

A N N U A L R E P O R T 2 0 0 8 - 0 9

GET TRASH TALKIN'



REDUCE • REUSE • RECYCLE

TRASH TALKIN'

MMSB ANNUAL REPORT 2008-09

Committed to educating, enabling and motivating Newfoundland and Labrador to reduce waste,

MMSB offers a broad range of resources, tools and programs to

GET OUR PROVINCE TO HALF.

To change our habits and solve this problem, it's time we all spoke up about waste.

So explore our **2008-09 ANNUAL REPORT**

and let's get trash talkin'.



CONTENTS...

TRANSMITTAL LETTER TO THE MINISTER	2	KEY PRIORITIES FOR 2009-10	35
MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER	3	OPPORTUNITIES AND CHALLENGES AHEAD	39
KEY ACCOMPLISHMENTS AND HIGHLIGHTS	5	FINANCIAL STATEMENTS	41
OVERVIEW OF MMSB	7	Consolidated Statement of Operations	
LINES OF BUSINESS	11	Consolidated Statement of Changes in Net Assets	
Waste Diversion – Recycling	11	Consolidated Statement of Financial Position	
Capacity Building – Implementation of the Provincial Solid Waste Management Strategy	13	Consolidated Statement of Cash Flows	
Public Education and Awareness	14	Notes to the Consolidated Financial Statements	
STRATEGIC PRIORITIES AND OUTPUTS	17	Consolidated Schedule of Administrative Expenses	
		BOARD OF DIRECTORS	52



REDUCE • REUSE • RECYCLE

MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

Across Newfoundland and Labrador, people are speaking up about waste. A movement is happening in schools, workplaces and homes and it's stirring within all of us. People are becoming empowered to make positive efforts to Get to Half and reduce their waste. They're doing it for themselves, they're doing it for their kids, **they're doing it for their province...** they're doing it because it's the right thing to do.

As an organization, MMSB is excited to be able to motivate and enable the positive results you will read about throughout this report, but we are even more excited about the personal commitments and initiative being undertaken by our province's citizens. Working together, we are striving towards **reaching our goal of diverting 50 per cent of our waste by 2015.**

This year, we have continued to achieve our mandate by providing our province with the tools and knowledge to make responsible waste management choices. We've expanded our efforts to target the greatest change agents – youth. We reached approximately 8,000 students in 24 communities by delivering presentations and providing teachers and administrators with resource guides in schools across the province. We revamped our website to be the ultimate resource for all of our programs, services and initiatives to help citizens Get to Half. And, we launched our new television awareness campaign to **motivate people to change their habits** by focusing on simple, easy tasks they could embrace.

We launched all of these initiatives while continuing with our three key lines of business: Waste Diversion, Capacity Building and Public Awareness. The combination of these pillars and our management and staff's commitment to waste reduction has led to a very successful year as an organization and as a province. But it goes beyond this, it's **your commitment** to our programs that is making the real difference, and that is what makes us proud. Indicators such as an increase in the number of beverage containers recycled and higher participation in Household Hazardous Waste (HHW) days truly let us know we are doing a good job. When we prosper as an organization, it means we're **protecting our province for future generations** and creating positive environmental change.

To achieve our goals in 2008-09, it was truly a **year of collaboration**. With increased waste diversion and recycling initiatives, it was the actions of others that **helped contribute to our success**. Whether it's Green Depots serving as the face of our Used Beverage Container Recycling Program, schools teaching youth about waste reduction, or the involvement of regional waste management authorities – **we all worked together**.

As the new Chair and CEO of the MMSB, I'm excited to join this forward-thinking team as we strive for even greater results in the coming year. The work done by MMSB's staff and partners clearly shows an unwavering commitment to our goals and objectives. While exploring this annual report, remember that these successes are all of ours to share – every beverage container recycled, every composting program started, every HHW day participated in, every item of waste diverted. I genuinely hope you also **take pride in these accomplishments** and find greater motivation to engage yourself in waste reduction efforts province-wide.



Leigh Puddester

Chair and Chief Executive Officer

JUST ME AND **149 MILLION**
OF MY CLOSEST FRIENDS HANGING
AT THE DEPOT.












**THAT'S MORE OF US
RECYCLED THAN ANY
YEAR BEFORE!**
THANKS FOR THE REUNION!

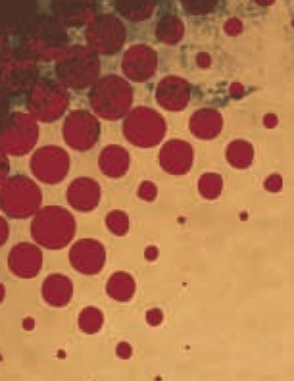


KEY ACCOMPLISHMENTS AND HIGHLIGHTS

Newfoundlanders and Labradorians are delivering a strong, positive message about the importance of recycling and waste management in the province. The successes we have attained this year have benefitted the environment, our economy and our communities.

2008-09 Highlights:

-  More than 149 million used beverage containers were collected and recycled through MMSB's province-wide network of Green Depots. That's 10 million more containers than the year before – a record high since the program started in 1997.
-  Over 14.4 million containers were collected and diverted from Newfoundland and Labrador's landfills from over 300 schools province-wide through the Get to Half at School Program. This is 2.6 million more containers collected than the previous year!
-  Schools raised over \$1.4 million in recycling refunds and matching grants provided by MMSB through beverage container recycling. Schools have reinvested these funds in a wide range of environmental and other educational initiatives, including school-yard clean-ups, composting programs and field trips.
-  Since the launch of the Get to Half at School Program in October, over 225 presentations have been delivered in 40 schools province-wide, impacting almost 8,000 youth!
-  Over 5,300 households participated in HHW collection events and these households dropped off in excess of 120,000 litres of HHW.
-  By helping smaller communities come together to form strategic partnerships, MMSB was able to offer HHW collection services to a record 21 communities in 2008-09 – up from 15 in 2007-08.
-  Approximately 332,000 used tires were collected and diverted from waste disposal sites in Newfoundland and Labrador, bringing the total number of tires diverted from landfills to 2.1 million since the commencement of the program in 2002.
-  Over \$570,000 was committed through the Waste Management Trust Fund to support the planning and organizational needs of regional waste management authorities to advance the Provincial Solid Waste Management Strategy at the local level.
-  The implementation of a new public education and awareness waste reduction campaign under the Get to Half banner was implemented to further motivate Newfoundlanders and Labradorians to reduce waste.
-  Sustained employment within the recycling industry estimated at more than 300 jobs throughout Newfoundland and Labrador.
-  With a revised website, new television and print awareness campaign, and expanded partnerships, MMSB successfully increased public awareness and participation in their programs.



HEY NEWFOUNDLAND AND LABRADOR

STOP LETTING OUR PROVINCE GO TO WASTE!

YOU'RE EACH MAKING

TOO MUCH WASTE... **2KG** A DAY!

400,000 TONNES A YEAR!!

...SO COME ON. **PITCH IN.**



OVERVIEW OF MMSB

Background

From partnerships to targeted programs to public education, Multi-Materials Stewardship Board (MMSB) is Newfoundland and Labrador's on-the-ground environmental organization focused on the reduction of waste. A Crown agency of the Government of Newfoundland and Labrador, MMSB reports to the Minister of Environment and Conservation. MMSB was established in 1996 to develop, implement and manage waste diversion and recycling programs on a province-wide basis for specific waste streams designated by the government.

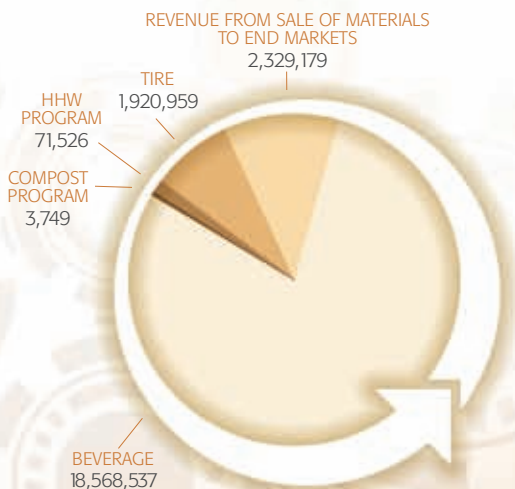
Governance

 MMSB is governed by a Board of Directors, appointed by the Minister of Environment and Conservation. The Board is responsible and accountable for the overall business affairs of the MMSB.

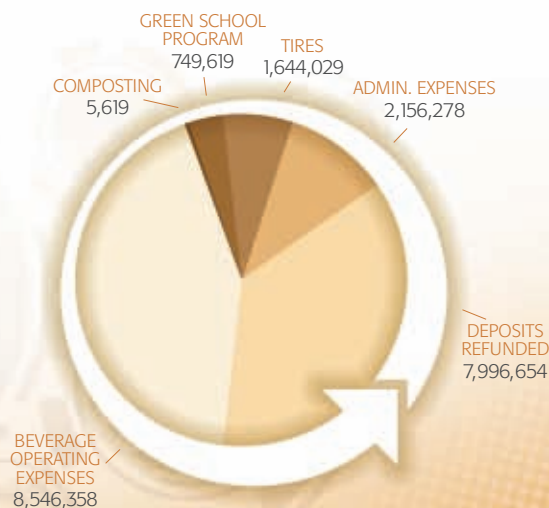
The day-to-day work of MMSB is carried out by management and staff employed by the Board under the direction of a Chief Executive Officer (CEO). However, much of the work of the organization is achieved through a range of relationships with other organizations (such as regional waste management authorities and municipalities) and "third-party" contracted service providers (such as Green Depots). Its current corporate structure is made up of a headquarters office based in St. John's with 16 professional and administrative employees, and four "field offices" (Mount Pearl, Bishop's Falls, Stephenville and Wabush) with four employees that support the Used Beverage Container Recycling Program – of these 20 employees, six are male and fourteen are female.

Operations and Finance

MMSB is a self-financed Crown agency that does not receive any funding from the Government of Newfoundland and Labrador. Its revenues are derived from levies applied on various waste streams as authorized and prescribed under provincial legislation (presently beverage containers and tires), as well as from the sale of recyclable materials it collects under its various programs. MMSB's operating revenue stream in 2008-09 was approximately \$22.9 million. MMSB's operating expenditures in 2008-09 were approximately \$21.1 million.



WHERE THE MONEY COMES FROM



WHERE THE MONEY GOES







YOU'VE SEEN ME BEFORE.
I'M A **COMPOST BIN.**
AND I'M **HUNGRY.**
SO FILL ME UP!
BECAUSE **30%** OF YOUR DAILY
WASTE IS ORGANIC.

Through tools, resources and infrastructure, MMSB delivers a range of programs that are enabling people and organizations province-wide to reduce waste. From communicating vital knowledge to ensuring the necessary programs and infrastructure are in place, in delivering its mandate, MMSB provides the following lines of business:

1. Waste Diversion – Recycling

MMSB develops, manages and administers the implementation of provincial waste diversion programs and services in accordance with government priorities as prescribed in the *Waste Management Regulations* or as authorized through policy directives issued by the Minister of Environment and Conservation (arising from recommendations made by the Board of Directors of MMSB or otherwise). Specific waste diversion programs and services provided by MMSB in 2008-09 included the following:

Province-wide Used Beverage Container Recycling Program

-  Administered as a deposit-return system in accordance with specific parameters established under the *Waste Management Regulations*.
-  Captures all ready-to-drink beverage containers, with the exception of milk, infant formula, medicinal nutritional supplements and beverages sold in refillable containers.
-  Financed through a consumer deposit of 8 cents on non-alcoholic beverages (5 cent refund when a consumer returns the container to a Green Depot) and 20 cents on liquor containers (10 cent refund).
-  Used beverage containers collected and recycled through the program include products sold in aluminum, glass, plastic, steel and mixed fibre packages.



Community Composting Pilot Project

-  Building on the success of the Residential Backyard Composting Program launched in 2005, MMSB is piloting a Community Composting Project that will see the establishment of community-based organic (kitchen and yard waste) drop-off locations in the province.
-  Community composting utilizes low-tech composting methods such as an open air windrow to compost leaf, yard and household organic materials (fruit and vegetable peels, egg shells, coffee grinds) – materials that are typically composted in a backyard composter.
-  Under the new Community Composting Pilot Project, MMSB will provide the initial capital investment from the Waste Management Trust Fund to establish the sites and the required training to operate the programs in each of the participating communities.






NEWFOUNDLAND AND LABRADOR WASTE MANAGEMENT TRUST FUND

The Newfoundland and Labrador Waste Management Trust Fund is a statutory fund established in 1999 to aid in the development and implementation of waste management initiatives in the province. Governed by legislation and administered by MMSB, it is financed by MMSB's surplus operating revenues and is used to support the objectives of the Provincial Solid Waste Management Strategy.

2. Capacity Building – Implementation of the Provincial Solid Waste Management Strategy

With our team of environmental experts and their specialized expertise, MMSB uses financial resources allocated under the **Waste Management Trust Fund** to provide capacity building support to regional waste management authorities and the **Interdepartmental Waste Management Steering Committee** to facilitate the implementation of the Provincial Solid Waste Management Strategy. Specific activities to achieve the goal of "Getting to Half" include the following:

- ♻️ the **identification of markets** for recyclable waste materials not captured under MMSB's own recycling programs;
- ♻️ **research into the feasibility and design** of new province-wide waste diversion programs;
- ♻️ **support for and financing of the development of long-term regional waste management plans** in each of the 15 designated waste management regions of the province;
- ♻️ **support for and financing of the formative organizational development needs of the Interdepartmental Waste Management Steering Committee** to advance and coordinate the overall implementation plan for the Provincial Solid Waste Management Strategy;
- ♻️ **support for and financing of the formative organizational development needs of each of the 15 designated waste management authorities in the province**, including support for regional waste management coordinators in each area;
- ♻️ **research into new policy approaches to achieve the province's waste diversion goals**, such as extended producer responsibility (industry stewardship) models;
- ♻️ **the coordination of province-wide research into waste disposal alternatives** for isolated communities unable to participate in a regional approach to waste management because of practical considerations;



WE'RE SCHOOLIN'
OUR PROVINCE WITH THE
KNOWLEDGE
TO GET TO HALF!

MMSB SCHOOL PROGRAM

Committed to impacting our province's youth, this year MMSB dramatically increased its presence in schools across Newfoundland and Labrador. We delivered presentations in 40 schools across 24 communities, reaching almost 8,000 students, and developed new resource guides and school binders so teachers and administrators can implement **Waste-Free Lunch Days**, **Composting** and **Beverage Container Recycling** in their school.



14.4 MILLION.
THAT'S HOW MANY BEVERAGE
CONTAINERS KIDS LIKE ME
RECYCLED LAST YEAR.
WE'RE DOING GREAT WORK...
BUT WE ALL STILL
THROW AWAY **195,000**
EVERY SINGLE DAY.

GET WITH IT AND
**GET TO
HALF.**

STRATEGIC PRIORITIES AND OUTPUTS

Taking into consideration government's Provincial Solid Waste Management Strategy – in respect to recycling, composting and extended producer responsibility policy, as well as the mandate and financial resources available to MMSB – three key strategic priorities were identified by MMSB in 2008-09. These strategic priorities are outlined below, along with the progress and accomplishments made towards MMSB's specific goals that were established in 2008-09.

Waste Diversion and Recycling

Strengthening existing MMSB recycling and waste diversion programs and developing new provincial recycling initiatives is essential to achieving the long-term waste diversion target set for 2015 in the Provincial Solid Waste Management Strategy.

Throughout 2008-09, MMSB made tremendous progress on strengthening its existing waste diversion and recycling programs – the Household Hazardous Waste Collection Program was the most successful to date, with over 120,000 litres of HHW being diverted from Newfoundland and Labrador's waste disposal sites and the number of beverage containers collected and recycled through the network of Green Depots also reached a record high. In addition, MMSB also laid much of the groundwork required for the introduction of new waste diversion and recycling programs in the province. For instance, a new Community Composting Pilot Program was introduced and much work towards the development of a framework for the introduction of an e-waste recycling program was developed.

 **GOAL 1:** By March 31, 2011, MMSB will have continued to strengthen its existing recycling programs, implemented new recycling and waste diversion programs within its mandate, and fostered the development and implementation of new waste diversion initiatives through its partners as a means of increasing overall waste diversion in the province toward the 2015 target.

Waste diversion and recycling is one of the key components of the Provincial Solid Waste Management Strategy and MMSB, through the various recycling programs it directly administered and in partnership with regional waste management authorities, municipalities and other stakeholders, has played a leadership role in addressing this element.

OBJECTIVE 1: By March 31, 2009, MMSB will have strengthened its existing recycling programs over 2007-08 levels and will have moved forward with the development of new recycling and waste diversion programs.

Performance Measure 1.1: MMSB recycling programs are strengthened.

USED BEVERAGE CONTAINER RECYCLING PROGRAM

Planned Results (Indicators)

The Province's network of Green Depots is strengthened in geographic reach and in terms of customer service standards as a means of increasing recovery levels in MMSB's Used Beverage Container Recycling Program.

Actual Results (Performance)

Achieved. The new Green Depot Licensing Best Practices and Standards Manual was further developed and implemented.

STRATEGIC PRIORITIES AND OUTPUTS

REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE

- ♻ More than 149 million used beverage containers were collected and recycled in 2008-09 through MMSB's province-wide network of Green Depots. That is 10 million more containers than the year before – a record high since the program started in 1997.
- ♻ The Get to Half at School Program contributed in a major way to the success of the Used Beverage Container Recycling Program – over 14.4 million containers were collected and diverted from Newfoundland and Labrador's landfills from over 300 schools province-wide. That is 2.6 million more containers recycled than the previous year!
- ♻ In the past year, the MMSB has successfully carried out a number of initiatives and activities that will result in increases in waste diversion and recycling in Newfoundland and Labrador. Current programs have been strengthened; frameworks for new waste diversion programs have been developed; and relationships and partnerships with key stakeholders have been established and built upon.
- ♻ In addition to the environmental benefits of the Get to Half at School Program, schools also raised over \$1.4 million in recycling refunds and matching grants provided by MMSB. Schools have reinvested these funds in a wide range of environmental and educational initiatives, including school-yard clean-ups, composting programs and field trips to help achieve curriculum outcomes.
- ♻ Since 1997, over 1.45 billion used beverage containers have been diverted from provincial waste disposal sites.
- ♻ MMSB is committed to providing the residents of Newfoundland and Labrador with convenient access to Green Depots. The network of 39 main depots, 20 satellite depots and 17 mobile collection services located throughout the province provides 88 per cent of the population with access to recycling services within 20 km (or approximately 15 minutes) of their home. In addition, there is a network of over 300 schools that participate in the Get to Half at School Program and who, through this initiative, actively support recycling efforts within their respective communities.
- ♻ To better meet the recycling needs of Newfoundlanders and Labradorians, the new Green Depot Licensing Standards and Best Practices Manual that was developed and piloted in 2007-08 was rolled out for implementation province-wide to all 39 main Green Depots and 20 satellite Green Depots. These new standards and best practices will extend the geographic reach of Green Depots to more adequately service customers in even the most rural of areas of the province, therefore further strengthening the program with a view of improving the overall recovery rate to 70 per cent in future years.
- ♻ The groundwork for strengthening the Green Depot System through improved customer service and geographic reach was initiated by the launch of the new Green Depot Licensing Standards and Best Practices Manual. Although there was an increase in the number of used beverage containers collected through the program, it will take time for measurable improvements to the geographic reach and customer service at the Green Depots to be attained.

STRATEGIC PRIORITIES AND OUTPUTS

REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE

HOUSEHOLD HAZARDOUS WASTE COLLECTION PROGRAM







Planned Results (Indicators)

Participation rates in MMSB's HHW program are increased through stronger promotional activities and the development of a new delivery model that will be offered on a pilot project basis to a number of regional waste management authorities and municipalities.

Actual Results (Performance)

Achieved. Over 5,300 households participated in the HHW collection program in 2008-09, up from 4,300 in 2007-08. These households dropped off in excess of 120,000 litres of HHW, up from 94,000 litres in 2007-08.

In 2008-09, NorPen Regional Services Board (NorPen) and the Town of Channel-Port aux Basques agreed to participate in MMSB's HHW Depot Pilot Project.




-  In 2008-09, 5,300 households participated in the HHW collection program, up from 4,300 households in 2007-08. These households dropped off in excess of 120,000 litres of HHW, up from 94,000 litres in 2007-08.
-  By helping smaller communities come together to form strategic partnerships, MMSB was able to offer HHW collection services to a record 21 communities in 2008-09 – up from 15 in 2007-08, thereby broadening the reach of the program.
-  Since the inception of the HHW Collection Program in 1998, almost 745,000 litres of HHW have been diverted from landfills in this province and recycled or disposed of in an environmentally responsible manner. This is a significant accomplishment since it only takes a few drops of hazardous waste to contaminate an entire community's drinking water supply.
-  Besides providing a convenient and environmentally friendly way for residents to dispose of household hazardous waste, MMSB's HHW program also aims to raise public awareness about the dangers associated with such waste if not managed and disposed of properly.
-  Fundamental changes in the management of the HHW program and an aggressive marketing and public education campaign have resulted in significant increases in participation over the past number of years. For instance, a proactive media relations campaign to heighten the public's awareness of the HHW program through increased media coverage was executed; the awareness campaign developed in 2007-08 focusing on the environmental risks associated with the improper disposal of HHW materials was further developed and implemented through aggressive print and radio campaigns; and a direct mail campaign targeted at the household level was also developed and carried out - all of which have resulted in this year's program being the most successful to date.
-  In an effort to improve the effectiveness and convenience of the HHW Program, MMSB consulted with key stakeholders (i.e., regional waste management authorities and municipalities) and evaluated HHW models in other jurisdictions across Canada. As a result, a new HHW delivery model was developed for the program. Under the new HHW Depot Pilot Program, select municipalities and regional authorities were offered \$20,000 to establish a permanent HHW depot for the collection of HHW in their area.



WE'VE GOT TOXIC
PERSONALITIES. ONE DROP
AND WE'LL CONTAMINATE
A DRINKING WATER SOURCE.
AND YOU'RE MAKING
2 LITRES OF US A YEAR!
NOW THAT'S A POISONOUS HABIT.

Water PROOF
Grass & Insect Control
WINDSHIELD
BUG SPRAY
CONTACT CEMENT
PROPANE FUEL
5W30
KEROSENE
EACH
antif
AD
MARKING PAINT
PROPANE
DANGER
CONTACT CEMENT
High Gloss Enamel

STRATEGIC PRIORITIES AND OUTPUTS

-  To date both NorPen and Channel-Port aux Basques have accepted MMSB's offer and had HHW depot infrastructure in place by March 31, 2009.
-  Information collected through the Pilot Project will provide municipalities and regional authorities with valuable insight into the types of programs that they can implement to meet and exceed the requirements of the Provincial Solid Waste Management Strategy.
-  In 2008-09, MMSB contributed more than \$293,000 from the Waste Management Trust Fund towards HHW collection events and permanent HHW depots.



REVIEW OF THE DEPARTMENT OF ENVIRONMENT AND CONSERVATION'S USED OIL RECYCLING PROGRAM

Planned Results (Indicators)

A review is led and coordinated by MMSB of the Department of Environment and Conservation's Used Oil Recycling Program with the objective of strengthening existing recovery levels and capturing other like lubricants (e.g. antifreeze) and related containers (e.g. oil filters) under the program in future years as deemed feasible.

Actual Results (Performance)

Achieved. In consultation with the Department of Environment and Conservation, Department of Government Services, and industry, a review of the Used Oil Recycling Program was carried out by MMSB.

-  In 2008-09 a review of the Department of Environment and Conservation's Used Oil Recycling Program was carried out by MMSB in consultation with the Department of Environment and Conservation, the Department of Government Services, and industry.
-  Based on the results of the review, recommendations on a go-forward model for the management of oil and other similar waste products will be put forward to the Board for review and consideration.

Performance Measure 1.2: New recycling and waste diversion programs developed and/or launched.

PAINT RECYCLING PROGRAM

Planned Results (Indicators)

With the appropriate authority granted by the Minister of Environment and Conservation, a new province-wide paint recycling program is launched.

Actual Results (Performance)

Ongoing. MMSB and the Department of Environment and Conservation finalized an Extended Producer Responsibility (EPR) draft regulation for the recycling of paint in Newfoundland and Labrador.

STRATEGIC PRIORITIES AND OUTPUTS

Capacity Building – Implementation of the Provincial Solid Waste Management Strategy

Regional waste management authorities and the Interdepartmental Waste Management Steering Committee require dedicated resources and access to specialized expertise in the areas of waste diversion and public education in order to advance the implementation of the Provincial Solid Waste Management Strategy at the local level. MMSB will support these needs over multiple planning cycles through its professional staff complement and the Waste Management Trust Fund.



GOAL 2: By March 31, 2011, MMSB will have strengthened the capacity of active regional waste management authorities and the Interdepartmental Waste Management Steering Committee to advance the implementation of the Provincial Solid Waste Management Strategy.

Specific steps were taken in 2009-10 to continue to support the regional waste management authorities through the Capacity Building Program and the Interdepartmental Waste Management Steering Committee with the goal of continuing to strengthen their capacity to advance the Provincial Solid Waste Management Strategy at the local level. For instance, funding was provided to active regional waste management authorities under the Capacity Building Program that resulted in the employment of regional waste management coordinators and the implementation of regional education and awareness initiatives; new partnerships were established with organizations such as the Centre of Environmental Excellence out of Corner Brook. MMSB continued to provide support from its waste diversion and public education lines of business to regional waste management authorities and the Interdepartmental Waste Management Steering Committee.

OBJECTIVE 2: By March 31, 2009, MMSB will have commenced the implementation of the new capacity framework to enable active regional waste management authorities and the Interdepartmental Waste Management Steering Committee to effectively pursue and discharge their roles in the implementation of the Provincial Solid Waste Management Strategy.

Performance Measure 2.1: New capacity building framework implemented for active regional waste management authorities and the Interdepartmental Waste Management Steering Committee.

CAPACITY BUILDING FUNDING

Planned Results (Indicators)

The formative planning and organizational needs of active regional waste management authorities are supported through MMSB's new Regional Waste Management Capacity Building Program under the Waste Management Trust Fund.

Actual Results (Performance)

Achieved. A total of \$570,000 was invested from the Waste Management Trust Fund to support the needs of the regional waste management authorities.

STRATEGIC PRIORITIES AND OUTPUTS

Public Education and Awareness

Achieving modern waste management in the province requires a significant change in attitude and behaviour among Newfoundlanders and Labradorians with regard to the handling and management of waste. A strong and ongoing public awareness and education program, focusing in particular on the need to reduce the amount of waste we generate in the first instance, is required to achieve these changes.



GOAL 3: By March 31, 2011, MMSB will have increased public awareness of modern waste management practices.

MMSB has been active on this front for many years and in 2007-08 a new strategic marketing, communications and public education plan was developed with a goal of strengthening overall efforts in this domain. Implementation of this new plan continued throughout 2008-09 with an increased focus on waste reduction as a means of protecting and enhancing the province's environment. For instance, new approaches to promote and encourage stronger participation in MMSB's existing recycling and waste diversion programs were developed and implemented; MMSB's existing Get to Half public education and awareness campaign was strengthened; and a new dynamic corporate and public education website was developed and launched to support the waste reduction and diversion information needs of Newfoundlanders and Labradorians – all in an effort to increase public awareness of modern waste management practices.

OBJECTIVE 3: By March 31, 2009, MMSB will have put all the foundations in place and commenced the implementation of its updated strategic marketing, communications and public education plan that was developed in 2007-08.

Performance Measure 3.1: Stronger and expanded delivery of public education programs and services.

Planned Results (Indicators)



New approaches to promote and encourage stronger participation in MMSB's existing recycling and waste diversion programs are developed and implemented.

Actual Results (Performance)

Achieved. Numerous new marketing and public education tactics were developed and implemented.

- Through direct mail and print advertising in regionally-focused outlets, the number of communities reached in 2008-09 with the HHW Collection Program increased from 15 to 21 – leading to a 23% increase in households participating.
- MMSB expanded awareness efforts in 2008-09, focusing and targeting audiences with marketing and education tactics. A new television awareness campaign, print and television tip advertising, MMSB Green Reports, online advertising, and a new website were all executed this past year.
- These expanded tactics helped MMSB reach a record high 149 million containers recycled through the Used Beverage Container Recycling Program – 10 million more than the year before.

STRATEGIC PRIORITIES AND OUTPUTS






-  The ads raise awareness about the amount of waste generated in the province at the household level. To achieve this, the Get to Half message was elevated with seriousness and emotion.
-  The new campaign is also designed to provide individuals with high-level solutions for managing waste by layering in specific how-to messaging – simple tips – that could easily be incorporated into daily lives both in and out of home.

Planned Results (Indicators)

MMSB's Green School Routine Program is enhanced to incorporate stronger waste reduction themes and encourage more active in-school recycling and waste diversion "champions".

Actual Results (Performance)

Achieved. A new Get to Half at School Program has been launched.

-  To coincide with Waste Reduction Week in October, a new school initiative branded the Get to Half at School Program was launched province-wide.
-  The new Get to Half at School Program promotes environmental stewardship within Newfoundland and Labrador's school system, with an enhanced focus on waste reduction as a means of protecting our environment by providing the tools and resources to bring these practices into the classroom.
-  MMSB is committed to continuing to educate our province's youth about positive contributions they can make to the environment by incorporating the 3Rs into their daily routine.
-  To help position MMSB as a valuable resource for schools and to encourage more active in-school recycling and waste diversion "champions", a number of tools for use in the schools have been developed. These include dynamic and interactive presentations and activities that teach students about the importance of waste reduction, recycling and reusing for the future of Newfoundland and Labrador's environment; "how-to" guides to help schools reduce their waste through composting and other waste diversion initiatives; and age-appropriate posters that promote the 3Rs.
-  Since the launch of the program in October, over 225 presentations have been delivered in 40 schools province-wide, reaching almost 8,000 youth!

IT'S TIME WE ALL
SPOKE UP ABOUT WASTE.

WE CAN ALL **DO MORE.**

WE CAN ALL
TRY HARDER.

SO LET'S GET
**TRASH
TALKIN'.**





KEY PRIORITIES FOR 2009-10

In consideration of government's strategic direction and the mandate and financial resources of MMSB, the following areas have been identified as the key priorities for MMSB for 2009-10.

OBJECTIVE 1: By March 31, 2010, MMSB will have continued to strengthen its existing recycling programs, implemented new recycling and waste diversion programs within its mandate, and fostered the development of new waste diversion initiatives through the regional waste management authorities.

Performance Measure 1.1: Existing recycling programs strengthened.

Indicators:

-  In 2009-10, MMSB will continue to strengthen the network of Green Depots through the ongoing implementation of the Licensing Standards and Best Practices by MMSB's field support staff.
-  In 2009-10, recovery rates for MMSB's Used Tire Recycling Program will be improved and a plan for the recycling of used tires will be advanced.
-  In 2009-10, participation rates in MMSB's Household Hazardous Waste Collection Program will be maintained and an additional location for MMSB's HHW Depot Pilot Project will be identified.
-  Recommendations on the go-forward model for the management of oil and other similar waste products will be put forward by MMSB to the Minister of Environment and Conservation for review and consideration in 2009-10.

Performance Measure 1.2: New recycling and waste diversion programs developed and/or launched.

Indicators:








-  It is anticipated that a paint recycling regulation will be put forward to Government in 2009-10 and launch of the program will follow afterwards.
-  A framework for the management of waste pharmaceuticals and medical sharps will be developed for the consideration of the Minister of Environment and Conservation in 2009-10.
-  An E-waste Recycling Program framework will be developed for the consideration of the Minister of Environment and Conservation in 2009-10.
-  In 2009-10, MMSB will continue to work with select communities throughout the province to establish community composting sites that will aid in the development of a best practices manual to help other communities around the province develop and implement their own community composting programs.

REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE

OBJECTIVE 3: By March 2010, MMSB will have advanced the implementation of its updated strategic marketing, communications and public education plan, including the continued development of new initiatives consistent with the plan.

Performance Measure 3.1: Stronger and expanded delivery of public education programs and services.

Indicators:

-  Marketing and communications tactics will be implemented and strengthened to encourage stronger participation in MMSB's existing waste diversion and recycling programs.
-  MMSB will continue to provide support and guidance to the active regional waste management authorities to help them develop and implement public education initiatives and activities at the local level.
-  MMSB will sustain momentum throughout the year for the topic of waste reduction and recycling as a means of protecting Newfoundland and Labrador's environment through the "Get to Half" public education campaign.
-  MMSB, through the "Get to Half at School Program," will continue to promote environmental stewardship within Newfoundland and Labrador's school system, with a particular focus on waste reduction, by developing new tools and resources to bring the topic of waste reduction into the school system.
-  Additional resources, materials and information will be added to MMSB's new dynamic corporate and public education website that will help position the site as the "go to" online resource for information on waste reduction, recycling and modern waste practices in Newfoundland and Labrador.
-  To maintain momentum of the topic of the 3Rs (Reduce, Reuse, Recycle) among the youth of Newfoundland and Labrador, new youth-targeted public education and outreach initiatives will be developed and implemented.
-  MMSB will develop a new "Get to Half at Work" public education and outreach program that will focus on educating organizations and businesses in Newfoundland and Labrador on how to become more "waste smart" by focusing on simple waste reduction practices in the workplace.

THE DANGERS OF WASTE DON'T STOP AT THE LANDFILL.

DIRTY RUNOFF POISONS OUR WATER AND AIR. GULP.

I DON'T COME INTO YOUR HOME AND MAKE A MESS. DO I?




OPPORTUNITIES AND CHALLENGES AHEAD

As we move beyond 2008-09, MMSB will face many new challenges and opportunities as it continues to advance the goals and objectives of the Provincial Solid Waste Management Strategy, as the province moves closer to achieving its 50 per cent waste diversion target.

Considerable progress has been made on this front to date, as outlined in this Annual Report, and key priorities have been established by MMSB for the next several years to advance the agenda even further, including the following measures:

- ♻️ Increasing recovery rates in the beverage container and used tire recycling programs, and examining opportunities for expanding the scope of each of these programs to capture additional recyclable products.
- ♻️ Extending the reach of the HHW program to include more communities and to encourage greater participation by households wherever feasible until the regional waste management authorities are in a better position, financially and organizationally, to establish permanent HHW infrastructure throughout the province.
- ♻️ Examining the best way of implementing new province-wide recycling and waste diversion programs to address particular waste streams that are significant in terms of their impact on the environment and/or their special handling needs. Products including paint, pharmaceuticals, and electronics will receive particular attention by MMSB in this regard.
- ♻️ Investing in the regional waste management authorities through the Newfoundland and Labrador Waste Management Trust Fund. Priority and emphasis will be given to strengthening the planning and organizational capacity of regional waste management authorities to enable them to implement modern waste management systems throughout the province, including curbside recycling services for their residents.
- ♻️ Strengthening and expanding public education and awareness activities, with a particular focus on waste reduction themes. Success in reducing the amount of waste we generate in the first instance will pay enormous dividends for our environment and also generate significant savings for individuals, municipalities and businesses from the avoided cost of otherwise having to dispose of waste through conventional means.

Our goals for the coming years are aggressive, yet achievable. MMSB looks forward to working with its stakeholders and partners as we continue to guide our province to a greener future.



YOU REALLY THINK
REDUCING WASTE IS HARD?
THINK AGAIN.

REUSABLE WATER BOTTLES
AND COFFEE MUGS.
COMPOST ORGANIC WASTE.
WASTE-FREE LUNCHES.
RECYCLING.

AUDITORS' REPORT

To the Directors of the
Multi-Materials Stewardship Board

We have audited the consolidated statement of financial position of the Multi-Materials Stewardship Board at March 31, 2009, and the consolidated statements of operations, changes in net assets and cash flows for the year then ended. These consolidated financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Board as at March 31, 2009, and the consolidated results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Grant Thornton LLP

Grant Thornton LLP
Chartered Accountants

St. John's, Newfoundland and Labrador
June 5, 2009

FINANCIAL STATEMENTS

Multi-Materials Stewardship Board CONSOLIDATED STATEMENT OF OPERATIONS

Year Ended March 31

2009

2008

Revenue

Gross revenue from deposits	\$ 20,489,496	\$ 19,067,314
By-product revenue	2,329,179	2,210,029
Residential Backyard Composting Program	3,749	72,809
Household Hazardous Waste Program	71,526	66,596

22,893,950	21,416,748
-------------------	------------

Cost of sales (Note 10)

18,942,279	16,984,930
-------------------	------------

Gross margin

3,951,671	4,431,818
------------------	-----------

Miscellaneous income

386,856	663,484
----------------	---------

Income before expenses

4,338,527	5,095,302
------------------	-----------

Expenses

Administrative (Page 51)	2,156,278	2,514,985
Grant disbursements	2,929,149	1,133,647

5,085,427	3,648,632
------------------	-----------

Excess of (expenses over revenue) revenue over expenses

\$ (746,900)	\$ 1,446,670
---------------------	--------------

See accompanying notes to the consolidated financial statements.

Multi-Materials Stewardship Board CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

Year Ended March 31			2009	2008
	Invested in Capital Assets	Unrestricted Net Assets	Total	Total
Net assets, beginning of year	\$ 409,960	\$ 18,525,281	\$ 18,935,241	\$ 17,488,571
Excess of (expenses over revenue) revenue over expenses	(114,133)	(632,767)	(746,900)	1,446,670
Investments in capital assets	65,146	(65,146)	-	-
Net assets, end of year	\$ 360,973	\$ 17,827,368	\$ 18,188,341	\$ 18,935,241

See accompanying notes to the consolidated financial statements.

FINANCIAL STATEMENTS

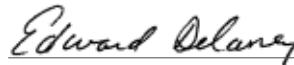
Multi-Materials Stewardship Board CONSOLIDATED STATEMENT OF FINANCIAL POSITION

March 31	2009	2008
Assets		
Current		
Cash and cash equivalents	\$ 20,635,456	\$ 18,603,196
Receivables (Note 5)	2,416,004	2,950,951
Inventories (Note 6)	44,998	118,918
Prepays	46,312	53,707
	23,142,770	21,726,772
Long term investments	465,121	445,396
Property and equipment (Note 7)	360,975	409,960
	<u>\$ 23,968,866</u>	<u>\$ 22,582,128</u>
Liabilities		
Current		
Payables and accruals	\$ 819,831	\$ 590,840
Grants payable	2,546,635	984,412
Unearned revenue	1,694,858	1,615,159
	5,061,324	3,190,411
Performance bonds payable	719,201	456,476
	<u>5,780,525</u>	<u>3,646,887</u>
Net Assets		
Net assets invested in capital assets	360,973	409,960
Unrestricted net assets	<u>17,827,368</u>	<u>18,525,281</u>
	18,188,341	18,935,241
	<u>\$ 23,968,866</u>	<u>\$ 22,582,128</u>

Commitments (Note 9)

On behalf of the Board

 Chairperson

 Edward Delaney Director

See accompanying notes to the consolidated financial statements.

Multi-Materials Stewardship Board CONSOLIDATED STATEMENT OF CASH FLOWS

Year Ended March 31

2009

2008

Increase (decrease) in cash and cash equivalents

Operating

Excess of (expenses over revenue) revenue over expenses
Depreciation
Loss on disposal of equipment

\$ (746,900)	\$ 1,446,670
114,133	115,338
-	24,489

(632,767)	1,586,497
-----------	-----------

Change in non-cash operating working capital (Note 8)

2,487,173	(27,714)
-----------	----------

1,854,406	1,558,783
-----------	-----------

Financing

Increase in performance bonds payable

262,725	23,386
---------	--------

Investing

Increase in long term investments
Purchase of property and equipment
Decrease in note receivable

(19,725)	(12,306)
(65,146)	(287,922)
-	60,000

(84,871)	(240,228)
----------	-----------

Net increase in cash and cash equivalents

2,032,260	1,341,941
-----------	-----------

Cash and cash equivalents

Beginning of year

18,603,196	17,261,255
------------	------------

End of year

\$ 20,635,456	\$ 18,603,196
---------------	---------------

See accompanying notes to the consolidated financial statements.

FINANCIAL STATEMENTS

Multi-Materials Stewardship Board NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009

1. Nature of operations

The Multi-Materials Stewardship Board is a statutory corporation established pursuant to The Environmental Protection Act. This Board manages the Used Beverage Container Deposit Refund System, the Used Tire Recycling Program, the Residential Backyard Composting Program, and the Newfoundland and Labrador Waste Management Trust Fund 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 exempt from income taxes under Section 149(1)(d) of the Canadian Income Tax Act.

2. Basis of consolidation

These consolidated financial statements include the accounts of the Multi-Materials Stewardship Board, the Residential Backyard Composting Program, and the Newfoundland and Labrador Waste Management Trust Fund.

The Multi-Materials Stewardship Board – Newfoundland and Labrador Waste Management Trust Fund is a restricted fund, managed by the Board, and its accounts have been grouped in these financial statements for consolidated purposes. Effective April 1, 2006, the accounts of the Household Hazardous Waste Program were combined with the accounts of the Newfoundland and Labrador Waste Management Trust Fund. Separate audited financial statements have been issued for this Trust Fund, with an audit report date of June 2, 2009.

The accounts of the Residential Backyard Composting Program have also been grouped in these financial statements for consolidation purposes. Separate audited financial statements have also been issued for this Program with an audit report date of May 29, 2009.

3. Summary of significant accounting policies

(a) Fund accounting

Fund accounting is generally accepted as the basis of accounting for public sector organizations. A summary of significant accounting policies relating to fund accounting is as follows:

- i) property and equipment are recorded at cost, net of proceeds on disposal;
- ii) capital additions financed from the unrestricted funds are included in the net assets invested in capital assets account; and
- iii) depreciation of property and equipment and gains (losses) on disposal are included in the net assets invested in capital assets account.

(b) Use of estimates

In preparing the Board's consolidated financial statements in conformity with Canadian generally accepted accounting principles, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and reported amounts of revenue and expenses during the year. Actual results could differ from these estimates.

(c) Cash and cash equivalents

Cash and cash equivalents include cash on hand, balances with banks, and short term deposits with original maturities of one year or less. Cash and cash equivalents also include a balance of \$254,080 (2008 - \$11,080) in restricted cash related to the performance bonds payable.

(d) Revenue recognition

Deposit revenue is recognized when remittances are collected plus an estimated accrual based on subsequent receipts.

Byproduct revenue is recognized upon shipment and when all significant contractual obligations have been satisfied and collection is reasonably assured.

Revenue from the sale of compost bins is recognized when the bins are sold by the depots or to municipalities.

Revenue from the Household Hazardous Waste Program is recognized as the municipalities are invoiced and collection is reasonably assured.

Grant revenue is recognized in the period in which entitlement arises. Revenue received for a future period is deferred until the future period when related costs have been incurred.

Multi-Materials Stewardship Board NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009

Miscellaneous income (including interest income) is recognized as earned.

(e) Inventories

Inventories, which are comprised of aluminum beverage containers, PET beverage containers and compost bins, are valued at the lower of cost and net realizable value.

During the year, \$958 (2008 - \$Nil) of inventory was written off to cost of sales.

(f) Long term investments

Investments in guaranteed investment certificates are restricted to repay performance bonds at the end of the contracts if all conditions have been met by the parties involved.

(g) Description

Rates and bases of depreciation applied to write-off the cost of property and equipment over their estimated lives are as follows:

Rocaps equipment	30%, declining balance
Office furniture and equipment	20%, declining balance
Leasehold improvements	5 years, straight line
Computer hardware	30%, declining balance
Computer software	30%, declining balance
Bags and tubs	30%, declining balance
Vehicle	30%, declining balance

(h) Impairment of long-lived assets

Long-lived assets are reviewed for impairment upon the occurrence of events or changes in circumstances indicating that the value of the assets may not be recoverable, as measured by comparing their net book value to the estimated undiscounted cash flows generated by their use. Impaired assets are recorded at fair value, determined principally using discounted future cash flows expected from their use and eventual disposition.

(i) Unearned revenue

Unearned revenue consists of deposits on containers yet to be returned for redemption and recycling. The amount recorded by the Board as unearned revenue consists of sixty days of deposits received from distributors, adjusted by an estimated recovery rate of 68% (March 31, 2008 – 68%).

(j) Financial Instruments

The CICA Handbook Section 3855, "Financial Instruments – Recognition and Measurement", requires the Board to revalue all of its financial assets and liabilities at fair value.

This standard also requires the Board to classify financial assets and liabilities according to their characteristics and management's choices and intentions related thereto for the purposes of ongoing measurements. Classification choices for financial assets include: a) held for trading – measured at fair value with changes in fair value recorded in net earnings; b) held to maturity – recorded at amortized cost with gains and losses recognized in net earnings in the period that the asset is no longer recognized or impaired; c) available-for-sale – measured at fair value with changes in fair value recognized in other comprehensive income for the current period until realized through disposal or impairment; and d) loans and receivables – recorded at amortized cost with gains and losses recognized in net earnings in the period that the asset is no longer recognized or impaired.

Classification choices for financial liabilities include: a) held for trading – measured at fair value with changes in fair value recorded in net earnings and b) other – measured at amortized cost with gains and losses recognized in net earnings in the period that the liability is no longer recognized. Subsequent measurement for these assets and liabilities are based on either fair value or amortized cost using the effective interest method, depending upon their classification. Any financial asset or liability can be classified as held for trading as long as its fair value is reliably determinable.

In accordance with the standard, the Board's financial assets and liabilities are classified and measured as follows:

Asset/Liability	Classification	Measurement
Cash and cash equivalents	Held for trading	Fair value
Receivables	Loans and receivable	Amortized cost
Long term investments and performance bonds payable	Held for trading	Fair value
Payables and accruals	Other financial liabilities	Amortized cost

Multi-Materials Stewardship Board NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009

REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE

5. Receivables	2009	2008
Deposits	\$ 2,308,708	\$ 2,696,515
Trade and other	107,296	254,436
	\$ 2,416,004	\$ 2,950,951

6. Inventories	2009	2008
Aluminum beverage containers	\$ 33,765	\$ 91,913
PET beverage containers	11,233	21,419
Compost bins	-	5,586
	\$ 44,998	\$ 118,918

7. Property and equipment			2009	2008
	Cost	Accumulated Depreciation	Net Book Value	Net Book Value
Rocaps equipment	\$ 144,928	\$ 57,842	\$ 87,086	\$ 117,996
Office furniture and equipment	128,546	69,230	59,316	59,148
Leasehold improvements	8,912	2,885	6,027	7,374
Computer hardware	69,755	38,367	31,388	38,563
Computer software	206,021	167,882	38,139	51,933
Bags and tubs	395,875	264,882	130,993	124,071
Vehicle	33,142	25,116	8,026	10,875
	\$ 987,179	\$ 626,204	\$ 360,975	\$ 409,960

8. Supplemental cash flow information	2009	2008
Change in non-cash operating working capital		
Receivables	\$ 534,947	\$ (680,376)
Inventories	73,920	80,897
Prepays	7,395	(2,147)
Payables and accruals	228,989	(115,166)
Grants payable	1,562,223	560,720
Unearned revenue	79,699	128,358
	\$ 2,487,173	\$ (27,714)

REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE REDUCE REUSE RECYCLE

Multi-Materials Stewardship Board CONSOLIDATED SCHEDULE OF ADMINISTRATIVE EXPENSES

Year Ended March 31

2009

2008

Year Ended March 31	2009	2008
Advertising	\$ 143,859	\$ 92,613
Doubtful accounts	42,626	60,000
Depreciation	114,133	115,338
Directors' remuneration	19,653	18,121
Dues, licenses and education	26,865	31,796
Equipment rental	24,809	25,866
Insurance	8,681	9,219
Interest and bank charges	6,448	11,688
Marketing and communications	170,711	707,272
Meetings and entertainment	8,278	6,055
Miscellaneous	1,219	4,384
Professional fees	133,712	154,193
Rent	109,824	113,337
Repairs and maintenance	6,940	6,218
Rocaps supplies	16,568	26,333
Stationery and office supplies	42,820	57,109
Telecommunications	33,130	31,882
Travel – board and staff	85,177	61,596
Vehicle operating	8,960	15,165
Wages and benefits	1,151,865	966,800
	\$ 2,156,278	\$ 2,514,985



REDUCE • REUSE • RECYCLE

www.mmsb.nl.ca

P.O. Box 8131, Station A, St. John's, NL A1B 3M9
709-753-0948
1-800-901-MMSB