mmsb
think green

ANNUAL REPORT 2023-24

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MESSAGE FROM THE CHAIR

On behalf of the Board of Directors of the Multi-Materials Stewardship Board (MMSB), I am pleased to present the Annual Report for the 2023-24 fiscal period. This report evaluates MMSB's performance from April 1, 2023, to March 31, 2024, as well as progress towards goals identified in the Strategic Plan for 2023-26. The report was prepared in accordance with the Transparency and Accountability Act as a Category One entity.

This past year has been one of significant achievement and progress, but certainly not without its challenges. Despite facing staffing shortages, the team exhibited exceptional dedication, working tirelessly to fulfill the organization's mandate and see projects through to completion.

Through strategic partnerships with key stakeholders, including governmental agencies, regional waste management authorities, communities, businesses, schools, and local organizations, we have expanded our reach and enhanced our ability to enact meaningful change on a larger scale.

With a focus on streamlined processes and rigorous quality control measures, we have optimized our operations for maximum efficiency. This has enabled us to increase our recycling rates, improve on operational and administrative processes, as well as enhance and expand waste management programs.

A key milestone this past year was the official opening of the tire processing facility in Conception Bay South, operated by Coastal Tire Recycling. As the final phase of a long-awaited in-province solution, this facility is processing tires collected through the Used Tire Management Program in Newfoundland and Labrador.

Our community engagement initiatives have fostered a culture of environmental awareness and responsibility within communities across the province. Through educational programs, outreach events, and advocacy campaigns, we have empowered individuals to take an active role in sustainable living practices.

Looking ahead, we are excited to embark on the next phase of our strategic plan. Building upon the momentum of the past year, we will continue to innovate, collaborate, and lead the way towards a greener, more sustainable future for the province.

As Chair of the Board, my signature below is indicative of the Board's overall accountability for the actual results reported within the 2023-24 Annual Report.

Sincerely,

Dermot Flynn, Chair

OVERVIEW

Established in 1996, the Multi-Materials Stewardship Board (MMSB) supports and promotes sustainable waste management through the development and implementation of waste diversion programs and public education. A Crown Corporation of the Government of Newfoundland and Labrador, MMSB reports to the Minister of Environment and Climate Change. More information can be found at mmsb.nl.ca.

GOVERNANCE AND OPERATIONS

MMSB is governed by a Board of Directors appointed by the Lieutenant Governor in Council. The Board is comprised of representatives from stakeholder groups, as well as members at-large (Appendix A).

Management and staff carry out the day-to-day work of MMSB under the direction of the Chief Executive Officer. MMSB's current corporate structure consists of 21 positions: 19 employees at a head office located in St. John's and two employees at a field office located in Mount Pearl. Of the employees that presently work at MMSB, ten are female and eight are male.

FINANCE

As a self-financed Crown Corporation, MMSB does not receive funding from the Government of Newfoundland and Labrador. In accordance with provincial legislation, its revenues are derived from deposits applied on the sale of ready-to-serve beverage containers, environmental fees applied on the sale of new highway tires and from the sale of recyclable materials collected through diversion programs.

MMSB's operating revenue in 2023-24 was approximately $ 35.4 million. Operating expenditures were approximately $ 33.9 million, with $ 164,278 expended from the Waste Management Trust Fund, which supports the implementation of the Provincial Solid Waste Management Strategy.

MANDATE

MMSB derives its mandate from the **Environmental Protection Act** and accompanying **Waste Management Regulations**. MMSB is mandated through these legislative and policy instruments and guided by the **Provincial Waste Management Strategy** to advance sustainable waste management in Newfoundland and Labrador through waste diversion programs and public education.

The delivery of this mandate is achieved through collaboration with the Departments of Environment and Climate Change, Digital Government and Service NL, Municipal and Provincial Affairs and contracted service providers such as Green Depot operators, as well as with stakeholders such as regional waste management authorities and municipalities.

VISION

A sustainable waste management system that promotes a clean and healthy environment in Newfoundland and Labrador.

LINES OF BUSINESS

In delivering its mandate, MMSB is responsible for two lines of business:

1. WASTE DIVERSION PROGRAMS

MMSB develops, manages, oversees and administers provincial waste diversion programs in accordance with the Waste Management Regulations, as authorized through policy directives issued by the Minister.

MMSB manages and administers two provincial waste diversion programs:

- A province-wide Used Beverage Container Recycling Program administered as a deposit-refund system and financed through deposits applied on the sale of ready-to-serve beverage containers.
- A province-wide Used Tire Management Program administered under specific parameters and financed through an environmental levy applied on the sale of highway tires.

Used Beverage Container Recycling Program – materials bundled and ready for reuse

MMSB works with the Department of Environment and Climate Change to research and develop regulations for industry-led diversion programs that are guided by the principles of extended producer responsibility. Industry-led programs are implemented and managed by producers such as manufacturers, importers and distributors. MMSB ensures industry complies with approved timelines, operational requirements and diversion targets as established in program plans. There are currently industry-led waste diversion programs for waste paint, electronic waste and used oil/glycol.

MMSB collects, analyzes and reports on provincial waste generation and diversion data to further inform and advance waste diversion programs and practices. MMSB is also responsible for offering funding opportunities that help support sustainable communities, business innovation and research.

2. PUBLIC EDUCATION

Awareness of and participation in sustainable waste management practices and programs are critical to ensuring a clean and healthy environment throughout Newfoundland and Labrador. As such, MMSB focuses on reducing, reusing and recycling messaging in the delivery of province-wide public education initiatives supporting a fundamental shift in attitudes and behaviours toward managing waste.

Public education initiatives promote MMSB's Used Beverage Container Recycling Program, Used Tire Management Program and funding opportunities to a range of audiences, including the public, industry stewards and brand owners. MMSB also develops and delivers education programs promoting environmental stewardship among schools, businesses and community groups.

MMSB works with regional waste management authorities to develop and implement education initiatives that inform residents and businesses about local waste management services and programs. Regional support includes strategic planning, advice and development of educational resources to increase awareness and encourage participation in local waste management initiatives.

Community Compost Workshops –
A component of MMSB's public education outreach

MMSB staff provide ongoing research, analytics and planning processes to evaluate public education activities and to assess attitudes and behaviours related to waste reduction, recycling and other waste diversion activities.

2023-24 HIGHLIGHTS & PARTNERSHIPS

NEW RECORD FOR BEVERAGE CONTAINER RECYCLING

The Green Depot Network and residents of the province continue to recycle more and more beverage containers annually. This year over 224 million beverage containers were recycled, beating last year's record high by 5 million more containers.

INCREASED TIRE COLLECTIONS

The Used Tire Management Program collected over 511,000 units during this fiscal, an increase of 8% over the previous fiscal.

IMPROVEMENTS TO SOLID WASTE MANAGEMENT INNOVATION FUND (SWMIF)

Changes to the SWMIF were implemented in 2024, increasing the fund's maximum contribution to $50,000, as well as changing the timing for accepting submissions to ongoing status, to support innovators advancing solid waste management practices in Newfoundland and Labrador.

COMMUNITY WASTE DIVERSION FUND (CWDF)

Approved $197,000 in funding to 19 communities through the CWDF in the 2023-24 fiscal year, which marks the highest funding distribution in any given year since the fund's creation. These projects support community initiatives focused on diverting waste from landfills.

ORGANIZATIONAL BRAND EVOLUTION

After thorough research, a brand redevelopment was recommended, and implementation is underway in the form of an updated logo and a new tagline: "Think Green".

NEW E-LEARNING COMPOSTING COURSE INTRODUCED

Building upon the success of MMSB's digital composting workshops, an online learning course about backyard composting was created and launched to teach residents how to effectively compost. 162 residents completed the course throughout this fiscal.

CHAMPIONS OF A GREENER FUTURE

Leaders of environmental initiatives throughout the province are being celebrated through social and digital media with the Champions of a Greener Future program. These spotlights have become some of the highest-performing posts on MMSB's platforms, providing significant exposure to local innovators and partners, while educating the public about unique sustainability efforts throughout the province.

RESOURCE GUIDE FOR GREEN DEPOT STAFF

A quick reference guide has been created to assist Green Depot staff with material acceptance, contamination management, and other program-related issues. This guide aims to enhance efficiency and improve public education.

REPORT ON PERFORMANCE

The 2023-24 fiscal year marks the first year of MMSB's 2023-26 strategic plan.

In consideration of Government's strategic directions and MMSB's mandate and financial resources, the following areas have been identified as issues for MMSB to be strategically addressed over the next three years:

1. Waste Diversion Program Performance
2. Knowledge, Information and Partnerships
3. Modernizing Program Supports

The goals identified for each strategic priority reflect the results expected in the three-year timeframe. Annual objectives have been identified to help achieve the identified goals. The following section reports on the objectives and indicators for the 2023-24 fiscal year, as well as identifying the objectives and indicators for the next fiscal year.

ISSUE 1: WASTE DIVERSION PROGRAM PERFORMANCE

MMSB manages and administers provincial waste diversion programs and services in accordance with government direction as prescribed in the Waste Management Regulations. MMSB provides waste diversion programs for beverage container and tire recycling.

MMSB also develops and oversees industry-led waste diversion programs ensuring:

- awareness and access for all Newfoundlanders and Labradorians;
- responsible management of materials collected; and
- performance targets are being met.

There are provincial industry-led waste diversion programs established for waste paint, electronic waste, and used oil and used glycol.

MMSB is committed to continuous improvement in the performance of existing waste diversion programs, as well as to the advancement of a new industry-led program for packaging and paper products. With direction from the Minister of Environment and Climate Change, MMSB will continue to identify and develop opportunities to divert more waste from the province's landfills to promote a clean and healthy environment.

2023-26 GOAL

By March 31, 2026, MMSB will have improved performance of waste diversion programs in Newfoundland and Labrador.

2023-24 OBJECTIVE

By March 31, 2024, MMSB will review plans and processes and carry out research to enhance and improve performance in provincial waste diversion programs

2023-24 OBJECTIVE: INDICATORS AND PERFORMANCE

INDICATOR 1: Developed a framework based on stakeholder consultation for an industry-led program for Printed Paper and Packaging (PPP).

MMSB continued to work with industry partners to advance a new industry-led PPP program. Consultations took place in 2022 and 2023 with What We Heard documents released in June 2022 and March 2023.

Additional written submissions were received throughout 2023. Following these submissions a draft framework was advanced to the provincial government for consideration.

INDICATOR 2: Reviewed operational plans and processes for Used Beverage Container Recycling and the Used Tire Management Programs.

MMSB Issued a request for proposals for the transportation and processing of Used Beverage Containers. A long-term contract was awarded to the successful proponent, which incorporates technology that reduces the number of trucks required for collection of bulk containers and offers additional compaction and diversion efforts going forward.

Tires loaded for transport to the new tire recycling facility

In search of long-term markets for plastic sort materials, issued an Invitation to Purchase for the sale of these containers, which will offer further compaction, grinding, and/or co-mingling opportunities in the future to the benefit of Green Depots.

The addition of compactor collection trucks for the Used Tire Management Program has led to an increase in the number of units collected at generator sites. In this fiscal year, over 511,000 units were picked up, the most units being collected in a single year since 2017, resulting in the highest recovery rate since the inception of the Program at 93%.

Approved a Green Depot handling fee increase of 0.2 cents per unit, raising the fee from 4.45 cents to 4.65 cents. This change, which was implemented on April 1, 2023, results in an associated incremental annual operating expense of approximately $419,600.

Reviewed and purchased new computer equipment upgrades for Green Depots in 2023-24 totalling $46,000. These upgrades allow for faster transactions.

Performed annual inspections at the 53 Green Depots across the province for compliance to over 75 requirements outlined under the licensing standards. Infractions can result from several factors such as staff turnover, communication practices or aging infrastructure. During 2023-24, 36 infractions were discovered, an improvement from the

70 found during the previous fiscal year. Infractions centred primarily around updating signage, managing voicemail and Xpress usage. Of the 36 infractions identified, all but 9 have been resolved.

Over 8,100 new Xpress accounts were created in 2023-24, resulting in additional customers experiencing the convenience of drop and go. Xpress and drop-off service has now reached a combined total of 60% of all materials being returned to Green Depots and resulted in over $197,000 in additional funds being paid to Green Depots for efforts surrounding Xpress drop off.

Customer using the Xpress drop off system to tag their recyclables for drop and go service

Following the closures of two Green Depots in Labrador and in conjunction with the search for new operators, implemented a Labrador Allowance for Green Depot Operators in Labrador to offset unique costs of operations in that region.

Approved a six-month pilot project and a $47,600 grant to establish a productivity optimization process to enable Green Depots to better manage their facilities into the future.

MMSB recovered 214.7 million units in the 2023-24 fiscal year. This is the most ever units to date, beating the 2022-23 record amount by almost 5 million units. This equates to 193,405 individual bulk containers being created, handled and shipped with an average of 1,110 units per container.

The recovery rate for the Used Beverage Container Recycling Program was 71.79%, reflecting a 1.39% increase from the previous year. More than 224 million beverage containers were collected in total: over 214.7 million units collected by Green Depots and over 9.37 million were managed by regional authorities through curbside programs.

Transported over 193,000 bulk containers holding an average of 1,110 units from Green Depots to the Used Beverage Container Recycling Program processing facility in 2023-24. Approximately 5,800 of these bulk containers were inspected by quality assurance staff for count accuracy, contamination, mis-sorts, and rejects, which may result in financial penalties to Green Depots. There were 11 instances where depot counts were outside the two percent allowable tolerance, up from six during the previous fiscal.

Utilized close to one full year's generation of tires in the province's first lightweight fill project. This project, as well as upcoming projects, will serve as demonstration projects to promote the use of tire derived aggregate as a civil engineering material within the province.

INDICATOR 3: Renewed stewardship plans for industry led programs for waste paint, electronic waste, and used oil and used glycol.

Worked with all four industry groups responsible for delivery of stewardship programs for waste paint, electronic waste, and used oil and used glycol to advance renewed stewardship plans. Updated plans are pending approval.

Continuous oversight of these extended producer responsibility (EPR) programs produced the following results for the 2023 calendar year:

- Product Care Recycling recovered 188,870 litres of waste paint, an increase of 42% from the previous year.
- Electronic Products Recycling Association collected 688 metric tonnes of electronics, a 6% increase from the previous year.
- Bell Aliant collected 51,731 set-top boxes through the lease/return program.
- The Used Oil Management Association collected 2.07 million litres of used oil and used glycol, 129,848 kgs of containers and 124,518 kgs of oil filters, exceeding regulatory targets for used oil, filters and containers; however, it did not meet targets for used glycol and containers.

INDICATOR 4: Assessed opportunities for new or expanded diversion programs.

Awarded new license Agreements for the operation of Green Depots both in Labrador West and in the Labrador Straits.

Approved a transfer of ownership for the St. Anthony Green Depot.

An internal review of the Solid Waste Management Innovation Fund's (SWMIF) delivery, uptake, and impact from the past 10 years was conducted. Changes to the fund were made in 2024 to foster greater innovation and increase the fund's impact. These changes included increasing the fund's maximum contribution from $15,000 to $50,000 and changing the intake timing from a fixed date to an ongoing process.

Solid Waste Management Innovation Fund Announcement
Left to Right: Aneesh Raghupathy (CEO/Co-Founder with SmartBin, and 2023 SWMIF Recipient), Hon. Bernard Davis (Former Minister of Environment and Climate Change), Charles Bown (CEO, MMSB), Dermot Flynn (Chair, MMSB), and Johan Arcos Mendez (CEO with InVerte and 2023 SWMIF Recipient)

Since 2005, MMSB has collaborated with communities in Newfoundland and Labrador to make backyard compost bins available to residents at reduced prices. Over 36,000 compost bins have been distributed to

households throughout the province since the program's inception. In 2023-24, the program was expanded to include different types of bins that can accommodate small-scale community compost projects. Over 700 backyard and community bins were ordered with 12 participating communities and six community groups.

Held an in-person Green Depot Professional Development Session in November 2023, attended by 21 operators representing 27 depots and 6 sub depots. The session provided education on valuable topics such as customer service, an information management review, and was an opportunity for depot operators to share common concerns and challenges, which lead to improved operations going forward.

Approved eight additional categories to the designated list of electronic products that industry will be responsible for recycling under the existing e-waste regulations. This will harmonize Newfoundland and Labrador's e-waste regulations with other provinces in Atlantic Canada. The Electronic Products Recycling Association (EPRA) will become responsible for collecting and recycling these items 120 days after its new stewardship plan is approved in 2024. The new categories are:

- Floor and carpet care appliances
- Garment care appliances
- Appliances for counter-top cooking
- Devices for cutting food items and opening or sealing containers or packages
- Devices for measuring time
- Personal care appliances
- Scales
- Portable air treatment appliances

INDICATOR 5: Reviewed and enhanced communications and resources to support program performance.

Refreshed multi-media campaign to promote the recycling of tires.

- Developed a new creative approach for tire campaign to promote the recycling of tires.
- New assets for social media, digital ads, radio and TV were created and in market to align with the Fall Tire changeover season.

Promoted the new in-province tire recycling solution.

- Hosted a grand opening for the new tire facility for government, media and stakeholders.

Dermot Flynn (Chair, MMSB) and Hon. Bernard Davis (Former Minister of Environment and Climate Change) at Coastal Tire Recycling, the new in-province tire recycling facility

- Created a video to highlight the new in-province tire recycling solution. This video will be housed on MMSB's website and social media platforms.
- Commenced development of a new targeted social media tire business campaign that will promote the uses and benefits of tire derived aggregate in the province to be launched in Q1 of 2024-25 fiscal year.

Enhanced existing and created several new public education resources and assets to support the Beverage Container Recycling Program and promote Green Depot services. These included:

- Continued promotion of the Make it Count 2.0 campaign, which focuses on recycling and its benefits.
- Launched an aluminum campaign during the summer of 2023. The campaign was supported through social media and digital ads.
- Continued to use email marketing to reach Xpress users to promote and inform operational information related to depot services, proper preparation of materials, what's accepted and what becomes of materials.

Continued to generate strong awareness and engagement in the Beverage Recycling Program and Green Depot brand through Google digital advertising platforms. This resulted in an average of 307 visitors per day to the Green Depot NL website and 192,803 pageviews, up 155,000 from the previous year. The breakdown of top webpage views included:

- Homepage - 36,810
- What's Accepted - 27,340
- Make It Count - 16,399
- Find a Green Depot - 10,045

Identified new resources for Green Depot employee training and education to uphold program standards and improve customer service.

Local and provincial leaders gathered with MMSB representatives to celebrate the grand opening of the Coastal Tire Recycling facility

Continued audit of Green Depot signage and resources. Visited select depots in various locations across the province. New signage and resources to be developed based on results of audit.

Official signage shown on the exterior of a Green Depot building

Completed a review of the sub-account service provided to schools through the Green Depot network. Identified efficiencies that would improve the management and administration of the program. Will work with schools to implement operational enhancements in next fiscal for 2024-25 school year.

Continued support for consultations and engagement for an Electronics Product Recycling (EPR) program for Printed Paper and Packaging (PPP).

- Supported distribution of materials to stakeholders.
- Performed website updates as required pertaining to PPP updates.
- Supported consultation event logistics.

Worked with industry and other stakeholders to promote programs and increase diversion of materials.

- Partnered with Electronic Products Recycling Association to recognize the 10-year anniversary of the provincial electronics recycling program.
- Continued website updates based on program changes and requests.

Electronics Product Recycling Association 10-year Anniversary Event

Discussion of Results

Waste diversion programs continue to increase volumes of materials being diverted from landfill. The first year of the strategic plan entailed reviews and new pilots in long-standing programs, continued consultation towards the renewal of industry run stewardship plans and the advancement of framework for a printed paper and packaging (PPP) industry program. Each of these respective areas will enhance program performance going forward.

2024-25 OBJECTIVE

By March 31, 2025, MMSB will advance initiatives and work with stakeholders to improve performance in provincial waste diversion programs.

Indicators:

1. Continued with operational and process support for the Used Beverage Container Recycling and the Used Tire Management Programs.
2. Continued work with industry on improvements to their stewardship plan renewals for waste paint, electronic waste, and used oil and used glycol.
3. Continued review and implementation of new opportunities to expand diversion programs.
4. Supported communications and resources to increase program performance.

ISSUE 2: Knowledge, Information & Partnerships

Effective stakeholder engagement is crucial to the advancement of sustainable waste management practices and is therefore a critical component of MMSB's strategic plan. Residents, communities, schools, industries, Green Depot operators, regional waste management authorities, businesses and government all share responsibilities in advancing sustainable waste management practices in Newfoundland and Labrador.

Effective stakeholder engagement involves:

- Proactively communicating with stakeholders.
- Developing strategic public education campaigns and initiatives to promote sustainable waste management behaviours and activities to residents.
- Providing strategic counsel and support to help with the implementation of community, regional, provincial and national goals.
- Advising on the development and enhancement of programs, services and resources using research and waste generation, composition, disposal and diversion data.
- Ensuring stakeholders work together to make decisions that deliver enhanced and sustainable solid waste management programs for Newfoundlanders and Labradorians.
- Offering meaningful funding programs to support stakeholder initiatives to advance waste diversion.

MMSB will strive for increased knowledge and will mobilize information and resources to support its stakeholders over the next three years to advance sustainable waste management practices.

2023-26 GOAL

By March 31, 2026, MMSB will have advanced sustainable waste management practices through enhanced public education, funding opportunities and partnerships.

2023-24 OBJECTIVE

By March 31, 2024, MMSB will have commenced planning and research to increase waste diversion and advance sustainable waste management practices through strengthened public education initiatives, funding opportunities and partnerships.

2023-24 OBJECTIVE: INDICATORS AND PERFORMANCE

INDICATOR 1: Created a new research plan for provincial and regional programs to support the development and growth of diversion opportunities.

The development of a new plan for specific market research for diversion programs was moved to commence in the next fiscal year.

MMSB faced capacity challenges this fiscal year due to staffing turnover, resulting in the project being put on hold.

INDICATOR 2: Identified opportunities to strengthen brand awareness and trust for MMSB's brands.

Research was conducted to support the realignment/strengthening of a brand strategy.

A brand survey was developed and executed to provide comparative results over the past three years. Interviews were conducted with primary stakeholders to gain understanding of the organization's goals and objectives. The output of the research was integrated into the brand strategy, which established a comprehensive outline and examination of the organization's brands. This included a formulization of how the brands work, which supported an evolution of the current MMSB brand.

The brand evolution consisted of an updated logo and new tagline, "Think Green," which would position MMSB as one stand alone brand, bringing clarity to its role in waste management amongst the public. The brand evolution will further support the redevelopment of one unified, new and refreshed website.

As part of strengthening the brand, any new marketing materials and corporate assets will reflect the evolved logo and new tagline.

A redevelopment plan began in support of the launch of a singular new website that would combine three of MMSB's current sites and streamline information and resources.

New promotional pop-up banners reflecting brand evolution

The plan included a content audit, implementation, testing and a launch. The content audit and development of the test site has commenced. Further testing and implementation will continue into fiscal 2024-25.

Developed a new media plan for next fiscal and investigated new marketing tactics that would support MMSB diversion programs and increase public education reach while strengthening the brand.

The media plan outlines regular marketing tactics as well as recommendations on new opportunities to broaden the educational reach of MMSB's and provincial waste diversion programs as well as strengthen the identity of the MMSB brand.

INDICATOR 3: Developed a province-wide strategic public education plan to raise awareness and inspire action amongst residents.

Developed a three-year operational public education plan to identify initiatives that will help meet the goals laid out in the 2023-2026 Strategic Plan. The operational plan provides a high-level overview of projects, activities and planning that will take place over the three-year period in support of the strategic plan.

Continued development and use of content to promote composting.

- Celebrated International Compost Awareness Week from May 7 to 13, 2023, with a campaign to promote backyard composting and raise awareness about the impact of organic waste. Activities included sharing compositing tips and information through MMSB social media channels and a backyard compost bin giveaway. The contest generated significant interest among residents and was one of top performer posts on the MMSB Facebook page, with a reach of 33,000, 643 post reactions, 540 comments and 388 shares.
- A second contest was offered to municipalities, local service districts and community organizations to enter to win one of three small-scale community compost bins. With an increase of community gardens, this contest was an introduction into community composting and the interest in larger bins.
- Commenced the development of a new brochure for backyard composting to be distributed in next fiscal year.
- Supported awareness of the Compost Bin Distribution Program through webpage updates and email marketing to communities across the province.

Facebook post showcasing the backyard compost bin giveaway promotion

Celebrated Circular Economy Month during October 2023, which included Waste Reduction Week from October 16-21.

- MMSB launched an online initiative aimed at offering educational materials and practical tips on how Newfoundland and Labradorians could contribute to reducing waste.
- Additionally, special theme days of Waste Reduction Week were highlighted which were dedicated to awareness of food waste, recycling, composting, and reusing.

- During the month, MMSB featured local champions and innovators who are leading our province to a greener future.
- To engage with residents, there were also online giveaways supporting sustainable activities at home.
- MMSB also partnered with the Department of Environment and Climate Change in a news release.

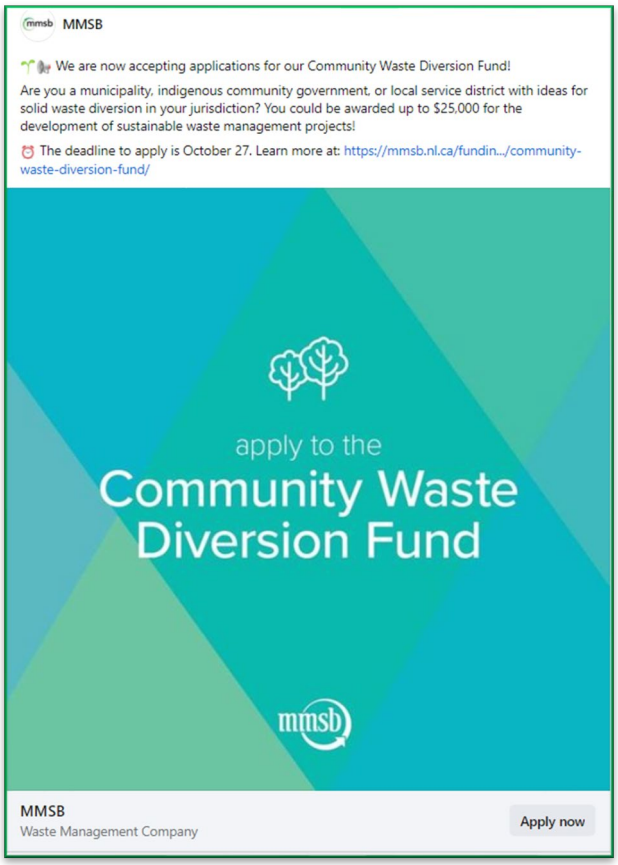
Continued to recognize and support designated annual days through online social posts. These included: Earth Day, Environment Week, World Oceans Day and Global Recycling Day. The recognition of these days promotes sustainable waste management practices.

Continued to promote waste reduction through social media around the holiday season.

Continued to build public awareness and engagement with the public, schools, businesses and community organizations through the offering of 13 presentations and education sessions. Sessions covered composting, recycling and/or an overview of MMSB. In total, over 300 people were reached.

Enhanced the marketing plans for Solid Waste Management Innovation Fund (SWMIF) and Community Waste Diversion Fund (CWDF).

- Increased social media promotion of the CWDF. Marketing efforts and information focused on the increase in funding and highlighting past recipients. Continued traditional e-mail marketing. Webpage updates were completed to support the program changes.



Community Waste Diversion Fund promotional Facebook post

- A digital marketing campaign was developed and launched in support of the SWMIF. New creative assets were developed and reflected the evolved logo. This paid marketing campaign included social media promotion, digital ads on VOCM and digital ads through Saltwire for a six-week period. Webpage updates were completed to support the program changes. The goal was to increase the awareness of the funding program changes and increase proposal submissions.

INDICATOR 4: Improved digital communications and e-learning tools to increase engagement with the public and partners.

Offered 8 online composting workshops for communities promoting backyard composting to their residents and to the business community. The workshops were hosted by MMSB and reached over 100 people.

Developed, launched and promoted a new e-learning composting course. The new e-learning resource is an interactive course that teaches residents how to effectively make compost using a tumbler or bin in their backyard. Residents receive a certificate upon successfully completing the course. 162 people completed the course in this fiscal year.

Promotional design used for advertising new e-learning composting course

Continued to make all education resources more accessible with the addition of more digital assets to the website. This includes brochures and guides for waste diversion programs and projects with partners. Continued to work with Western Regional Waste Management on the development of a Waste Hauler Training Pilot Program.

Continued to generate strong awareness and engagement in sustainable waste management through Google digital advertising platforms, which resulted in an average of 215 visitors per day and 92,485 pageviews on Rethink Waste NL links. These metrics were slightly down from the previous year but still on par with advocacy industry benchmarks.

Top pages align with marketing activities:

- Illegal Dumping - 18,511
- Rethink Tires - 14,654
- Homepage - 12,728
- Rethink Tires - 6,075
- Champions - 3,370

Experimented with native ads for the first time in 2023-24. Experienced solid results at the current investment level. This resulted in 568,008 viewable impressions, 2,736 clicks, 0.48% click-through rate.

Experienced steady social media engagement with a reach of 527,000. Much of this success is connected to the Champions for a Greener Future recognition and composting messaging.

INDICATOR 5: Assessed, supported and created key partnerships to advance sustainable waste management practices and education.

Through the Waste Management Trust Fund, MMSB supported a partnership with econext to undertake its Value from Waste Initiative. This initiative worked to identify and facilitate the development of collaborative projects between business, academia, government, and community that can result in creating value from waste. In 2023-2024, econext has collaborated with the agriculture, film and craft industries, and academics to advance the initiative.

MMSB participated in and contributed to the Canadian Council of Ministers of the Environment (CCME) working group on assessing policy options and best practices to improve the end-of-life management of fishing and aquaculture gear.

Continued promotion of Recycle @ Home campaign with existing assets through digital and traditional marketing. Assisted two regional waste management authorities to enhance marketing opportunities and use of campaign resources for respective service areas. Continued to make updates to website in support of the campaign home page.

Through the Harris Centre's MMSB Waste Management Applied Research Program, a relationship database structure was built for the purpose of understanding organic waste volumes, qualities and locations in Newfoundland and Labrador from the Forestry, Fisheries, Aquaculture, Agriculture, and Municipal/Residential sectors.

As a member of the Beverage Container Recycling Network of Canada, MMSB continued to participate in leadership and marketing and communications meetings to discuss key priorities and strategies to enhance beverage container recycling. A plastic beverage container focused marketing campaign was developed collectively with support provided from each participating provincial organization. The social media campaign consists of two content posts per month in conjunction with other designated dates of importances, as well as an overall education goal supporting the importance of recycling plastic beverage containers. The campaign will commence in quarter one of the new fiscal and run for nine months on each provincial organization's Facebook page.

MMSB continued to build upon its 'Champions for a Greener Future' campaign,

Champions of a Greener Future - Social media spotlight featuring Project R3D, a student-led social enterprise transforms plastic bottles and old fishing nets into 3D printer material

which recognizes organizations and individuals that are environmental leaders. This fiscal, four champions were recognized on social media platforms, tapping into various provincial networks to increase engagement and help inspire sustainable waste management practices.

Conducted waste audits for various sectors including government, private, and municipal waste streams to identify potential waste reduction areas and diversion opportunities both from curbside collections as well as from business generators.

Created new marketing materials for illegal dumping and littering to support the partnership with Crime Stoppers for the three-year partnership. These included digital marketing and social media assets. The new campaign is set to launch in next fiscal.

Continued to look for new partnerships and identify opportunities to enhance the reach of public education action items.

Participated in four events which included the annual conference and tradeshow for the Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE) and Municipalities Newfoundland and Labrador (MNL); as well as local events for the Farm and Market Agriculture Day in Clarenville and the Zero Waste Event in St. John's.

MMSB's tradeshow booth setup at the Municipalities Newfoundland and Labrador event

Continued participation in meetings with the Atlantic Harmonization Group discussing priorities in Atlantic Canada for waste diversion, oversight and harmonization of regulations.

Attended the Canadian Association of Tire Recycling Agencies (CATRA) Annual Members Meeting and joined the national Data & Reporting Committee responsible for establishing benchmarking/KPIs and best practices.

Hosted a contingent of 4 representatives from Recycle NB in December 2023 showcasing NL's Used Beverage Container Recycling Program.

Continued a partnership with the Miss Achievement Newfoundland and Labrador Leadership Program by providing financial support for the environmental scholarship. This scholarship is presented to a program participant who demonstrates exceptional commitment to sustainability and outstanding contributions to the protection, conservation, and improvement of the environment.

Discussion of Results

As part of its 2023-24 priority two objective, MMSB began the brand awareness process, as research supported the need for realignment and strengthening of the organization's brand strategy. To increase awareness and action amongst residents, a three-year operational public education plan was developed, and implementation of this plan has begun. MMSB continued to find new ways to build public awareness and engagement with the public, schools, businesses and community organizations via our social media channels, web presence, outreach, and new e-learning platforms. MMSB will continue to look for new opportunities and support existing partnerships through key public education campaigns

2024-25 OBJECTIVE

By March 31, 2025, MMSB will have advanced its strategic public education plan and strengthened partnerships to support greater waste diversion and sustainable waste management practices.

Indicators:

1. Created a new research plan for provincial and regional programs to support the development and growth of diversion opportunities.
2. Strengthened brand awareness and trust for MMSB's brands.
3. Implemented a province-wide strategic public education plan to raise awareness and inspire action amongst residents.
4. Supported digital communications and e-learning tools increasing engagement.
5. Continued support with key partners advancing sustainable waste management practices and education.

ISSUE 3: Modernizing Program Supports

It is critical that MMSB supports the development and creation of new and innovative technology, processes and practices to provide quality, modern and sustainable diversion programs and public education.

Over the next three years, MMSB will enhance its financial practices, information technology (IT) and human resource management strategies to ensure the delivery of modern programs and initiatives to its stakeholders. MMSB will position itself to advance sustainable waste management practices and offer quality, accessible diversion programs and opportunities.

2023-26 GOAL

By March 31, 2026, MMSB will modernize and enhance technology, practices and processes to improve the sustainability of its waste diversion programs and practices.

2023-24 OBJECTIVE

By March 31, 2024, MMSB will have assessed and created new plans for modernizing its technology, practices and processes to improve sustainability of MMSB programs.

2023-24 OBJECTIVE: INDICATORS AND PERFORMANCE

INDICATOR 1: Completed a comprehensive review of administrative, compliance and financial processes and practices to identify opportunities for improvement and modernization.

Conducted moderated Strategic Planning sessions with employees, management, Board members and other key stakeholders to seek input towards a new three-year Strategic Plan.

Commenced a detailed Accounts Receivable (AR) project to identify and enhance AR processes leading to smoother operations, financial management and administration.

Began the process of migrating paper cheque paying customers to Electronic Funds Transfer.

Enhanced the customer outreach process to verify remittances prior to data entry and payments. Enforced an internal separation of roles and responsibilities in the remittance procedure, such that a dedicated staff member is assigned to enter remittances, and another is assigned to verify the information. This ensures all customer payments are applied immediately and accurately, while also augmenting financial data integrity.

Increased remitter compliance by concentrating on risk assessment, which included:

- Screening those audits which posed more risks.
- Reviewing internal remitters list with specific focus on non-remitters and late remitters. This contributed to a data clean-up of the registry and removal of inactive registrants.

INDICATOR 2: Created a plan to assess IT modernization in support of program delivery and business continuity

Began a review of the information technology (IT) platform servicing the Green Depot network and Hebert's Recycling Inc., to enhance and modernize the Used Beverage Container Recycling Program. MMSB consulted with other provincial jurisdictions to obtain comparative understandings of similar and distinctive IT solution characteristics that have potential for adaptation and solution resilience.

Assessed Program system integration and data integrity to create a roadmap for reducing technological, human, and operational errors in Program data collection, handling, and processing for better alignment with physical inventory.

Reviewed and implemented modifications to the Tire Collections administration portal to address a new Collection and Transportation Agreement for Used Tires.

Consulted with Green Depot operators to broaden their awareness and accessibility, as well as seek feedback for enhancing the Green Depot administration portal to better service their needs.

A Green Depot staff member utilizes the administration portal

Commenced a review of service provider responsibility for the provision of computer hardware and other necessary provisions to service the beverage container collection and processing contract. Transitioning of hardware ownership and improved support options are being considered to better leverage our vendors of record.

INDICATOR 3: Researched and created a new integrated human resource management plan to modernize employee relations practices.

Commenced work with a human resources consultant for assistance with updated policies and procedures for employee onboarding, departures, and succession planning.

Successfully negotiated and signed a new three-year Collective Agreement with unionized staff.

The development of the integrated human resource management plan has been delayed due to staffing turnover. Progress will resume on this initiative in the next fiscal year.

INDICATOR 4: Began research on opportunities to modernize communication and technological structures to support employees and programs.

Leveraging the existing vendor of record technologies, with support from outsourced consultants, configured and evaluated a new Leave Administration software module for potential adaption.

Researched multiple vendor offerings, procured, and migrated from traditional telephony landlines to a new Voice Over IP network-based Telephony solution offering greater employee mobility and efficiency.

Implemented a new and enhanced Board Meeting management solution for improved Board level engagement and collaboration.

Discussion of Results

Despite recent role vacancy challenges, progress has been made for the 2023-24 objective of modernizing MMSB's technology, practices, and processes. An initial review of administrative, compliance, and financial processes led to modernization initiatives such as shifting from paper cheques to electronic funds transfers and enhancing financial data integrity. While the creation of a new human resource management plan was delayed, progress was made in negotiating a new Collective Agreement and working with a human resources consultant to update internal staff policies. Additionally, adopting new communication technologies, such as a modern telephony and board engagement platform, have supported the goal of modernizing our communication structures.

2024-25 OBJECTIVE

By March 31, 2025, MMSB will have advanced plans and initiatives for modernization of its technology, practices and processes to improve the sustainability of MMSB programs.

Indicators:

1. Continued to enhance new administrative, compliance and financial processes and practices to improve and modernize procedures.
2. Began implementation of IT modernization practices to support program delivery and business continuity.
3. Researched and created a new integrated human resource management plan to modernize employee relations practices.
4. Continued work on modernizing communication and technological structures to support employees and programs.

CHALLENGES AND OPPORTUNITIES

During the first year of the 2023-26 Strategic Plan, MMSB experienced staff turnover that affected the initiation and completion of several projects during the fiscal year. Ongoing recruitment efforts are focused on filling these key roles to restore momentum in MMSB's initiatives to modernize and enhance internal practices and processes. Addressing these staffing challenges is crucial for advancing waste diversion efforts across Newfoundland and Labrador.

The establishment of long-term contracts for both the beverage container and used tire recycling programs presents a significant opportunity for MMSB. These contracts, negotiated with shared responsibilities, provide stability and security during a period of rising costs and uncertainty. This strategic move ensures ongoing commitment to and continuous improvement of these vital programs. By solidifying these agreements, MMSB can focus on enhancing recycling efforts, driving innovation, and delivering greater benefits to the residents of Newfoundland and Labrador. This approach not only secures the future of these recycling initiatives but also positions MMSB to effectively manage costs and navigate industry challenges.

Support for the Green Depot network continues to pose challenges. Ensuring quality infrastructure remains in place at Green Depots as operators cope with aging buildings and increased maintenance costs will require oversight and support from MMSB through infrastructure loans when required. Succession planning for the Green Depot network will be crucial as closures impact the access to recycling services to areas of the province. MMSB will continue to enhance its Licensing Standards and Best Practices to ensure accessibility requirements are met for new locations and buildings and will look to broaden the training opportunities with Green Depot staff to help improve the customer experience as well as the efficiency of the beverage program.

More focus will be given to the MMSB brand to allow for clarity and awareness of who we are and what we do as an organization. MMSB will continue to look for opportunities to create new partnerships with communities and businesses to advance the mandate of the organization as well as new and improved marketing and education objectives that will result in increased opportunities for digital education, reducing geographical barriers.

Through collaboration with our partners, regional authorities, communities, and other stakeholders we aim to innovate, streamline operations, and elevate program delivery. Through a proactive and adaptable approach, we maintain confidence in our capacity to surmount these obstacles, capitalize on opportunities, and sustain effective service to the residents of Newfoundland and Labrador.

APPENDIX A – BOARD OF DIRECTORS 2023-24

Established in 1996, the Multi-Materials Stewardship Board (MMSB) is a Crown Agency that operates arms-length from Government with an independent Board of Directors appointed by the Lieutenant Governor in Council. The Board composition as of March 31, 2024 was:

- Derm Flynn, Chairperson, Appleton
- Valerie Snow, Deputy Minister, Environment and Climate Change
- Tony Chubbs, Member-at-Large, Happy Valley-Goose Bay
- Maisie Clark, Consumer Representative, Campbellton
- Dale Colbourne, Municipalities Newfoundland & Labrador Representative, St. Lunaire Griquet
- John Patten, Distributor Representative, President, Browning Harvey, St. John's
- Michele Peach, Member-at-Large, Bay Roberts
- Sheldon Peddle, Member-at-Large, Corner Brook
- Wayne Power, Member-at-Large, Freshwater

Remuneration of Board Members has been set by the Lieutenant Governor in Council at $145/full day meeting and $70/half-day meeting, plus travel expenses, consistent with MMSB's designation as a Level 1 Board/Commission/Agency.

APPENDIX B – AUDITED FINANCIAL STATEMENTS

Financial Statements of

Multi-Materials Stewardship Board

Year ended March 31, 2024

Management's Report

Management's Responsibility for the Financial Statements

The financial statements have been prepared by management in accordance with Canadian Public Sector Accounting Standards, and the integrity and objectivity of these statements are management's responsibility. Management is responsible for the notes to the financial statements and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is responsible for implementing and maintaining a system of internal control to provide reasonable assurance that reliable financial information is produced.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control. The Board views internal financial reports on a regular basis and externally audited financial statements yearly.

BDO Canada LLP conducts an independent examination, in accordance with Canadian generally accepted auditing standards, and expresses their opinion on the financial statements. BDO Canada LLP has full and free access to financial information and management of the Multi-Materials Stewardship Board and can meet as required.

On behalf of the Multi-Materials Stewardship Board

Dermot Flynn
Chair of the Board of Directors

Michele Peach
Chair of the Audit Committee

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Independent Auditor's Report

To the Board of Directors of Multi-Materials Stewardship Board

Opinion

We have audited the financial statements of the Multi-Materials Stewardship Board, (the "Board"), which comprise the statement of financial position as at March 31, 2024, and the statements of operations and accumulated operating surplus, changes in net financial assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Board as at March 31, 2024, and the results of its operations, and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Board in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The financial statements of the Multi-Materials Stewardship Board for the year ended March 31, 2023 were audited by another practitioner who expressed an unmodified opinion on those financial statements on June 16, 2023.

Other Information

Management is responsible for the other information. The other information comprises the information, other than the financial statements and our auditor's report thereon, in the Annual Report 2023-2024.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We obtained the Annual Report 2023-2024 prior to the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, 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.

In preparing the financial statements, management is responsible for assessing the Board’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Board or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Board’s financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit 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 Board's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Board to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants

St. John's, Newfoundland and Labrador
June 24, 2024

Multi-Materials Stewardship Board

Financial Statements
Year ended March 31, 2024

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Multi-Materials Stewardship Board

Statement of Financial Position
March 31, 2024

	2024	2023
Financial Assets		
Cash and cash equivalents (Note 4)	$ 13,243,286	$ 11,279,804
Accounts receivable net of allowance for doubtful accounts of $58,922 (2023 - $58,922)	4,286,513	3,166,037
HST receivable	319,514	547,181
Notes receivable (Note 5)	104,135	44,135
Inventory for resale	72,402	90,629
Investments (Note 6)	12,911,624	13,024,384
	30,937,474	28,152,170
Liabilities		
Accounts payable	1,509,571	878,398
Other payable and accrued liabilities (Note 7)	1,672,104	1,646,724
Deferred used beverage container deposits	3,322,468	2,589,450
Grants payable	663,715	890,858
Unearned government transfers revenue (Note 8)	127,085	121,538
Performance bond payable	904,244	899,244
	8,199,187	7,026,212
Net Financial Assets	22,738,287	21,125,958
Non Financial Assets		
Tangible assets (Schedule 4)	1,135,480	1,222,931
Prepaid expenses	83,384	95,742
	1,218,864	1,318,673
Net assets and accumulated surplus	$ 23,957,151	$ 22,444,631

Commitments (Note 12)

Approved on behalf of the Board of Directors:

Chairperson

Michele Peach

Director

The accompanying notes are an integral part of these financial statements.

Multi-Materials Stewardship Board

Statement of Operations and Accumulated Operating Surplus
Year ended March 31, 2024

	Budget	2024	2023
Revenues			
Used beverage container program deposits	$ **24,482,992**	$ **27,082,644**	$ 24,784,442
Used beverage container by-product revenue	**2,608,000**	**3,447,146**	4,680,912
Used tire program deposits	**2,941,508**	**3,190,196**	3,220,888
Milk packaging program	**197,500**	**394,434**	272,445
Miscellaneous income	**22,500**	**128,716**	262,580
Interest income	-	**1,163,289**	693,872
Provincial Solid Waste Management Strategy	-	-	35,910
	30,252,500	**35,406,425**	33,951,049
Expenses			
Used beverage container program (Schedule 3)	**24,488,057**	**27,451,721**	25,607,794
Used tire program (Schedule 3)	**3,147,251**	**3,304,779**	3,614,681
Administrative expenses (Schedule 1)	**2,554,271**	**2,350,971**	2,149,856
Public education expenses (Schedule 2)	**535,000**	**601,159**	654,435
Grant disbursements	**505,000**	**164,278**	260,769
Program operations (Schedule 3)	**250,000**	**20,996**	116,022
Provincial Solid Waste Management Strategy	**-**	-	35,910
	31,479,579	**33,893,904**	32,439,467
Annual Operating Surplus	$ **(1,227,079)**	$ **1,512,521**	$ 1,511,582

The accompanying notes are an integral part of these financial statements.

Multi-Materials Stewardship Board

Statement of Changes in Net Financial Assets
Year ended March 31, 2024

	2024	2023
Annual Operating Surplus	**$ 1,512,521**	$ 1,511,582
Acquisition of tangible capital assets	**(78,354)**	(39,418)
Amortization of tangible capital assets	**165,806**	174,744
Decrease in prepaid expenses	**12,358**	(23,269)
Increase in net financial assets	**1,612,331**	1,623,639
Net Financial Assets, Beginning of Year	**21,125,956**	19,502,317
Net Financial Assets, End of Year	**$ 22,738,287**	$ 21,125,956

The accompanying notes are an integral part of these financial statements.

Multi-Materials Stewardship Board

Statement of Cash Flows
Year ended March 31, 2024

	2024	2023
Operating Activities		
Annual operating surplus	**$ 1,512,521**	$ 1,511,582
Amortization of tangible capital assets	**165,806**	174,743
Changes in:		
Accounts receivable	**(1,120,476)**	438,381
HST receivable	**227,667**	(199,882)
Notes receivable	**(59,999)**	(13,635)
Prepaid expenses	**12,358**	(23,269)
Inventory for resale	**18,226**	61,977
Accounts payable	**631,173**	314,138
Other payables and accrued liabilities	**25,379**	(519,496)
Grants payable	**(227,143)**	(390,266)
Unearned government transfers	**5,547**	-
Deferred bottle deposit revenue	**733,017**	(86,371)
Performance bonds payable	**5,000**	494,338
Cash provided by operating activities	**1,929,076**	1,762,240
Capital Activities		
Acquisition of tangible capital assets	**(78,354)**	(39,417)
Cash used by capital activities	**(78,354)**	(39,417)
Investing Activities		
Purchase of investments	**112,760**	(12,622,632)
Cash provided (used) by investing activities	**112,760**	(12,622,632)
Change in cash and cash equivalents	**1,963,482**	(10,899,809)
Cash and cash equivalents, beginning of year	**11,279,804**	22,179,613
Cash and cash equivalents, end of year	**$ 13,243,286**	$ 11,279,804

The accompanying notes are an integral part of these financial statements.

1. Nature of operations

The Multi-Materials Stewardship Board (the "Board") is a statutory corporation established pursuant to The Environmental Protection Act. The Board manages the Used Beverage Container Recycling Program, the Used Tire Management Program and the Newfoundland and Labrador Waste Management Strategy in the Province of Newfoundland and Labrador and is mandated to support and promote the protection, enhancement and wise use of the environment through waste management programs. The Board is a government organization and reports to the Minister of Environment and Climate Change. The Board is exempt from income taxes under section 149(1)(d) of the Canadian Income Tax Act.

2. Summary of significant accounting policies

Basis of accounting

The financial statements of the Multi-Materials Stewardship Board (the "Board") are prepared in accordance with Public Sector Accounting Standards ("PSAS"), as established by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada ("CPA Canada").

Cash and cash equivalents

Cash and cash equivalents include cash on hand, balances with banks and short term deposits with original maturities of three months or less. Cash and cash equivalents also include a balance of $104,911 (2023 - $100,688) in restricted cash related to the Newfoundland and Labrador Waste Management Strategy.

Inventories for sale

Inventories, which are comprised of aluminium beverage containers, are valued at net realizable value, with net realizable value being determined using the current market prices.

2. Summary of significant accounting policies (continued)

Tangible capital assets

Tangible capital assets are stated at cost, less accumulated amortization. Amortization is provided using the following methods and annual rates:

Asset	Basis	Rate
Used beverage equipment	Declining-balance	30%
Office furniture and equipment	Declining-balance	20%
Computer hardware	Declining-balance	30%
Computer software	Declining balance	30%
CRM software and development	Declining-balance	10%
MIS software and development	Declining-balance	30%
Bags and tubs	Declining-balance	30%
Infrastructure assets	Straight-line	20 years
Tire yard equipment	Straight-line	10 years

Impairment of long-lived assets

When a tangible capital asset no longer has any long-term service potential to the Board, the excess of its net carrying amount over any residual is recognized as an expense in the statement of operations.

Revenue Recognition

Used tire program deposit revenue includes amounts collected as a levy on tire sales. Used beverage container program deposit revenue includes both a levy and a refundable deposit. Revenue from a levy has no direct transfer of goods or services to the payor, which is a non-exchange transaction. Levies are recognized immediately by the Board when collection is reasonably assured. Revenue from the refundable deposits are recognized when the related performance obligation is satisfied and collection is reasonably assured. The performance obligation is satisfied when the beverage containers have been returned for recycling and the refund is paid to the consumer. A liability for deferred used beverage container deposits has been estimated, based on historic claims from third party recycling collectors, at 69% (2023 - 69%) of the past sixty days of deposits received from distributors.

Used beverage container by-product revenue is recognized upon shipment and when all significant contractual obligations have been satisfied and collection is reasonably assured. Other income is recognized as earned.

2. Summary of significant accounting policies (continued)

Government transfers

Government transfers are recognized as revenue in the financial statements when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Government transfers include funds received in relation to the Provincial Waste Management Strategy related to expenditures for strategic communications development, and restricted grant contributions. The funding is repayable if not fully spent on the projects.

Use of estimates

In preparing the Board's financial statements in conformity with PSAS, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of revenue and expenses during the period. Items requiring the use of estimates include the accrual for deposits outstanding at year end, useful life of tangible capital assets, rates of amortization and impairment of long-lived assets, accrued stockpile costs and accrued liability based on estimated recovery rate and days outstanding.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from these estimates.

Expenses

The Board recognizes expenses on an accrual basis. The cost of all goods consumed and services received during the period is expensed. Grant disbursements to third parties are accounted for as government transfers. Grant disbursements that are financing arrangements are recorded as expenses when they are approved by the Minister. Grant disbursements that are reimbursement arrangements are recorded as expenses when the expenditures have been incurred by the recipient and the eligibility criteria have been met.

2. Summary of significant accounting policies (continued)

Foreign currency translation

Transactions denominated in foreign currencies are recorded in Canadian dollars at exchange rates in effect at the related transaction dates. Monetary assets and liabilities denominated in foreign currencies are adjusted to reflect exchange rates at the year end date. Exchange gains and losses arising on the translation of monetary assets and liabilities are included in the determination of income.

Financial instruments

Cash and cash equivalents, accounts receivable, notes receivable, investments, accounts payable and accrued liabilities, grants payable and performance bonds payable are initially measured at fair value and subsequently measured at cost or amortized cost. The carrying amount of each of these financial instruments is presented on the statement of financial position.

For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense.

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the statement of operations. Previously recognized impairment losses are reversed to the extent of the improvement provided the asset is not carried at an amount, at the date of the reversal, greater than the amount that would have been the carrying amount had no impairment loss been recognized previously. The amounts of any write-downs or reversals are recognized in net annual surplus.

Transaction costs are added to the carrying value for financial instruments measured using cost or amortized cost.

3. First-time adoption

On April 1, 2023, the Board adopted Public Sector Accounting Standard PS 3400 Revenue. This new accounting standard establishes standards on how to account for and report on revenue. Specifically, it differentiates between revenue arising from transactions that include performance obligations, referred to as "exchange transactions", and the transactions that do not have performance obligations, referred to as "non-exchange transactions". Performance obligations are enforceable promises to provide specific goods or services to a specific payor. The adoption of PS 3400 did not result in any changes to revenue recognition policies applied by the Board; however, it did result in changes to significant accounting policies disclosed.

4. Cash and cash equivalents

	2024	2023
Cash and cash equivalents	**$ 13,137,035**	$ 11,179,116
Restricted cash deposits	**106,251**	100,688
	$ 13,243,286	$ 11,279,804

5. Notes receivable

Notes receivable are carried at amortized cost, repayable over the next two years, utilizing an interest rate of prime plus 1%.

6. Investments

The Board's investment in GIC at the year end date totals to $12,911,624 (2023 - $13,024,384). These investments are due to mature at varying dates ranging from 2024 to 2028 at rates of return ranging from 3.45% to 4.61% per annum. A portion of this balance that is in the amount of $904,244 (2023 - $899,244) is invested in GlC's for purposes of satisfying performance security requirements with respect to contracts the Board has entered into. These investments are restricted to repay performance bonds at the end of the contracts if all conditions are met by the parties involved.

7. Other payables and accrued liabilities

	2024	2023
Accrued liabilities	**$ 933,876**	$ 938,372
Tire stockpile accrual	**258,000**	258,000
Wages and benefits	**237,584**	251,440
Tire processing liability	**242,644**	198,912
	$ 1,672,104	$ 1,646,724

8. Government transfers

	2024	2023
Provincial Solid Waste Management Strategy	**$ 106,711**	$ 101,164
Grant contribution	**20,374**	20,374
	$ 127,085	$ 121,538

9. Related party transactions

The Board is related to the Newfoundland and Labrador Liquor Corporation (NLC) as both organizations are Government Reporting Entities established by the Provincial Government of Newfoundland and Labrador.

The NLC collects and remits Used Beverage Program deposits to the Board. Included in Used Beverage Program deposits for 2024 is $2,911,544 (2023 - $2,347,601) from the NLC. The organizations enter into transactions in the normal course of business and on normal trade terms. These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

The Board operates in a building owned by the Provincial Government of Newfoundland and Labrador, and does not incur rental expense.

10. Stockpile costs

In 2017, the Board implemented a new contingency plan for the management of used tires. A decision was made to store a portion of collected tires in an effort to undertake a Tire Derived Aggregate (TDA) Demonstration Project. As at March 31, 2024, total expected costs relating to the tires stored for purposes of undertaking the TDA Demonstration Project were $258,000 (2023 - $258,000).

11. Employee future benefits

The Board participates in the Government Money Purchase Pension Plan which is a defined contribution pension plan. The plan is mandatory for all employees, with the exception of the CEO, from date of employment. Employees contribute 5% of regular earnings and the Board matches these contributions. Contributions made prior to January 1, 1997 are fully vested and locked-in after the completion of 10 years of continuous service and the employee has attained the age of 45 or after the completion of 5 years of plan participation. Contributions made on or after January 1, 1997 are fully vested and locked-in after the completion of 2 years of plan participation. Contributions paid and expensed by the Board during the year totaled $62,266 (2023 - $60,879)

12. Commitments

The Board has entered into the following agreements:

(I) processing and transportation of beverage containers up to July, 2034;

(ii) operating lease for a vehicle to September, 2024; and

(iii) advertising contract with Stingray and NBC to September 2023 and March 2024 respectively

13. Comparative figures

Prior year figures have been reclassified in order to conform with the presentation adopted in the current year, including separately presenting deferred used beverage container deposits liability on the statement of financial position and changes to groupings of certain expense line items.

14. Financial risk management

(a) Market risk

Market risk is the risk that the fair value of marketable securities or investments will change as a result of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk, and other price risk. The Board is mainly exposed to currency risk and other price risk.

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

Investments are not subject to interest rate risk as they are at fixed interest rates risk. The Board is exposed to other price risk through its sale of by—products.

(b) Credit risk

Credit risk is the risk of loss if a customer or counterparty cannot meet its contractual obligations. The carrying amount of financial assets represents the maximum credit exposure. The Board's credit risk is attributable to receivables and cash. The accounts receivable represent a large number of small balances owed by its customers, and no one customer or group of customers represents a significant risk. Management reviews receivables on a case by case basis to determine if an allowance is necessary to reflect impairment in collectability. The credit risk has increased from last year due to an increase in accounts receivable.

Multi-Materials Stewardship Board

Schedule 1 - Schedule of Administrative Expenses
March 31, 2024

	2024	2023
Wages and benefits	**$ 1,722,362**	$ 1,678,554
Software support	**166,206**	144,051
Board member expenses	**45,390**	64,213
Professional fees	**121,727**	75,097
Staff travel	**40,561**	42,354
Amortization	**34,740**	35,033
Office supplies	**20,657**	25,734
Rent	**24,800**	19,400
Subscriptions, memberships and conferences	**15,075**	16,664
Telecommunications	**19,954**	14,105
Vehicle	**11,152**	11,048
Bank charges	**6,993**	8,483
Insurance	**10,760**	8,174
Training	**5,842**	6,945
Category Six - Regional Demo/Pilot Program	**104,752**	-
	$ 2,350,971	$ 2,149,855

Multi-Materials Stewardship Board

Schedule 2 - Schedule of Public Education Expenses
March 31, 2024

	2024	2023
Campaigns		
Used beverage container program	**$ 41,487**	$ 76,473
Used tire program	**21,054**	4,228
Total Campaigns	**62,541**	80,701
Corporate		
Owned media	**282,613**	305,243
Media monitoring	**18,236**	4,133
Total Corporate	**300,849**	309,376
Public Education Programs	**237,769**	264,358
Total Public Education	**$ 601,159**	$ 654,435

Multi-Materials Stewardship Board

Schedule 3 - Schedule of Program Costs
March 31, 2024

	Used Beverage Container Recycling Program	Used Tire Program	Program Operations	**2024 Actual**	2024 Budget	2023 Actual
Deposits refunded	$ 11,112,774	$ -	$ -	**$ 11,112,774**	$ 10,312,640	$ 10,869,899
Handling fees	11,198,656	-	-	**11,198,656**	9,946,931	10,437,550
Transportation	2,506,231	1,589,406	-	**4,095,637**	3,671,988	5,437,982
Processing	1,974,671	1,642,094	-	**3,616,765**	2,434,156	1,788,983
Depot fees	338,979	-	-	**338,979**	296,178	345,280
Quality assurance	4,246	15,029	-	**19,275**	31,600	11,455
Green school program	243,349	-	-	**243,349**	350,000	191,616
Amortization	72,815	58,251	-	**131,066**	178,843	139,710
Waste diversion	-	-	19,584	**19,584**	100,000	111,465
Professional services	-	-	1,412	**1,412**	75,000	4,557
	$ 27,451,721	$ 3,304,780	$ 20,996	**$ 30,777,497**	$ 27,397,336	$ 29,338,497

MULTI-MATERIALS STEWARDSHIP BOARD

Schedule 4 - Schedule of Tangible Capital Assets
March 31, 2024

	Cost Beginning of Year	Additions	Disposals and Write-downs	Cost End of Year	Accumulated Amortization Beginning of Year	Disposals and Write-downs	Amortization	Accumulated Amortization End of Year	**Net Book Value 2024**	Net Book Value 2023
Used Beverage Equipment	$ 275,778	$ -	$ -	$ 275,778	$ 242,270	$ -	$ 8,977	$ 251,247	**$ 24,531**	$ 33,508
Office Furniture and Equipment	168,266	9,500	-	177,766	155,227	-	3,774	159,001	**18,765**	13,039
Computer Hardware	202,956	15,636	-	218,592	182,256	-	8,325	190,581	**28,011**	20,700
Computer Software	324,162	-	-	324,162	311,397	-	3,420	314,817	**9,345**	12,765
CRM Software and Development	523,581	-	-	523,581	324,006	-	19,222	343,228	**180,353**	199,575
MIS And Development	1,069,592	53,218	-	1,122,810	866,623	-	63,589	930,212	**192,598**	202,969
Bags and Tubs	324,515	-	-	324,515	323,902	-	249	324,151	**364**	613
Tire Yard Equipment	78,699	-	-	78,699	36,071	-	7,870	43,941	**34,758**	42,628
Infrastructure Tire Contingency	1,007,624	-	-	1,007,624	310,490	-	50,379	360,869	**646,755**	697,134
	$ 3,975,173	$ 78,354	$ -	$ 4,053,527	$ 2,752,242	$ -	$ 165,805	$ 2,918,047	**$ 1,135,480**	$ 1,222,931