| Aluminum Packaging    | Aluminum Food & Beverage Cans | 2,463                                          | 1,308                                          | 53.1%                            |
|                       | Other Aluminum Packaging      | 981                                            | 238                                            | 24.3%                            |
| Aluminum Total        |                               | 3,443                                          | 1,546                                          | 44.9%                            |
| Glass                 | Glass                         | 15,183                                         | 10,750                                         | 70.8%                            |
| Glass Total           |                               | 15,183                                         | 10,750                                         | 70.8%                            |
| PACKAGING TOTAL       |                               | 85,966                                         | 41,447                                         | 48.2%                            |
| TOTALS                |                               | 128,864                                        | 81,122                                         | 63.0%                            |

### Table Notes

1. Generation tonnages are based on household waste generation in Manitoba, and are comprised of waste audits conducted in Portage La Prairie, Tache, Brandon and Winnipeg for 2009, 2012 and 2013.
2. Recovered tonnes are based on datasets that consist of both actual reported data from Municipal Online Reporting System and waste studies that represent samples of field data for selected locations in discrete periods of time.
3. The overall recovery rate has increased 8.9% from 2012.

## MMSM Stewards

The businesses that supply packaging and printed paper into the residential marketplace, also known as stewards, are obligated under Regulation 195/2008 of the Waste Reduction and Prevention (WRAP) Act, which obligates them to do a number of things:

- Provide a waste reduction and prevention program to manage the designated wastes within a province-wide convenient collection system;
- Cover 80% of the funding of collecting, processing, and transferring the material to market;
- Establish promotion and education programs to raise awareness of recycling services available to Manitoba residents.

MMSM's program for the recycling of packaging and printed paper includes the following designated product packaging: plastic, glass, paper, metal and printed paper.

### In 2014 there were:

- 862 registered stewards
- 597 steward reports received
- 249 voluntary steward agreements

The table below illustrates the change in material fees and total reported weights for 2014 and 2013.

### Packaging and Printed Paper Reported by Stewards in 2014

| Material Description              | 2014 Fee   | 2014 Fee with Surplus <sup>1</sup> | Total tonnes 2014 <sup>2</sup> | 2013 Fee   | Total tonnes 2013 |
|-----------------------------------|------------|------------------------------------|--------------------------------|------------|-------------------|
| Newsprint                         | 2.40 ¢/kg  | 1.96                               | 24,099                         | 2.38 ¢/kg  | 26,689            |
| Other Printed Materials           | 7.02 ¢/kg  | 5.65                               | 5,848                          | 6.19 ¢/kg  | 6,122             |
| Corrugated and Boxboard Packaging | 11.43 ¢/kg | 10.12                              | 23,937                         | 10.52 ¢/kg | 25,089            |
| Other Paper Packaging             | 27.60 ¢/kg | 25.22                              | 4,059                          | 31.31 ¢/kg | 4,262             |
| PET bottles                       | 19.82 ¢/kg | 17.13                              | 6,153                          | 20.33 ¢/kg | 5,244             |
| HDPE bottles and jugs             | 18.69 ¢/kg | 15.93                              | 3,595                          | 24.89 ¢/kg | 3,513             |
| Other Plastic Packaging           | 34.08 ¢/kg | 30.93                              | 13,531                         | 34.99 ¢/kg | 13,024            |
| Steel and Other Metal Packaging   | 9.55 ¢/kg  | 7.57                               | 4,385                          | 10.89 ¢/kg | 4,119             |
| Aluminum cans – food and beverage | -0.83 ¢/kg | -2.63                              | 2,500                          | 1.01 ¢/kg  | 2,246             |
| Foil and other aluminum packaging | 13.67 ¢/kg | 9.99                               | 337                            | 18.07 ¢/kg | 379               |
| Glass Packaging                   | 6.57 ¢/kg  | 5.91                               | 13,357                         | 5.77 ¢/kg  | 13,857            |
| <b>Total</b>                      |            |                                    | <b>101,801</b>                 |            | <b>104,544</b>    |

#### Table Notes

1. MMSM drew down \$1.5M from surplus in 2014, decreasing the majority of material fees.
2. The Steward reported data is the most current data available at the time of fee setting. The data may change if new stewards are identified or adjustments are made by reporting stewards.

## Steward Compliance

The MMSM Program is funded entirely by stewards that pay fees based on the volume of packaging and printed paper they supply to residents.

Stewards are responsible under the Regulation to assume responsibility and declare that the designated packaging and printed paper material they supply for consumption in Manitoba complies with the legal requirements of the WRAP Act. If a steward of the designated material does not comply with the regulation, they are prohibited from supplying the designated material for consumption in Manitoba.

MMSM is dedicated to ensuring a level playing field for stewards. To that end, MMSM works to expand the number of stewards participating in the program, bringing non-compliant businesses into compliance.

MMSM has developed a set of rules to make participation in the program fair for all stewards, and ensure that the program is always striving to achieve the best results in terms of both diverting and recycling waste. These rules include:

- Designation of Stewards
- Definition of designated materials
- Fees for obligated packaging and printed materials
- Reporting and payment requirements of stewards
- Penalties for late reporting and late payment
- Dispute resolution process for stewards
- Allowance for a company to pay fees on behalf of an otherwise obligated steward

A copy of the MMSM rules can be found on our website.

### Reporting and paying fees:

Stewards measure and report annually to MMSM the total quantity of designated packaging and printed paper supplied for use in the province. MMSM reviews the data reporting requirements annually in accordance with the rules.

Stewards that are in good standing with MMSM will be deemed to be in compliance with the WRAP Act. The MMSM compliance process starts with the identification of stewards that are not in compliance followed by initiation of actions necessary to ensure compliance.

MMSM actively ensures that all stewards remain in compliance with the Regulation, and actively seeks out non-compliant businesses and brings them into the program. MMSM also has the authority to audit steward data. Stewards must maintain records for a period of at least five years in support of all data submitted to MMSM.

MMSM has implemented a non-compliance notification process, including written notification when fees are due. If stewards and products are identified that have not registered or reported under the PPP Program, a notification is sent. If the steward's registration and data submission process is not complete at the end of 120 days, MMSM may request the Manitoba Government to take enforcement action as stipulated under the WRAP Act.





# FINANCIAL STATEMENTS

**December 31, 2014**



## Independent Auditors Report

To the Members of  
**Multi-Material Stewardship Manitoba Inc.**

We have audited the accompanying financial statements of **Multi-Material Stewardship Manitoba Inc.**, which comprise the balance sheet as at December 31, 2014, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of **Multi-Material Stewardship Manitoba Inc.** as at December 31, 2014, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting standards for not-for-profit organizations.

Winnipeg, Canada  
April 24, 2015

*Ernst & Young LLP*  
Chartered Accountants

**Multi-Material Stewardship Manitoba Inc.**

Incorporated under the laws of Manitoba

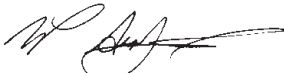
**Balance Sheet**

As at December 31

|                                                          | 2014<br>\$       | 2013<br>\$ |
|----------------------------------------------------------|------------------|------------|
| <b>ASSETS</b>                                            |                  |            |
| <b>Current</b>                                           |                  |            |
| Cash and cash equivalents                                | 6,470,882        | 7,349,241  |
| Accounts receivable                                      | 1,064,377        | 1,233,816  |
| Prepaid expenses and deposits                            | 14,230           | 14,079     |
| <b>Total current assets</b>                              | <b>7,549,489</b> | 8,597,136  |
| Capital assets, net <i>[note 3]</i>                      | 6,312            | 8,745      |
|                                                          | <b>7,555,801</b> | 8,605,881  |
| <b>LIABILITIES AND NET ASSETS</b>                        |                  |            |
| <b>Current</b>                                           |                  |            |
| Accounts payable and accrued liabilities <i>[note 4]</i> | 2,713,882        | 2,700,319  |
| <b>Total current liabilities</b>                         | <b>2,713,882</b> | 2,700,319  |
| Commitments <i>[note 5]</i>                              |                  |            |
| <b>Net assets</b>                                        |                  |            |
| Unrestricted                                             | 4,841,919        | 5,905,562  |
|                                                          | <b>7,555,801</b> | 8,605,881  |

*See accompanying notes*

On behalf of the Board:

  
 Board Chair

  
 Director



**Multi-Material Stewardship Manitoba Inc.**

**Statement of Operations**

Year ended December 31

|                                                                                 | <b>2014</b><br><b>\$</b> | <b>2013</b><br><b>\$</b> |
|---------------------------------------------------------------------------------|--------------------------|--------------------------|
| <b>REVENUE</b>                                                                  |                          |                          |
| Steward fees                                                                    | <b>11,427,785</b>        | 14,550,027               |
| Other revenue                                                                   | <b>11,093</b>            | 39,915                   |
|                                                                                 | <b>11,438,878</b>        | 14,589,942               |
| <b>EXPENSES</b>                                                                 |                          |                          |
| Municipal programs                                                              |                          |                          |
| Municipal support payments                                                      | <b>10,003,683</b>        | 9,652,960                |
| Program delivery / stewards services                                            | <b>1,324,333</b>         | 1,220,753                |
| School funding                                                                  | <b>218,368</b>           | 268,492                  |
| Promotion and education                                                         | <b>381,071</b>           | 338,882                  |
| Continuous improvement process                                                  | <b>173,759</b>           | 272,513                  |
| Administrative and corporate                                                    | <b>252,800</b>           | 270,562                  |
|                                                                                 | <b>2,350,331</b>         | 2,371,202                |
| Enhanced programs                                                               |                          |                          |
| Beverage recovery                                                               | <b>20,597</b>            | 62,504                   |
| Plastic bags                                                                    | <b>127,910</b>           | 111,190                  |
|                                                                                 | <b>148,507</b>           | 173,694                  |
|                                                                                 | <b>12,502,521</b>        | 12,197,856               |
| <b>Excess of revenue over expenses<br/>(expenses over revenue) for the year</b> | <b>(1,063,643)</b>       | 2,392,086                |

*See accompanying notes*

**Multi-Material Stewardship Manitoba Inc.**

**Statement of Changes in Net Assets**

Year ended December 31

|                                                                         | <b>2014</b><br><b>\$</b> | <b>2013</b><br><b>\$</b> |
|-------------------------------------------------------------------------|--------------------------|--------------------------|
| <b>Net assets, beginning of year</b>                                    | <b>5,905,562</b>         | 3,513,476                |
| Excess of revenue over expenses<br>(expenses over revenue) for the year | <b>(1,063,643)</b>       | 2,392,086                |
| <b>Net assets, end of year</b>                                          | <b>4,841,919</b>         | 5,905,562                |

*See accompanying notes*

**Multi-Material Stewardship Manitoba Inc.**

**Statement of Cash Flows**

Year ended December 31

|                                                                         | <b>2014</b><br><b>\$</b> | <b>2013</b><br><b>\$</b> |
|-------------------------------------------------------------------------|--------------------------|--------------------------|
| <b>OPERATING ACTIVITIES</b>                                             |                          |                          |
| Excess of revenue over expenses<br>(expenses over revenue) for the year | <b>(1,063,643)</b>       | 2,392,086                |
| Add item not involving cash                                             |                          |                          |
| Amortization of capital assets                                          | <b>2,433</b>             | 1,579                    |
|                                                                         | <b>(1,061,210)</b>       | 2,393,665                |
| Changes in non-cash working capital balances<br>related to operations   |                          |                          |
| Accounts receivable                                                     | <b>169,439</b>           | (178,592)                |
| Prepaid expenses and deposits                                           | <b>(151)</b>             | 8,135                    |
| Accounts payable and accrued liabilities                                | <b>13,563</b>            | (80,423)                 |
| <b>Cash provided by (used in) operating activities</b>                  | <b>(878,359)</b>         | 2,142,785                |
| <b>INVESTING ACTIVITIES</b>                                             |                          |                          |
| Purchase of capital assets                                              | –                        | (7,549)                  |
| <b>Cash used in investing activities</b>                                | –                        | (7,549)                  |
| <b>Net increase (decrease) in cash during the year</b>                  | <b>(878,359)</b>         | 2,135,236                |
| Cash and cash equivalents, beginning of year                            | <b>7,349,241</b>         | 5,214,005                |
| <b>Cash and cash equivalents, end of year</b>                           | <b>6,470,882</b>         | 7,349,241                |

*See accompanying notes*



## **NOTES TO FINANCIAL STATEMENTS**

December 31, 2014

### **1. BUSINESS ORGANIZATION AND OPERATIONS**

Multi-Material Stewardship Manitoba Inc. ["MMSM"] is a not-for-profit industry-funded corporation, established in accordance with the Packaging and Printed Paper Stewardship Regulation [Man. Reg. 195/2008] pursuant to *The Waste Reduction and Prevention Act* ["WRAP Act"]. MMSM was formally incorporated as a non-share capital corporation in December 2006 under The Corporations Act of Manitoba for the purpose of developing, implementing and operating waste diversion programs for designated packaging and printed paper in the Province of Manitoba. The stewardship program commenced operations on April 1, 2010 and is exempt from income taxes under Section 149 of the Income Tax Act (Canada).

### **2. SIGNIFICANT ACCOUNTING POLICIES**

These financial statements were prepared in accordance with Part III of the CPA Canada Handbook – *Accounting Standards for Not-For-Profit Organizations* which sets out generally accepted accounting principles for not-for-profit organizations in Canada and includes the significant accounting policies described below.

#### **[a] Revenue recognition**

Steward fees are calculated based on the quantity of designated packaging and printed paper each steward supplies into Manitoba. Stewards register with MMSM and report the tonnage of all product supplied in Manitoba as required under the WRAP Act. Steward fees are recorded as revenue based on the prior year's tonnage reported by stewards.

#### **[b] Cash and cash equivalents**

Cash and cash equivalents consist of cash on deposit and short-term investments, with a short-term to maturity of three months or less from the date of purchase unless they are held for investment rather than liquidity purposes in which case they are classified as investments.

#### **[c] Recycling support payment to municipalities**

Recycling support payments to municipalities are paid to registered Manitoba municipalities based on the tonnage of eligible materials delivered to an approved recycling facility as reported by the municipalities to MMSM. The current year expense is recorded based on prior year's eligible tonnage.

#### **[d] Capital assets and amortization**

Capital assets are recorded at original cost less accumulated amortization.

Amortization of furniture and equipment is recorded on a straight-line basis of 20% over the assets' useful lives.

#### **[e] Allocation of expenses**

The costs of personnel and other expenses directly related to functions are allocated to each function. General support and other costs are not allocated.

#### **[f] Financial instruments**

Financial instruments including accounts receivable and accounts payable and accrued liabilities are initially recorded at their fair value and are subsequently measured at amortized cost, net of provisions for impairment.

**NOTES TO FINANCIAL STATEMENTS**

December 31, 2014

**3. CAPITAL ASSETS**

Capital assets consist of the following:

|                         | <b>2014</b>   |                                     | <b>2013</b>               |                           |
|-------------------------|---------------|-------------------------------------|---------------------------|---------------------------|
|                         | <b>Cost</b>   | <b>Accumulated<br/>amortization</b> | <b>Net book<br/>value</b> | <b>Net book<br/>value</b> |
|                         | <b>\$</b>     | <b>\$</b>                           | <b>\$</b>                 | <b>\$</b>                 |
| Furniture and equipment | <b>12,164</b> | <b>5,852</b>                        | <b>6,312</b>              | <b>8,745</b>              |

**4. GOVERNMENT REMITTANCES**

Accounts payable includes government remittances payable of nil [2013 – \$62,956].

**5. COMMITMENTS**

**[a]** Effective January 1, 2014, a management services agreement is in place with Canadian Stewardship Services Alliance Inc. ["CSSA"] to provide administrative and support services for all of MMSM's administrative, technical and reporting activities under the program plan to recycle and divert printed paper and packaging in the Province of Manitoba. The fee for 2014 is \$1,175,370. The fee paid to CSSA is based on allocation of CSSA's costs and MMSM's direct costs paid by CSSA. The agreement is in place for a term of 5 years.

**[b]** MMSM has entered into an operating lease for its premises for a total commitment of \$47,700. Future minimum annual lease payment until August 31, 2015 are as follows:

|      | <b>\$</b> |
|------|-----------|
| 2015 | 47,700    |

**6. FINANCIAL INSTRUMENTS – RISKS AND UNCERTAINTIES**

MMSM is exposed to the following financial risk through transactions in financial instruments.

**Credit risk**

Financial instruments potentially exposed to credit risk include accounts receivable. Management considers its exposure to credit risk over accounts receivable to be limited as accounts receivable are not significantly concentrated and are monitored regularly for collections. The carrying amount of accounts receivable represents the maximum credit risk exposure.

**7. COMPARATIVE FIGURES**

Certain comparative figures have been reclassified to conform with the current year's presentation.



## Board of Directors 2014

### Back row left to right:

**Phil Elias,**  
Dairy Processors of Manitoba

**Lanny McInnes,**  
Retail Council of Canada

**Bob Cox,**  
Manitoba Newspaper Group

**Keith McDougall** (Vice-Chair),  
Canadian Federation of Independent Grocers

**Sandy Hopkins,**  
Independent Director

**Francis St. Hilaire,**  
Independent Director

**Dwayne Marling,**  
Restaurants Canada

### Front row left to right:

**Rachel Kagan,**  
Food & Consumer Products of Canada

**Karen Melnychuk,**  
Executive Director

**Neil Antymis** (Chair),  
Canadian Beverage Association

**Tracy Graham,**  
Manitoba Liquor and Lotteries (Treasurer)

## MMSM Board Committees

### Executive Committee

**Neil Antymis,** Chair  
**Keith McDougall,** Vice Chair  
**Tracy Graham,** Treasurer

### Governance Committee

**Rachel Kagan,** Chair  
**Neil Antymis**  
**Sandy Hopkins**

### Municipal/Industry Program Committee

**Neil Antymis**  
**Lanny McInnes**

### Audit Committee

**Tracy Graham,** Chair  
**Neil Antymis**  
**Keith McDougall**  
**Francis St. Hilaire**

### Communications Committee

**Dwayne Marling,** Chair  
**Phil Elias**  
**Bob Cox**

### Plastic Bag Committee

**Keith McDougall,** Chair  
**Dwayne Marling**  
**Lanny McInnes**



## MMSM Staff

### Left to right

**Sarah Wallace**  
**Martin Racicot**  
**Karen Melnychuk**  
**Lauren Gluck**



**MMSM**  
Multi-Material  
Stewardship Manitoba  
INDUSTRY FUNDING RECYCLING



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Phone: 204.953.2010 • Email: [info@stewardshipmanitoba.org](mailto:info@stewardshipmanitoba.org)

[www.stewardshipmanitoba.org](http://www.stewardshipmanitoba.org)