

# THE IMPACT OF MOMENTUM

2025 ANNUAL REPORT

15 YEARS OF  
SHARED COMMITMENT



**MMSM**  
MULTI-MATERIAL  
STEWARDSHIP MANITOBA

**15**  
YEARS

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**Founded in 2010, Multi-Material Stewardship Manitoba Inc. (MMSM) is the not-for-profit, industry-funded producer responsibility organization (PRO) that funds and provides support to the province’s residential recycling programs for packaging and printed paper.**

MMSM works on behalf of manufacturers, retailers, and other organizations that supply packaging and printed paper (PPP) to Manitobans. These businesses, known as stewards or producers, pay fees on their materials to MMSM, which it uses to reimburse communities for up to 80% of their residential recycling systems’ net costs.

MMSM works closely with communities to support them through operational challenges and provides educational resources to improve resident participation. Through collaboration with stakeholders, MMSM helps residential recycling programs capture more recyclable materials and keep them out of landfills.

MMSM’s goal is to support the reduction, reuse, and recycling of the materials in its program.

MMSM’s board of directors is governed by seven industry directors and two independent directors who provide valuable input and governance to the organization.

The board consists of representatives from the following sectors:

**GROCCERS**

**CONSUMER PRODUCTS**

**BEVERAGES**

**ALCOHOL BEVERAGES**

**RETAILERS**

**PRINTED PAPER**

**RESTAURANTS**

The industry directors are not compensated by MMSM for their participation on the board. However, related travel expenses are covered by MMSM.

# MESSAGE FROM THE CHAIR OF THE BOARD

## **Last year marked a significant milestone for Multi-Material Stewardship Manitoba. Fifteen years of shared responsibility and residential recycling progress.**

When our program began in 2010, it was a bold step into largely uncharted territory, not only in Manitoba but across Canada. The idea was simple yet transformative: those who introduce packaging and printed paper into the marketplace should help fund and support its collection and recycling. This marked a shift from communities and taxpayers bearing the full cost to a new model in which producers share responsibility for their materials.

Fifteen years later, that responsibility remains a source of pride. Our success is built on strong partnerships. We value our relationship with the Province of Manitoba and our collaboration with many municipalities and First Nations. Together, we have supported and developed strong recycling services that are available to 95% of Manitoba residents, from Emerson to Churchill.

The system supports participation in communities both large and small. In 2025, Manitobans helped recover tens of thousands of tonnes of accepted materials, keeping valuable commodities out of landfills and circulating in the economy. MMSM continues to invest in data, education, and innovation, while maintaining transparent and fair funding.

What began as a shared responsibility has become a shared success, **but there's much more to be done.**



The landscape is evolving. Packaging has become more complex, consumer habits are shifting, and expectations from the public, regulators, and markets are rising. Waste volume is increasing and a system-wide change is needed.

Most provinces have already transitioned, or have begun transitioning, to a full extended producer responsibility (EPR) model. EPR goes beyond cost-sharing and puts all financial and operational accountability on producers. This shift supports a more efficient, circular system and strengthens our ability to reduce waste and increase recycling.

Manitoba's system was once a first in Canada, and we are now preparing for the transition to full EPR. Our transition plan has been developed in collaboration with the Manitoba government, and we are ready to move forward upon approval. We remain committed to working with our partners to support a smooth and effective evolution of recycling in Manitoba.

This year marked an important leadership transition. We thank MMSM's founding Executive Director, Karen Melnychuk, for 15 years of leadership and recognize the lasting impact of her work.

Following year-end, we welcomed Christa Rust as Executive Director in January 2026. Her experience in recycling and community building positions MMSM well for the work ahead.

I would like to thank the MMSM team for their talent and dedication. I also acknowledge our past and present Board of Directors for their leadership and governance. In particular, I recognize outgoing directors Kris Barnier, Gary Goodwin, and Jeff Neufeld for their valuable contributions and service.

Looking ahead, MMSM is prepared to lead the transition to full EPR and strengthen residential recycling for Manitobans.



**John Graham**

**Chair of the Board**

*Multi-Material Stewardship Manitoba*

# MESSAGE FROM THE EXECUTIVE DIRECTOR

**As a Manitoban, I understand the love residents have for our home. They care for our environment, and they've recycled dutifully for decades. But residential recycling is complicated and costly for communities to provide alone. When MMSM launched its program in 2010, a new era of residential recycling began.**

MMSM was one of the first residential recycling PROs in Canada. There was no playbook to follow, but our mission was clear. Progress took hard work, and most importantly, teamwork. April 2025 marked fifteen years since our shared pursuit of better recycling outcomes began, and we continue to make progress together.

MMSM provided over \$18.5 million in funding to communities this year. Three new communities registered with the program bringing our total to a record 151. New remote communities participated in the Winter Road Project, enabling them to divert materials from their landfills. The project recovered 21,533 kg of packaging and printed paper and 36,627 kg of commercial cardboard—both single-season highs. Finding ways to support more communities is a constant focus for us.

MMSM is focused on the future too, specifically the next evolution in Manitoba's residential recycling: full EPR. We submitted a third draft transition plan for government review,

which included updates based on the minister's advisory committee's report. As we await the results of final public consultations, our staff continue planning for the anticipated transition.



We concluded a collaborative project that began in 2024 with Circular Materials, Éco Entreprises Québec, SK Recycles, and Recycle BC. Together, we created national eco-design guidelines to provide producers with clear guidance to use packaging commonly recycled across Canada. Our goal is to increase use of such packaging to improve recovery rates and reduce contamination.

Although this report is about MMSM's efforts, residential recycling success ultimately relies on residents. For that reason, we refreshed our *Because of You* campaign to show more of the impacts they make. Our annual survey found that three in five residents were more confident in recycling after seeing campaign ads, and over half felt more encouraged.

We know convenience is critical to participation. We completed a significant software upgrade to our Recyclepedia search tool in December. It provides better recycling instructions and a modern interface. A new feature is the *Discovery Zone*, which has articles, videos, and games to deepen learning.

To celebrate 15 years of MMSM, we wanted to celebrate all who make our program work. We premiered a video featuring our staff, community, industry partners, and the roles they play at our anniversary celebration at Princess Auto Stadium in May. It was a pleasure to reflect on our accomplishments together that day. As a special thank you, we awarded each community a plaque, with a blue box at the centre, to recognize their contributions to residential recycling.

As we turn the page on this chapter and prepare for the next, I would like to thank our dedicated MMSM team, our Board of Directors, our partners, and our many stakeholders for their valued support. Your contributions were vital to the many accomplishments we have achieved. It is because of you that MMSM will continue to achieve the successes we do in residential recycling.



**Karen Melnychuk**

**Executive Director**

*Multi-Material Stewardship Manitoba*

# 15 YEARS OF STEWARDSHIP

What have 15 years of stewardship meant for Manitoba?  
For residents, it's created more options and resources to recycle.  
For communities, it's provided over \$222 million in funding for residential recycling programs and helped them recover 1,263,758 tonnes of designated materials.

## Take a look at what we've achieved together since 2010:

### 2010

MMSM launches its program

### 2015

Communities recover 500,000 tonnes of designated materials since launch

### 2017

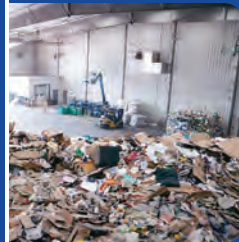
The program first surpasses the 70% material recovery rate target

### 2018

The program first surpasses an 80% material recovery rate

### 2019

The Plastic Bag Challenge collects 11.6 million bags to be recycled since 2010



MMSM achieves 50% plastic bag reduction target

The Recycle Like Michael campaign wins several Signature Awards





## 2020

Manitoba's Minister of Conservation and Climate proclaims the third week of October as Recycling Week

## 2021

MMSM submits its first Full EPR Transition Plan draft for government review

## 2024

MMSM and other PROs collaborate on national packaging guidelines to increase adoption of widely recyclable packaging

## 2025

MMSM submits its third Full EPR Transition Plan draft for government approval



MMSM launches Recyclepedia search tool



**CHECK IT BEFORE YOU CHUCK IT**

DOWNLOAD THE FREE RECYCLEPEDIA APP

Available on the App Store GET IT ON Google Play

# EXECUTIVE SUMMARY

## PROGRAM PERFORMANCE:

**151** COMMUNITIES & OTHER PARTNERS  
RECEIVE FUNDING FOR RESIDENTIAL RECYCLING

MMSM PAID **\$18,584,247**  
TO COMMUNITIES & OTHER PARTNERS

**95%** OF MANITOBANS HAVE ACCESS TO A  
RESIDENTIAL RECYCLING PROGRAM

**92%** OF RESIDENTS PARTICIPATE IN THEIR  
RESIDENTIAL RECYCLING PROGRAM

**76,085,815 kg**  
OF PACKAGING & PRINTED PAPER RECOVERED

**59.4 kg** RECOVERED PER CAPITA

**69.3%** RECOVERY RATE

## PROMOTION & EDUCATION:

**139,562** WEBSITE  
SESSIONS

**76,102** RECYCLEPEDIA  
SESSIONS

**126,212** RECYCLEPEDIA  
SEARCHES

**3,108** RECYCLEPEDIA  
APP DOWNLOADS

**183,575** SOCIAL MEDIA  
IMPRESSIONS

**12.6 Million** DIGITAL AD  
IMPRESSIONS

## STEWARDS:

**842** REGISTERED  
STEWARDS

**625** STEWARD  
REPORTS  
RECEIVED

**142** VOLUNTARY  
STEWARD  
AGREEMENTS

## ELIGIBLE MMSM MATERIALS:



**ALUMINUM**  
food & beverage  
containers



**BOXBOARD**



**CARTONS**



**CORRUGATED  
CARDBOARD**



**GLASS**  
food & beverage  
containers



**PAPER**



**PLASTIC**  
food & beverage  
containers



**STEEL**  
food & beverage  
containers



**TELEPHONE  
DIRECTORIES**

# FIELD SERVICES

## Field Services' overall objectives are to:

- Provide stable, long-term funding for residential recycling programs
- Ensure steward fees reflect the cost of handling designated materials
- Reduce the inherent uncertainty in recycling markets

## Participating communities design their recycling programs to meet their unique needs. Field Services provides them with:

- Recycling Funding Payments
- Technical assistance and resources to improve recycling programs and waste-reduction activities
- Consultations and guidance



Field Services Director, Martin Racicot (right), with City of Winnipeg Superintendent of Waste Diversion, Mark Kinsley, at the Brady 4R Winnipeg Depot.

## FIELD SERVICES

MMSM welcomed Roseau River Anishinaabe First Nation, the R.M. of Alonsa, and Skownan First Nation to the program. Field Services staff worked with them to develop effective, convenient recycling systems.

Field Services supported numerous registered communities through the complex challenges of residential recycling. This included consultations regarding contract renewals, assisted with RFPs, and provided guidance for collection and processing procurement.

**151**

**REGISTERED  
COMMUNITIES**

**+76**

**MILLION KG  
OF ELIGIBLE  
PPP RECOVERED**

**\$18,584,247.06**

**IN FUNDING PAID  
TO COMMUNITIES**

# REPORTED WEIGHT BY REGION

This table shows the total reported kg of eligible materials recovered from registered communities in different regions and other program partners.

REGION	POPULATION IN PARTICIPATING COMMUNITIES	2025 KG	AVERAGE KG PER CAPITA
Central West	28,903	1,121,552	38.8
East	103,071	4,797,499	46.5
Interlake	67,757	3,124,076	46.1
North	31,879	1,119,929	35.1
North West	32,762	1,633,043	49.8
South Central	97,790	5,423,034	55.5
South West	97,627	5,009,198	51.3
Winnipeg and Area	820,055	53,413,429	65.1
<b>SUBTOTAL</b>	<b>1,279,844</b>	<b>75,641,759</b>	<b>59.1</b>
Post-Secondary Education Institutions		422,523	
Winter Road Project		21,533	
<b>TOTAL</b>	<b>1,279,844</b>	<b>76,085,815</b>	<b>59.4</b>

## Table Notes

- 1 Recovery metrics include only those materials reported by registered communities and other partners. Manitoba has several charity-based organizations and individuals who collect recyclable materials for sale directly to brokers.
- 2 MMSM has reason to believe that some residents take beverage containers to Saskatchewan for a deposit refund even though no deposit has been paid on these containers. This is a practice MMSM does not support.
- 3 Recovery weights from Post-Secondary Education Institutions (PSEIs) are based on 2025 annual reports from participating PSEIs. The reporting period for two of the four PSEIs was April 2025-March 2026.
- 4 Population numbers are provided from the 2021 Census.

# REPORTED WEIGHT BY COMMUNITY YEAR OVER YEAR

COMMUNITY	REGION	POPULATION	2024 KG	2024 KG PER CAPITA	2025 KG	2025 KG PER CAPITA	% CHANGE
Alexander, R.M.	East	3,854	196,251	50.9	193,900	50.3	-1%
Alonsa, R.M. **	Central West	1210	N/A	N/A	23,852	20	N/A
Altona, Town	South Central	4,267	338,488	79.3	334,126	78.3	-1%
Arborg, Town	Interlake	1,279	57,774	45.2	52,769	41.3	-9%
Argyle, R.M.	South Central	994	27,229	27.4	30,770	31.0	13%
Armstrong, R.M.	Interlake	1,967	53,720	27.3	23,090	11.7	-57%
Beausejour, Town	East	3,307	277,130	83.8	317,750	96.1	15%
Bifrost-Riverton, Municipality	Interlake	3,320	198,544	59.8	181,343	54.6	-9%
Boissevain-Morton, Municipality	South West	2,309	171,573	74.3	126,694	54.9	-26%
Brandon, City	South West	51,313	3,202,555	62.4	3,031,661	59.1	-5%
Brenda-Waskada Municipality	South West	650	14,075	21.7	16,220	25.0	15%
Brokenhead, R.M.	East	5,414	251,470	46.4	245,000	45.3	-3%
Buffalo Point First Nation	East	219	29,279	133.7	25,330	115.7	-13%
Carberry, Town	South West	1,818	137,300	75.5	156,908	86.3	14%
Carman, Town	South Central	3,114	321,890	103.4	339,266	108.9	5%
Cartier, R.M.	Winnipeg and Area	3,344	175,777	52.6	197,083	58.9	12%
Cartwright-Roblin, Municipality	South Central	1,336	26,340	19.7	33,890	25.4	29%
Churchill, Town	North	870	1,861	2.1	4,226	4.9	127%
Clanwilliam-Erickson, Municipality	Central West	1,012	6,400	6.3	6,292	6.2	-2%
Coldwell, R.M.	Interlake	1,313	52,151	39.7	54,004	41.1	4%
Cornwallis, R.M.	South West	4,568	95,370	20.9	98,520	21.6	3%
Crane River, Community	North West	111	6,049	54.5	6,159	55.5	2%
Dauphin, City	North West	8,368	567,041	67.8	525,589	62.8	-7%
Dauphin, R.M.	North West	2,136	81,922	38.4	94,065	44.0	15%
De Salaberry, R.M.	East	3,918	51,415	13.1	51,090	13.0	-1%
Deloraine-Winchester, R.M.	South West	1,478	78,260	52.9	74,990	50.7	-4%
Dufferin, R.M.	South Central	2,543	12,580	4.9	13,230	5.2	5%
Dunnottar, Village	Interlake	989	66,240	67.0	66,240	67.0	0%
East St. Paul, R.M.	Winnipeg and Area	9,725	716,130	73.6	651,335	67.0	-9%
Ellice-Archie, R.M.	Central West	831	31,295	37.7	28,580	34.4	-9%
Elton, R.M.	South West	1,276	46,590	36.5	47,510	37.2	2%
Emerson-Franklin, Municipality	East	2,437	78,480	32.2	80,790	33.2	3%
Ethelbert, Municipality	North West	648	41,344	63.8	38,736	59.8	-6%
Falcon Lake-Westhawk (WPP)	East	383	135,000	352.5	118,740	310.0	-12%
Fisher, R.M.	Interlake	1,845	21,380	11.6	18,540	10.0	-13%
Flin Flon, City	North	4,940	272,198	55.1	260,646	52.8	-4%
Gilbert Plains, Municipality	North West	1,420	82,231	57.9	79,903	56.3	-3%
Gimli, R.M.	Interlake	6,569	398,600	60.7	353,250	53.8	-11%
Glenboro-South Cypress, Municipality	South West	1,565	67,671	43.2	58,910	37.6	-13%
Glenella-Lansdowne, Municipality	Central West	1,133	20,754	18.3	12,017	10.6	-42%
Grahamdale, R.M.	Interlake	1,278	19,150	15.0	19,257	15.1	1%
Grand Beach-Sustainable Development	East	60	23,490	391.5	10,770	179.5	-54%
Grandview, Municipality	North West	1,419	109,998	77.5	117,620	82.9	7%
Grassland, Municipality	South West	1,583	75,525	47.7	70,420	44.5	-7%
Grey, R.M.	South Central	2,517	156,460	62.2	141,100	56.1	-10%
Hamiota, Municipality	Central West	1,234	58,478	47.4	46,105	37.4	-21%
Hanover, R.M.	East	17,216	540,400	31.4	576,680	33.5	7%
Harrison Park, Municipality	Central West	1,852	23,220	12.5	25,577	13.8	10%

COMMUNITY	REGION	POPULATION	2024 KG	2024 KG PER CAPITA	2025 KG	2025 KG PER CAPITA	% CHANGE
Headingley, R.M.	Winnipeg and Area	4,331	276,670	63.9	270,510	62.5	-2%
Hecla Grindstone Provincial Park	Interlake	229	55,244	241.2	43,505	190.0	-21%
Killarney-Turtle Mountain, Municipality	South West	3,520	142,797	40.6	146,742	41.7	3%
La Broquerie, R.M.	East	6,725	62,210	9.3	68,980	10.3	11%
Lac du Bonnet, R.M.	East	3,563	23,480	6.6	33,500	9.4	43%
Lac du Bonnet, Town	East	1,064	129,210	121.4	155,684	146.3	20%
Lakeshore, R.M.	North West	1,186	78,593	66.3	78,825	66.5	0%
Lorne, Municipality	South Central	2,904	115,208	39.7	95,560	32.9	-17%
Louise, Municipality	South Central	2,025	151,438	74.8	162,070	80.0	7%
Macdonald, R.M.	Winnipeg and Area	8,120	526,894	64.9	639,839	78.8	21%
Mallard, Community	North West	102	5,234	51.3	4,619	45.3	-12%
Matheson Island, Community	North	136	5,730	42.1	2,622	19.3	-54%
McCreary, Municipality	Central West	748	80,646	107.8	82,970	110.9	3%
Meadow Portage, Community	North West	72	5,234	72.7	4,619	64.2	-12%
Melita, Town	South West	1,041	65,487	62.9	56,300	54.1	-14%
Minitonas-Bowsman, Municipality	North West	1,587	62,388	39.3	59,942	37.8	-4%
Minnedosa, Town	Central West	2,741	190,070	69.3	199,420	72.8	5%
Montcalm, R.M.	South Central	1,278	48,035	37.6	53,470	41.8	11%
Morden, City	South Central	9,929	573,516	57.8	580,297	58.4	1%
Morris, R.M.	South Central	3,049	84,279	27.6	69,873	22.9	-17%
Morris, Town	South Central	1,975	127,668	64.6	122,401	62.0	-4%
Mossey River, R.M.	North West	1,116	71,507	64.1	71,519	64.1	0%
Mountain, R.M.	North West	980	25,895	26.4	22,841	23.3	-12%
Neepawa, Town	Central West	5,685	256,440	45.1	242,450	42.6	-5%
Niverville, Town	East	5,947	322,740	54.3	334,050	56.2	4%
Norfolk Treherne, Municipality	South Central	1,770	122,628	69.3	98,305	55.5	-20%
North Cypress-Langford, Municipality	South West	3,011	58,204	19.3	50,762	16.9	-13%
North Norfolk, Municipality	South Central	3,915	146,806	37.5	169,343	43.3	15%
Oakland-Wawanesa, Municipality	South West	1,758	44,706	25.4	52,580	29.9	18%
Oakview, R.M.	Central West	1,928	62,755	32.5	65,880	34.2	5%
Paint Lake-Natural Resources and Northern Development	North	275	16,580	60.3	16,050	58.4	-3%
Peguis First Nation	Interlake	3,053	12,790	4.2	10,620	3.5	-17%
Pembina, Municipality	South West	2,406	147,690	61.4	140,352	58.3	-5%
Pinawa, L.G.D.	East	1,558	122,197	78.4	114,106	73.2	-7%
Pine Dock, Town	North	38	1,900	50.0	1,642	43.2	-14%
Piney, R.M.	East	1,843	86,520	46.9	96,040	52.1	11%
Pipestone, R.M.	South West	1,422	48,724	34.3	52,032	36.6	7%
Portage la Prairie, City	South Central	13,270	998,640	75.3	986,531	74.3	-1%
Portage la Prairie, R.M.	South Central	6,888	261,458	38.0	268,460	39.0	3%
Powerview-Pine Falls, Town	East	1,239	67,170	54.2	69,640	56.2	4%
Prairie Lakes, R.M.	South West	1,625	35,825	22.0	36,273	22.3	1%
Prairie View, Municipality	Central West	2,161	69,686	32.2	84,912	39.3	22%
Rhineland, Municipality	South Central	5,819	159,236	27.4	153,601	26.4	-4%
Riding Mountain National Park	Central West	300	3,200	10.7	3,146	10.5	-2%
Riding Mountain West, R.M.	Central West	1,442	36,977	25.6	29,522	20.5	-20%
Ritchot, R.M.	Winnipeg and Area	7,469	545,280	73.0	579,120	77.5	6%
Riverdale, Municipality	South West	1,803	106,905	59.3	108,330	60.1	1%
Roblin, Municipality	North West	3,089	142,428	46.1	149,249	48.3	5%
Rock Ridge, Community	North West	64	3,106	48.5	3,079	48.1	-1%
Rockwood, R.M.	Interlake	8,440	150,020	17.8	215,860	25.6	44%

COMMUNITY	REGION	POPULATION	2024 KG	2024 KG PER CAPITA	2025 KG	2025 KG PER CAPITA	% CHANGE
Roland, R.M.	South Central	1,145	41,272	36.0	38,050	33.2	-8%
Roseau River Anishinaabe First Nation **	Central West	665	N/A	N/A	4,280	6	N/A
Rosedale, R.M.	Central West	1,524	22,344	14.7	21,089	13.8	-6%
Rosburn, Municipality	South West	973	60,520	62.2	78,100	80.3	29%
Rosser, R.M.	Winnipeg and Area	1,270	32,230	25.4	26,210	20.6	-19%
Russell-Binscarth, Municipality	Central West	2,596	141,309	54.4	140,850	54.3	0%
Selkirk, City	Interlake	10,504	668,860	63.7	664,330	63.2	-1%
Sifton, R.M.	South West	1,239	32,704	26.4	38,260	30.9	17%
Sioux Valley Dakota Nation **	South West	1057	N/A	N/A	12,963	12	N/A
Skownan First Nation **	North West	1800	N/A	N/A	11,855	7	N/A
Snow Lake, Town	North	1,088	15,232	14.0	12,940	11.9	-15%
Souris-Glenwood, Municipality	South West	2,547	117,773	46.2	123,110	48.3	5%
Spence Lake, Community	North West	70	7,561	108.0	7,698	110.0	2%
Springfield, R.M.	Winnipeg and Area	16,142	803,537	49.8	868,530	53.8	8%
St. Andrews, R.M.	Interlake	11,723	616,100	52.6	651,400	55.6	6%
St. Clements, R.M.	East	11,586	586,369	50.6	600,315	51.8	2%
St. François-Xavier, R.M.	Winnipeg and Area	1,449	113,081	78.0	118,124	81.5	4%
St. Laurent, R.M.	Interlake	1,542	50,852	33.0	81,554	52.9	60%
Stanley, R.M.	South Central	8,981	308,543	34.4	294,305	32.8	-5%
Ste. Anne, R.M.	East	5,584	157,291	28.2	159,107	28.5	1%
Ste. Anne, Town	East	2,891	188,503	65.2	183,321	63.4	-3%
Ste. Rose, Municipality	North West	1,591	92,984	58.4	101,941	64.1	10%
Steinbach, City	East	17,806	971,220	54.5	967,390	54.3	0%
Stonewall, Town	Interlake	5,046	316,210	62.7	326,220	64.6	3%
St-Pierre-Jolys, Village	East	1,305	59,155	45.3	51,010	39.1	-14%
Stuartburn, R.M.	East	1,731	40,111	23.2	43,140	24.9	8%
Swan Lake First Nation	South Central	347	18,955	54.6	26,166	75.4	38%
Swan River, Town	North West	4,049	199,173	49.2	232,004	57.3	16%
Swan Valley West, Municipality	North West	2,759	16,773	6.1	16,621	6.0	-1%
Tache, R.M.	Winnipeg and Area	11,916	719,840	60.4	750,130	63.0	4%
Teulon, Town	Interlake	1,196	147,080	123.0	137,570	115.0	-6%
The Pas, Town (Group)*	North	11,097	402,190	36.2	396,950	35.8	-1%
Thompson, City	North	13,035	441,240	33.9	419,764	32.2	-5%
Thompson, R.M.	South Central	1,518	63,930	42.1	58,890	38.8	-8%
Two Borders, Municipality	South West	1,120	10,880	9.7	14,110	12.6	30%
Victoria Beach, R.M.	East	447	69,900	156.4	69,190	154.8	-1%
Victoria, R.M.	South Central	1,188	75,797	63.8	56,325	47.4	-26%
Virden, Town	South West	3,118	257,132	82.5	269,798	86.5	5%
Wabowden-Setting Lake	North	400	1,375	3.4	5,090	12.7	270%
Wallace-Woodworth, R.M.	South West	2,748	99,330	36.1	104,594	38.1	5%
Waterhen, Community	North West	195	6,049	31.0	6,159	31.6	2%
West Interlake, R.M.	Interlake	2,228	76,030	34.1	78,914	35.4	4%
West St. Paul, R.M.	Winnipeg and Area	6,682	609,223	91.2	767,469	114.9	26%
WestLake-Gladstone, Municipality	South Central	3,273	145,500	44.5	135,400	41.4	-7%
Whitehead, R.M.	South West	1,679	36,483	21.7	43,060	25.6	18%
Whitmouth, R.M. (Group)*	East	2,974	230,405	77.5	231,976	78.0	1%
Winkler, City	South Central	13,745	1,107,017	80.5	1,161,605	84.5	5%
Winnipeg Beach, Town	Interlake	1,439	69,450	48.3	76,140	52.9	10%
Winnipeg, City	Winnipeg and Area	749,607	47,647,911	63.6	48,545,079	64.8	2%
Woodlands, R.M.	Interlake	3,797	79,460	20.9	69,470	18.3	-13%
Yellowhead, R.M.	Central West	1,841	97,735	53.1	104,610	56.8	7%

\* The community works together with surrounding communities on their residential recycling programs. Their combined collection weights are reported together.

\*\* The community joined MMSM's program in 2025.

## POST-SECONDARY EDUCATION INSTITUTIONS

MMSM provided **\$136,875** in funding to four post-secondary education institutions (PSEIs) in Manitoba. Institutions can use the funding to off-set recycling costs, promote recycling programs, conduct waste audits, and purchase recycling bins.

The table below shows the estimated PPP recovered at each institution, as reported in their 2025 program reports.

PSEI	ESTIMATED KG RECOVERED
UNIVERSITY OF MANITOBA*	<b>152,130</b>
RED RIVER COLLEGE POLYTECHNIC	<b>145,753</b>
UNIVERSITÉ DE SAINT-BONIFACE*	<b>33,280</b>
UNIVERSITY OF WINNIPEG	<b>91,360</b>
<b>TOTAL</b>	<b>422,523 KG</b>

\* The reporting period was from April 2025-March 2026.

# MATERIAL RECOVERY RATES

MATERIAL	2024 QUANTITY SUPPLIED (TONNES)	2024 QUANTITY RECOVERED (TONNES)	2024 RECOVERY RATE (%)	2023 RECOVERY RATE (%)
Newsprint	6,399	6,617	98.0%	98.0%
Magazines and Catalogues	453	1,856	98.0%	98.0%
Telephone Books	63	21	34.1%	46.8%
Other Printed Paper	2,196	2,418	98.0%	84.7%
Corrugated Cardboard	13,461	13,119	97.5%	98.0%
Boxboard	13,336	9,011	67.6%	64.9%
Gable Top Cartons	750	744	98.0%	98.0%
Paper Laminates	2,294	653	28.5%	28.2%
Aseptic Containers	694	319	46.0%	54.1%
PET Containers and Bottles	6,611	4,173	63.1%	69.2%
HDPE Containers and Bottles	3,610	2,555	70.8%	69.9%
Plastic Film	2,976	332	11.1%	12.7%
Plastic Laminates	3,317	393	11.8%	11.6%
Polystyrene	869	282	32.5%	24.1%
Other Plastics	6,708	2,826	42.1%	46.6%
Steel Food & Beverage Cans	2,835	1,573	55.5%	63.7%
Steel Aerosols	195	46	23.7%	29.3%
Other Steel Containers	1	-	0.0%	0.0%
Aluminum Food & Beverage Cans	3,774	1,635	43.3%	45.2%
Other Aluminum Packaging	442	74	16.6%	20.5%
Clear Glass	9,956	7,166	72.0%	77.4%
Coloured Glass	4,819	3,580	74.3%	76.9%
<b>TOTAL</b>	<b>85,759</b>	<b>59,394</b>	<b>69.3%</b>	<b>71.8%</b>

1 *Quantity Supplied (tonnes)* are the tonnes reported by MMSM stewards in their 2025 Steward Reports, which use 2024 data (the most recent data available).

2 *Quantity Recovered (tonnes)* are estimates based on datasets that consist of data from community Cost Monitoring Surveys (CMS), Municipal Online Reporting System (MORS) reports, and curbside studies done in 2022, 2023, and 2024.

3 When a material's recovered quantity exceeds the material's supplied quantity, the recovery rate is capped at 98%.

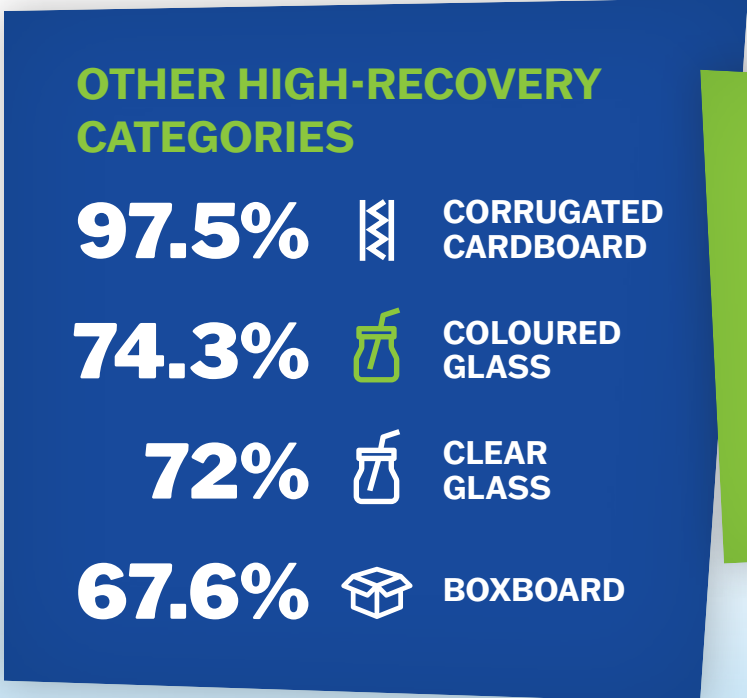
4 Non-obligated materials in the Aluminum Food & Beverage Cans category are excluded.

5 The 2024 recovery rates presented on this table are used for 2026 fee-setting (i.e., latest fee year).

Recovery rates compare the weights of obligated materials that enter the province annually to the estimated weights recovered through residential recycling. They provide insight on program performance, resident knowledge, and trends in recycling behaviour for different material categories.

The consistent individual efforts of Manitoba residents are key to high material recovery. By making recycling part of their daily habits, residents drive program success and keep recyclable materials out of landfills.

**In 2024, resident efforts led to a 98% recovery rate for several materials:**



# BECAUSE OF YOU CAMPAIGN

The *Because of You* campaign showed residents the impact they make by recycling at home. MMSM brought back our 2024 campaign with refreshed creative to highlight the most recent material recovery weights. It was a thank you to dedicated recyclers —and proof that their individual efforts matter.

The campaign had a mix of outdoor, print, video, and digital ads that ran from spring until the end of the year.

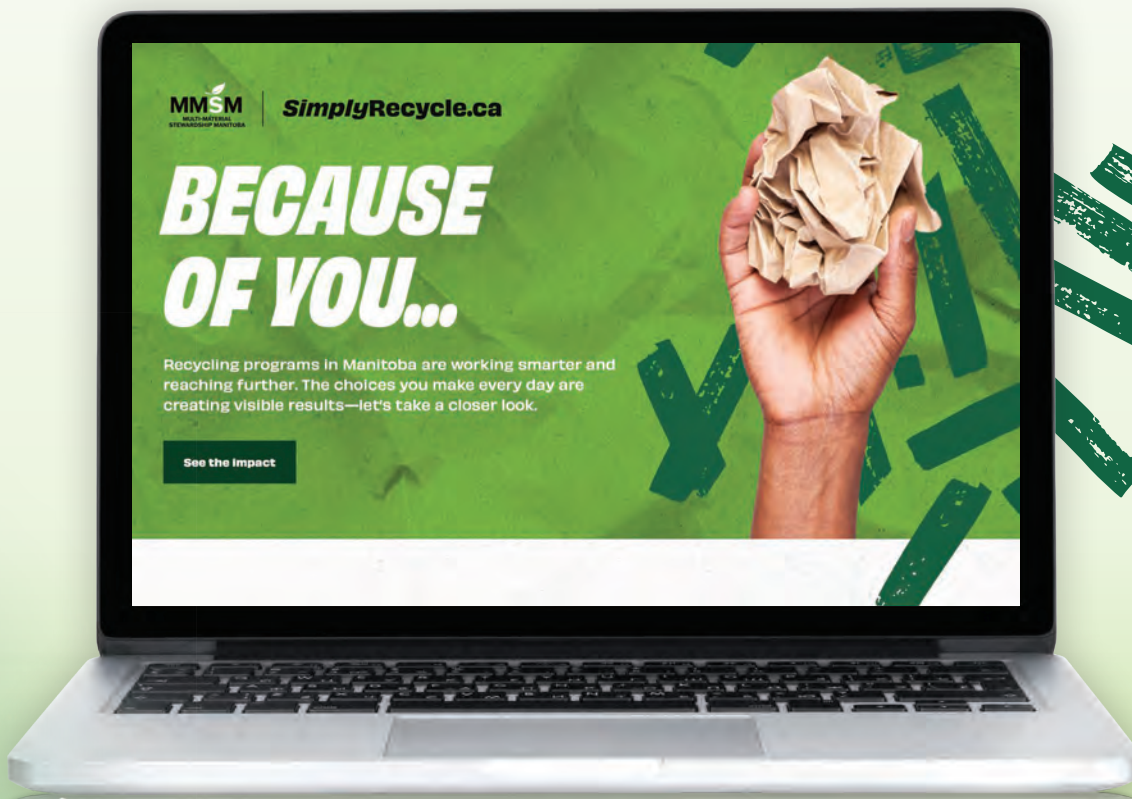


## You're doing more than you know

In MMSM's annual survey, 74% of residents said they're confident that their recycling gets recycled. After seeing our ads, 60% of residents said they felt more encouraged to recycle.

**12.6** MILLION  
DIGITAL AD IMPRESSIONS

**78,974**  
LANDING PAGE VIEWS







MBLL Manager of Sustainability, Donna Dagg (left), with MMSM's Board Treasurer, Ian Urquhart (centre), and Executive Director, Karen Melnychuk (right).

## 15 YEARS OF LEADERSHIP

Karen retired from her role at the end of the year. Karen led MMSM for the past 15 years and played a major role in developing, implementing, and improving our program. Her devotion and care contributed greatly to the team's success.

**We're grateful for Karen's contributions and leadership, and we wish her a happy retirement.**



MMSM's board of directors at Princess Auto Stadium.



Kalin McDonald, MMSM Manager of Collection Field Services presenting a plaque of recognition to Peguis First Nation's Landfill Supervisor, Roxana Cochrane.



MMSM Board Chair, John Graham, speaking at the 15th anniversary celebration.

# RECYCLEPEDIA

**MMSM's Recyclepedia search tool continues to help residents recycle and reduce waste.**

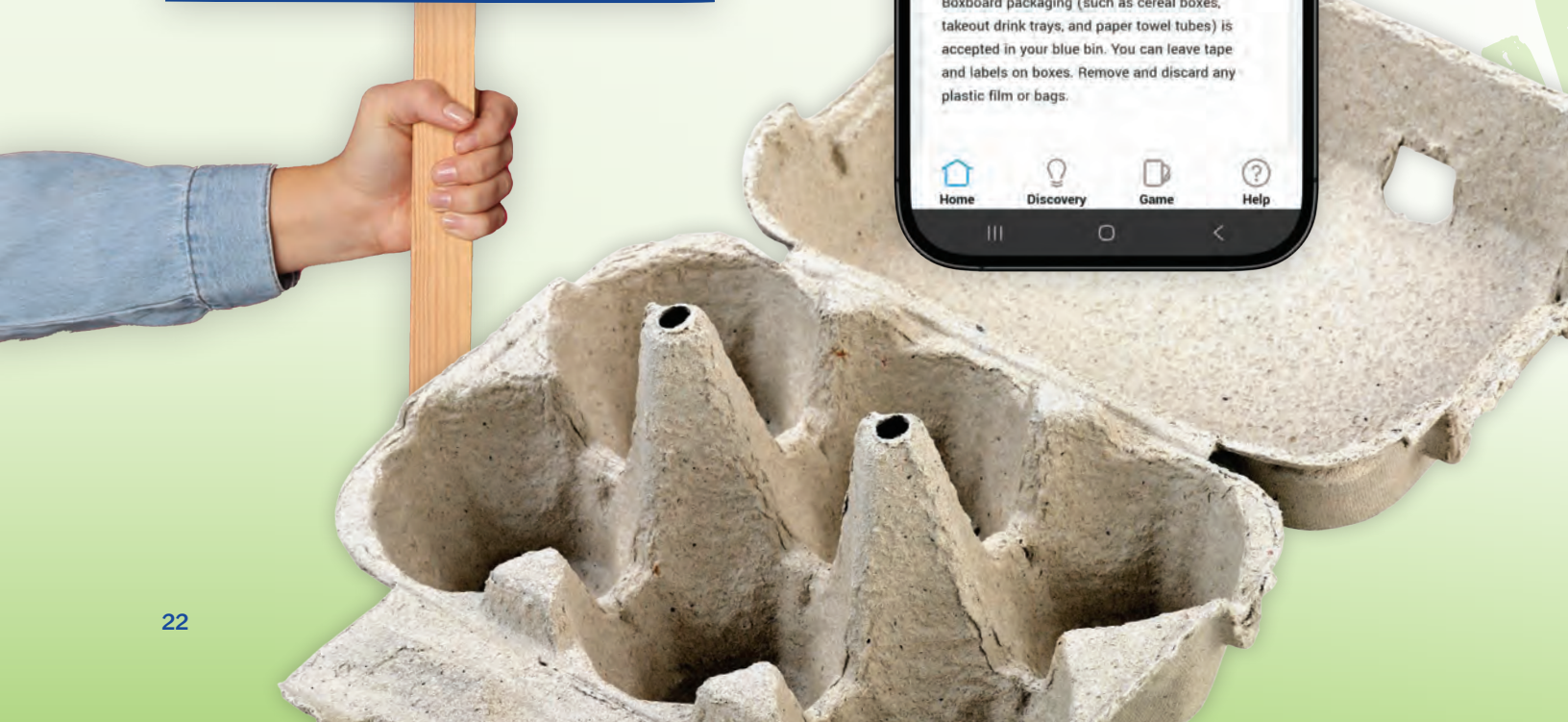
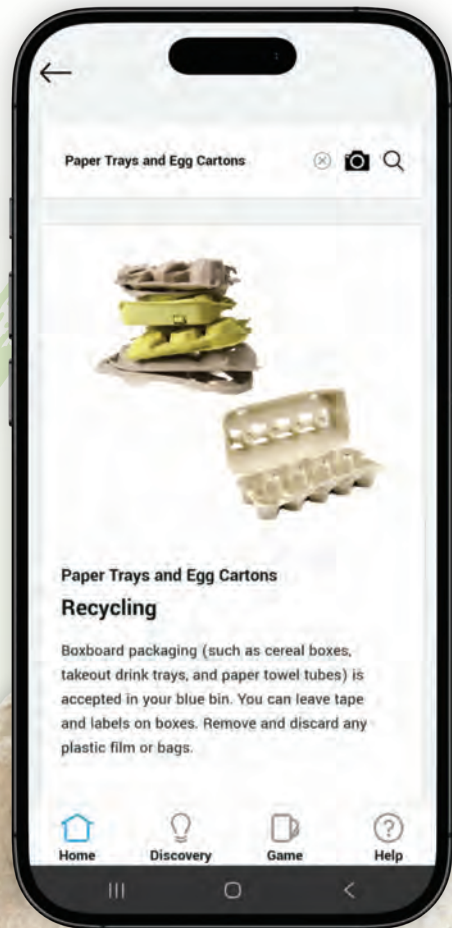
In December 2025, the tool's features were upgraded and expanded. Image search, more specific material listings, and clearer instructions improved upon its previous functions. New features, like quizzes, articles, and featured materials offer more learning opportunities for residents.



**126,212**  
SEARCHES

**76,102**  
SESSIONS

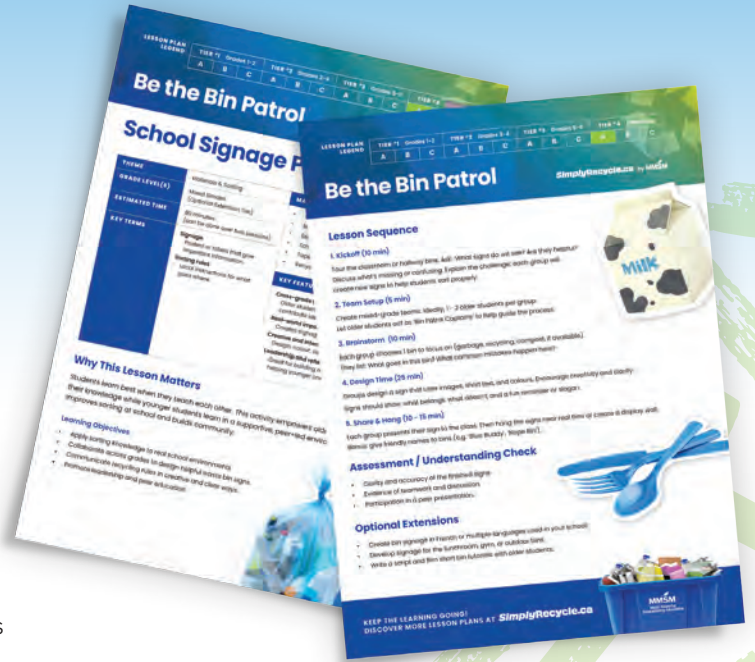
**3,108**  
APP DOWNLOADS



# SCHOOLS

## Lesson Plans

MMSM worked with Manitoba teachers to develop four lesson plans in English and French for various grade levels. The guided lessons and materials make it easy for teachers to include waste reduction in their curriculum. The lessons are fun, incorporate relevant skills, and help students understand recycling.



## Earth Rangers

MMSM sponsored 15 Earth Rangers school assemblies and two online club missions. Over 4,000 students in Brandon, Selkirk, and Winnipeg learned the importance of waste reduction through live shows.



Manitoba students helping in a demonstration at an Earth Rangers assembly.

## Winnipeg Goldeyes

Nearly 7,000 students attended two MMSM-sponsored Winnipeg Goldeyes baseball games. All students received blue gym bags with a recycling-themed design.



Manitoba students competing in a recycling race at a Winnipeg Goldeyes game.



# PROGRAM IMPACT

Every community has unique recycling challenges. MMSM supported several communities through program evaluations and worked with them to identify solutions and navigate contract procurement to find affordable options that best serve their needs. Here's what some of those communities said about working with MMSM.



MMSM provided valuable support to the RM of Woodlands during the 2025 renewal of our garbage and recycling hauling contract. Their expertise in tender review, analysis, and contractor outreach helped ensure the process reflected our current service requirements and remained up to date in a world of evolving policies and regulations. Thank you, MMSM!

**KAITLYN GRIFFITH**

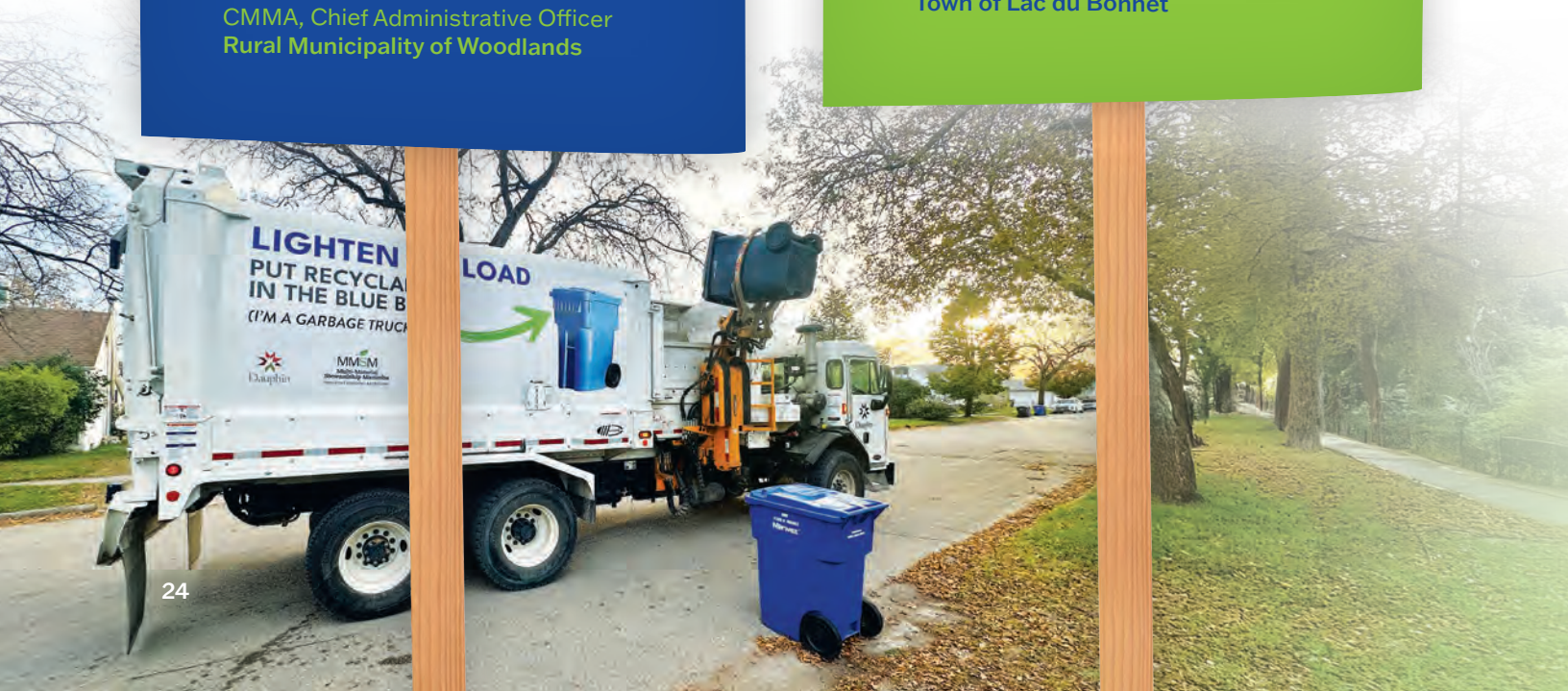
CMMA, Chief Administrative Officer  
Rural Municipality of Woodlands



MMSM provided valuable guidance and technical support to the Town of Lac du Bonnet as we evaluated our existing recycling program. Their expertise helped us assess program effectiveness and identify the most efficient and sustainable path forward, ensuring our approach aligns with long-term environmental and operational goals.

**MARLEY SEYMOUR**

Chief Administrative Officer  
Town of Lac du Bonnet





## Roseau River Anishinaabe First Nation

MMSM onboarded Roseau River Anishinaabe First Nation into its program. Staff assisted with registration, tracking tonnage, and using accurate reporting processes.



The success of the Roseau River Anishinaabe First Nation's Recycling Program is a victory for our people and our territory. This incredible increase in waste diversion, made possible through our collaboration with MMSM, reflects our community's unwavering commitment to environmental wellness.

**CRAIG ALEXANDER**

Waste Manager  
RRAFN Waste Transfer Station

## R.M. of St. Laurent

MMSM reviewed the R.M. of St. Laurent's operations and identified opportunities to reduce their program costs.



MMSM goes above and beyond with their customer service, recently resulting in significant savings for our RM.

**PAUL BELAIR**

ACAO  
R.M. of St. Laurent

# REMOTE FIRST NATIONS COMMUNITIES

**Transportation of materials is a massive barrier for recycling and waste diversion in northern and remote First Nations communities. The Winter Road Project is an annual initiative to overcome this challenge.**

MMSM works with community representatives, Green Action Centre's Pathfinders, and other producer responsibility organizations (PROs) to recover and transport the following materials via Manitoba's winter roads:

- Blue box materials
- Batteries
- Medical sharps
- Tires
- Electronics
- Used oil
- Household hazardous waste

With support from Indigenous Services Canada (ISC), the project also recovers non-stewarded materials such as large appliances and commercial cardboard.



The Winter Road Recycling Project seeks to protect and improve the health of community lands, waters and air by removing divertible and recyclable materials from communities on the winter roads. The success of MMSM's participation in the Project and willingness to meet communities where they are at in their waste diversion journey is best reflected by the growing number of communities that have identified blue bin materials as a focus area. Recycling is on the rise in Northern Manitoba and MMSM has been a key player in pushing that trend forward.

**HARRISON BRIAND**  
Green Action Centre



## Winter Roads 2024–2025 Season

**This was the most successful season for MMSM since joining the project.**

MMSM worked with partners to develop strategies, provide support and resources, and arrange transportation and processing services. Coordinated efforts from all partners led to participation from additional communities and trucking service providers.

The project recovered a single-season high in blue box materials and commercial cardboard. It was an important milestone and shared accomplishment for everyone involved. MMSM sincerely appreciates the continued commitment of everyone involved with sustainable material management and environmental protection in Manitoba's North.

**21,533 KG  
OF BLUE BOX  
MATERIALS  
RECOVERED**

**36,627 KG  
OF COMMERCIAL  
CARDBOARD  
RECOVERED**



Blue box materials loaded for transport in Bunibonibee Cree Nation.



Blue box materials prepared for transport in Sayisi Dene First Nation.

## Participating Communities:

**Bunibonibee Cree Nation**  
(formerly known as Oxford House)

**Sayisi Dene First Nation**

**Northlands Denesuline First Nation**

# COMMUNITY & INDUSTRY EVENTS

Staff hosted booths at various events, and Executive Director Karen Melnychuk spoke at two events about full EPR and the current state of recycling. These led to community consultations, direct support, registration inquiries, and a municipality completing registration with MMSM.

## Events attended:

- Association of Manitoba Municipalities (AMM) Spring and Fall Conventions – April 15-16, November 25-27
- Northern Association of Community Councils (NACC) 53<sup>rd</sup> Annual Conference – August 12-14
- Buffalo Point Wellness Expo – May 30
- Solid Waste Association of North America Conference – November 12-15
- Manitoba Association of Regional Recyclers Fall Forum – October 15-16



Senior Manager of Field Services, Kristin Houle, and EPRA Program Director, Dennis Neufeld at the 2025 AMM Spring Convention.

# IN-KIND ADVERTISING PROGRAM

The In-Kind Advertising program is a collaboration between MMSM, News Media Canada, the City of Winnipeg, and the Association of Manitoba Municipalities.

Under the agreement, obligated newspaper publishers provide advertising credits in lieu of financial contributions. MMSM and member communities can use credits to advertise in obligated newspapers to promote recycling and sustainability initiatives.

The program agreement expired on December 31, 2025. Discussions with stakeholders are ongoing.

Credits used:

**\$561,987**

by communities

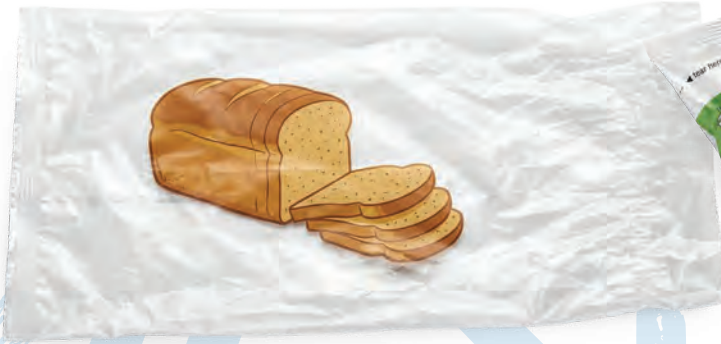
**\$5,515**

by MMSM

# PLASTIC BAG REDUCTION

Plastic bags aren't accepted in residential recycling, so MMSM maintained a list of stores with plastic bag recycling bins on [SimplyRecycle.ca](http://SimplyRecycle.ca). In addition, MMSM donated reusable bags throughout the year to several non-profit organizations, communities, and school events.

Plastic bags were highlighted in the Recyclepedia, recycling guides, and other educational resources to reinforce that they're a source of contamination and provide residents with proper disposal information. Placing plastic bags in the recycling bin can disrupt sorting equipment and create operational challenges within the recycling system.



# FULL EPR

**Under the current regulatory framework, the MMSM program funds up to 80% of eligible residential recycling costs for packaging and printed paper. This cost-sharing model ensures producers take meaningful responsibility for the materials they supply while maintaining stable service across Manitoba.**

Transitioning to a full extended producer responsibility (EPR) model remains central to MMSM's long-term vision for a more accountable, efficient, and outcomes-driven recycling system. In August, MMSM submitted an updated transition plan to the province with revisions based on the advisory committee's report.

Over the past year, MMSM's focus has been maintaining program stability, strengthening compliance, and preparing operationally for full EPR. MMSM continues to identify and bring non-compliant stewards into the program while supporting eligible producers in meeting their obligations. Targeted outreach, education, and enforcement activities help protect a level playing field and preserve program integrity. At the same time, MMSM advanced transition planning, including operational readiness, stakeholder engagement, and system design to ensure Manitoba is well positioned for implementation.

The transition to full EPR is pending provincial approval. MMSM is prepared to implement the proposed framework and will work closely with government, communities, service providers, and producers to ensure a smooth and responsible transition once authorization is granted. More information and updates are available at [stewardshipmanitoba.org](https://stewardshipmanitoba.org)



## MMSM STEWARDS

MMSM is funded entirely by stewards—manufacturers, retailers, and other businesses that supply packaging and printed paper (PPP) to Manitobans—to fulfill their obligations under Manitoba’s Waste Reduction and Prevention (WRAP) Act. Stewards must report the total quantity of designated packaging and printed paper they supply to the province annually.

### STEWARD COMPLIANCE

MMSM works to identify and bring non-compliant stewards into the program.

MMSM encourages eligible organizations to register voluntarily. Clear rules and guidelines make participation fair, consistent, and aligned with the objective of achieving strong recycling and waste diversion outcomes across Manitoba. These rules are available at [stewardshipmanitoba.org/stewards/rules-and-regulations](http://stewardshipmanitoba.org/stewards/rules-and-regulations).

MMSM has authority to audit steward data, and stewards must maintain their records for at least five years. MMSM notifies stewards that haven’t registered or complied with reporting requirements. If their registration and/or data submission isn’t complete within 120 days, MMSM can request enforcement from the Manitoba Government.

### National Packaging Guidelines

MMSM was an active partner in national collaborations focused on harmonization. This included participation with Circular Materials, Éco Entreprises Québec, Recycle BC and SK Recycles on national eco-design guidelines to provide producers with clear guidance to use packaging commonly recycled across Canada and a harmonized material reporting list.

**842**  
**REGISTERED**  
**STEWARDS**

**625**  
**STEWARD REPORTS**  
**RECEIVED**

**142**  
**VOLUNTARY STEWARD**  
**AGREEMENTS**

# INDEPENDENT AUDITOR'S REPORT

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

### OPINION

We have audited the financial statements of Multi-Material Stewardship Manitoba Inc. (the "Organization"), which comprise the balance sheet as at December 31, 2025, and the statements of changes in net assets, operations 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 Organization as at December 31, 2025, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### 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 Organization 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.

### RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS

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

In preparing the financial statements, management is responsible for assessing the Organization'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 Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization'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 Organization'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 Organization'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 Organization 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.

*BDO Canada LLP*

Chartered Professional Accountants, Licensed Public Accountants

Toronto, Ontario

May 29, 2026

# BALANCE SHEET

AS AT DECEMBER 31

	2025	2024
	\$	\$
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	26,407,077	27,258,787
Accounts receivable	937,097	1,228,833
Prepaid expenses and other assets	117,731	121,318
	<b>27,461,905</b>	28,608,938
<b>CAPITAL ASSETS</b> (Note 2)	<b>1,764</b>	767
	<b>27,463,669</b>	28,609,705
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	6,799,653	7,890,606
<b>NET ASSETS</b>		
Invested in capital assets	1,764	767
Unrestricted	20,662,252	20,718,332
	<b>20,664,016</b>	20,719,099
	<b>27,463,669</b>	28,609,705

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

On behalf of the Board:



**John Graham,**  
Director



**Ian Urquhart,**  
Director

# STATEMENT OF CHANGES IN NET ASSETS

## YEAR ENDED DECEMBER 31, 2025

	INVESTED IN CAPITAL ASSETS	UNRESTRICTED \$	TOTAL \$
<b>BALANCE, BEGINNING OF YEAR</b>	<b>767</b>	<b>20,718,332</b>	<b>20,719,099</b>
Deficiency of revenue over expenses for the year	(863)	(54,220)	(55,083)
Investment in capital assets	1,860	(1,860)	-
<b>BALANCE, END OF YEAR</b>	<b>1,764</b>	<b>20,662,252</b>	<b>20,664,016</b>

## YEAR ENDED DECEMBER 31, 2024

	INVESTED IN CAPITAL ASSETS	UNRESTRICTED \$	TOTAL \$
<b>BALANCE, BEGINNING OF YEAR</b>	<b>1,032</b>	<b>18,091,956</b>	<b>18,092,988</b>
Excess (deficiency) of revenue over expenses for the year	(265)	2,626,376	2,626,111
<b>BALANCE, END OF YEAR</b>	<b>767</b>	<b>20,718,332</b>	<b>20,719,099</b>

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

# STATEMENT OF OPERATIONS

YEAR ENDED DECEMBER 31

	2025	2024
	\$	\$
<b>REVENUE</b>		
Steward fees	21,257,058	22,193,587
Interest income and other	947,066	1,431,141
	<b>22,204,124</b>	23,624,728
<b>EXPENSES</b>		
Municipal programs support payments	18,584,247	17,450,843
Program delivery/stewards services (Note 3)	2,182,077	2,091,186
Promotion and education (Note 5)	504,990	485,123
Administrative and corporate (Note 4)	435,665	444,410
Continuous improvement process	329,691	284,667
School funding	213,073	206,576
	<b>22,249,743</b>	20,962,805
Enhanced programs – aluminum recovery	8,506	25,620
Enhanced programs – plastic bags	958	10,192
	<b>9,464</b>	35,812
	<b>22,259,207</b>	20,998,617
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FOR THE YEAR</b>	<b>(55,083)</b>	2,626,111

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

# STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31

	2025	2024
Cash provided by (used in)	\$	\$
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenue over expenses for the year	<b>(55,083)</b>	2,626,111
Adjustments to reconcile excess of revenue over expenses for the year to cash provided by operating activities:		
Amortization of capital assets	<b>863</b>	265
Settlement of steward fees with in-kind services	<b>(14,136)</b>	(17,177)
In-kind advertising expenses	<b>5,515</b>	50,481
Changes in non-cash working capital balances:		
Accounts receivable	<b>291,736</b>	(910,599)
Prepaid expenses and other assets	<b>12,208</b>	(92,004)
Accounts payable and accrued liabilities	<b>(1,090,953)</b>	2,701,796
	<b>(849,850)</b>	4,358,873
<b>INVESTING ACTIVITIES</b>		
Purchase of capital assets	<b>(1,860)</b>	-
<b>INCREASE (DECREASE) IN CASH DURING THE YEAR</b>	<b>(851,710)</b>	4,358,873
<b>CASH, BEGINNING OF YEAR</b>	<b>27,258,787</b>	22,899,914
<b>CASH, END OF YEAR</b>	<b>26,407,077</b>	27,258,787

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

# NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

## 1. SIGNIFICANT ACCOUNTING POLICIES

The following is a summary of significant accounting policies of the Organization:

### (a) Business Organization and Operations

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

### (b) Basis of Accounting

The financial statements have been prepared using Canadian accounting standards for not-for-profit organizations.

### (c) Revenue Recognition

Steward fees are calculated based on the quantity of designated packaging and printed paper each steward supplies into Manitoba, as well as participating communities’ reported recycling system costs. Stewards register with MMSM and report tonnage of all products supplied in Manitoba as required by the WRAP Act. Steward fees are recognized as revenue based on reported tonnage that is to be invoiced, or has been invoiced, in accordance with the Organization’s rules and policies. Steward reported tonnages for prior years’ obligations and revenues resulting from compliance and enforcement activities are recognized when the amount can be reasonably estimated and collection is reasonably assured.

Other revenue comprises of interest income which is recognized on the passage of time when collection is reasonably assured.

### (d) Capital Assets

Capital assets are recorded at cost less accumulated amortization and are amortized on the following basis:

Computer equipment	– 3 years straight-line
Furniture and equipment	– 5 years straight-line

### (e) Allocation of Expenses

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

### (f) Non-Monetary Transactions

The Organization measures an asset exchanged or transferred in a non-monetary transaction at the more reliably measurable fair value of the asset given up or the fair value of the asset received. Otherwise, such transactions are measured at the carrying value of the non-monetary asset given up (after reduction, when appropriate, for impairment), adjusted by the fair value of any monetary consideration received or given.

### (g) Financial Instruments

Unless otherwise noted, the Organization initially measures its financial assets and liabilities at fair value and subsequently measures its financial assets and liabilities at amortized cost.

Financial assets are tested for impairment when indicators of impairment exist. When a significant change in the expected timing or amount of the future cash flows of the financial asset is identified, the carrying amount of the financial asset is reduced and the amount of the write-down is recognized in net income. A previously recognized impairment loss may be reversed to the extent of the improvement, provided it is not greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously, and the amount of the reversal is recognized in net income.

### (h) Use of Estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Accounting estimates include estimates of over or under reported tonnages and collectability of steward fees.

Stewards are obligated under the WRAP Act to register and pay fees to MMSM. MMSM will never have a complete and full knowledge about the activities of obligated stewards. Steward fee revenue is based on the tonnages reported by stewards. If stewards do not register or if registered stewards do not report complete and accurate tonnages, the amount of revenue may increase or decrease subsequent to year end when new stewards are identified or tonnages reported by stewards are revised.

Accordingly, actual results may differ from estimated amounts as future confirming events occur and additional information becomes available.

The amount of revenue recognized in the financial statements represents management's best estimate of tonnage reported by stewards.

## 2. CAPITAL ASSETS

	<b>COST</b> \$	<b>2025 ACCUMULATED AMORTIZATION</b> \$	<b>COST</b> \$	<b>2024 ACCUMULATED AMORTIZATION</b> \$
Computer equipment	3,584	2,345	1,724	1,724
Furniture and equipment	17,858	17,333	17,858	17,091
	<b>21,442</b>	<b>19,678</b>	19,582	18,815
		<b>1,764</b>		767

## 3. SIGNIFICANT CONTRACTS

A management services agreement is in place to provide administrative and support services for all MMSM's administrative, technical and reporting activities under the program plan to recycle and divert printed paper and packaging in the Province of Manitoba. The agreement expires on December 31, 2025. The fee for 2025 was \$1,103,918 (2024 - \$1,179,334) and is recorded in program delivery/steward services expense.

# NOTES TO FINANCIAL STATEMENTS *(Continued)*

DECEMBER 31, 2025

## 4. COMMITMENTS

The Organization has entered into an operating lease for its premises for a total commitment of \$228,931. In addition, MMSM is responsible for its share of operating costs and property taxes, which are included in administrative and corporate expense. The operating lease expires on October 31, 2028.

Future minimum annual lease payments are as follows:

	\$
<b>2026</b>	<b>80,799</b>
<b>2027</b>	<b>80,799</b>
<b>2028</b>	<b>67,333</b>
	<b>228,931</b>

## 5. IN-KIND CONTRIBUTED SERVICES

In 2021, the Association of Manitoba Municipalities and the City of Winnipeg approved News Media Canada's proposal to accept in-kind advertising services instead of receiving municipal recycling service payments from MMSM for the collection and processing of newspapers in local residential programs. As a result, in 2021, MMSM recorded a recovery of \$1,582,045 of municipal support payments, which were settled in-kind. Program management fees owing to MMSM are settled in cash and in-kind advertising services. As at December 31, 2025, MMSM had \$8,621 (2024 - \$Nil) of contributed in-kind advertising services, which are recorded in prepaid expenses and other assets. During the year, MMSM utilized \$5,515 (2024 - \$50,481) of contributed in-kind advertising services in the normal course of operations, which have been recorded as a reduction of prepaid expenses and other assets and promotion and education expense in the financial statements.

## 6. FINANCIAL INSTRUMENT RISK EXPOSURE AND MANAGEMENT

Management has established policies and procedures to manage risks related to financial instruments, with the objective of minimizing any adverse effects on financial performance. Unless otherwise noted, it is management's opinion that the Organization is not exposed to significant interest rate, or currency risks arising from its financial instruments. A brief description of management's assessments of these risks is as follows:

### (a) Credit Risk:

Financial instruments potentially exposed to credit risk include cash and accounts receivable. Management considers its exposure to credit risk over cash to be remote as the Organization holds cash deposits at a major Canadian bank. Accounts receivable are monitored regularly for collections and the carrying amount represents the maximum credit risk exposure. The Organization's provision for uncollectable accounts receivable is \$122,298 (2024 - \$114,827).

### (b) Liquidity Risk:

Liquidity risk is the risk that the Organization will not be able to meet its obligations as they come due. The program operated by the Organization carries risks in the ability to forecast and control expenditures. Management has taken steps to ensure that the program will have sufficient working capital available to meet obligations. Financial instruments potentially exposed to liquidity risk include accounts payable, accrued liabilities and commitments.

# MMSM LEADERSHIP & STAFF

## Board of Directors

**John Graham**

*Board Chair, Retail Council of Canada*

**Sandy Hopkins**

*Vice Chair, Independent Member*

**Ian Urquhart**

*Treasurer, Manitoba Liquor and Lotteries Corporation*

**Michelle Saunders**

*Director, Food, Health & Consumer Products of Canada*

**Harold Bonazew Jr.**

*Director, Canadian Beverage Association*

**Émilie Nadeau**

*Director, Dairy Group*

**Gary Goodwin**

*Independent Director*

**Kara Mitchell**

*Director, Government Affairs & ESG Strategy, Pattison Food Group*

**Kris Barnier**

*Director, Central Region Restaurants Canada*

**Karen Melnychuk**

*Executive Director, Multi-Material Stewardship Manitoba Inc.*

## MMSM BOARD COMMITTEES

### Executive Committee

**John Graham** *Chair*

**Sandy Hopkins** *Vice Chair*

**Ian Urquhart** *Treasurer*

### Audit Committee

**Ian Urquhart** *Chair*

**Sandy Hopkins**

**Gary Goodwin**

**Émilie Nadeau**

**Kara Mitchell**

### Governance Committee

**Sandy Hopkins** *Chair*

**John Graham**

**Michelle Saunders**

**Harold Bonazew Jr.**

**Kris Barnier**

## MMSM STAFF

**Karen Melnychuk**

*Executive Director*

**Carolyn van Herksen**

*Director, Finance*

**Martin Racicot**

*Director, Field Services*

**Michelle Pereira**

*Director, Marketing & Communications*

**Kristin Houle**

*Senior Manager, Field Services*

**Kalin McDonald**

*Manager, Collection Field Services*

**Amelia Marshall**

*Coordinator, Operations & Data*

**Joel Larson**

*Coordinator, Communications*

**Rita Viana**

*Specialist, Marketing & Communications*





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