



CBCRA

Canadian Beverage Container
Recycling Association

Partnership
Leadership
Stewardship

**Canadian Beverage Container Recycling
Association (CBCRA)**

Manitoba Program Plan

2018 – 2022

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Table of Contents

.....	1
Canadian Beverage Container Recycling Association (CBCRA)	1
Manitoba Program Plan.....	1
2018 – 2022	1
September 21, 2017	1
1. INTRODUCTION.....	4
2. PROGRAM OVERVIEW.....	5
a. CBCRA PRINCIPLES	5
i. Industry Management	5
ii. Equitable Cost Sharing	6
iii. Expanding Consumer Accessibility.....	6
b. GOVERNANCE	6
c. HOW IT WORKS.....	7
3. LOOKING BACK – A STRONG FOUNDATION.....	7
a. RECOVERY RATE	8
b. BIN IMPLEMENTATION	9
i. Public Space Bins.....	9
ii. Multi Family Dwellings (MFD).....	10
iii. Single Family Dwellings (SFD).....	10
iv. Cottages & Campgrounds	11
v. Industrial, Commercial & Institutional (IC&I) sites and Government Buildings	11
vi. Northern & First Nations.....	12
vii. Events.....	13
viii. Schools – Recycle Everywhere 101 (RE101).....	13
c. COMMUNICATIONS	14
4. LOOKING FORWARD – CONTINUED INNOVATION	15
a. 75% RECOVERY TARGET	15
b. SUSTAINED LITTER REDUCTION	15
c. PROMOTION & EDUCATION (P&E)	16
d. BIN ACCESSIBILITY & SATURATION	17
e. BIN FOLLOW-UP MAINTENANCE PROGRAM	19

f.	RESIDENTIAL & LOW INCOME.....	19
g.	FIRST NATIONS & NORTHERN COMMUNITIES.....	19
5.	STAKEHOLDER RELATIONS.....	21
a.	PRO's.....	21
b.	GOVERNMENT RELATIONS.....	21
c.	MULTI-MATERIAL STEWARDSHIP MANITOBA (MMSM).....	21
d.	PRODUCERS.....	21
6.	PROGRAM COSTING.....	21
a.	ANNUAL FEE SETTING & REVIEW.....	22
b.	OPERATING DEFICITS & SURPLUSES.....	22
c.	CRF SETTING METHODOLOGY.....	22
d.	ANNUAL REVIEW.....	22
e.	CRF COMMUNICATION TO CONSUMERS.....	23
7.	PERFORMANCE MEASUREMENT.....	23
a.	MATERIAL RECOVERY FACILITY (MRF) AUDITS.....	23
b.	LITTER AUDITS.....	24
c.	IC&I AUDITS.....	24
d.	RESIDENTIAL AUDITS.....	24
e.	MATERIAL TRACKING SYSTEM (MTS).....	24
f.	RECOVERY RATE METHODOLOGY.....	24
8.	CONCLUSION.....	24

1. INTRODUCTION

The Canadian Beverage Container Recycling Association (CBCRA), whose membership consists of beverage brand owners and distributors, is committed to reaching the government-mandated target of recovering 75% of beverage containers sold in Manitoba. To do this CBCRA implemented and operates the Recycle Everywhere program. Recycle Everywhere strives to educate Manitobans on beverage container recycling, and ensure that it is convenient to recycle empty beverage containers no matter where citizens live, work or play.

The achievements made and the commitment to innovation by CBCRA and its Recycle Everywhere program is evidenced in the execution of the CBCRA 2011 – 2017 Program Plan. This forms the basis for how CBCRA will continue to advance toward and achieve the Manitoba Government mandated target of recovering 75% of beverage containers sold in the province.

Over a six-year period, the beverage container recovery rate in Manitoba has gone from 42% to 70%, an increase of 28 percentage points, meaning 67% more containers were recycled in 2016 than in 2010. Progressing from a 42% beverage container recovery rate in 2010 to 70% recovery in 2016 is a remarkable accomplishment, especially in the beverage container recycling world. However, this is only one key metric. Past achievements and future goals include a number of other key metrics that determine the success of the program.

Manitoba's recovery of PPP (Packaging and Printed Paper) is based on a comprehensive recycling system that includes a broad range of materials – not only beverage containers. Consumers in Manitoba can recycle their beverage containers at home in the Blue Box and, through the hybrid system, can also conveniently recycle them when out and about through Recycle Everywhere's extensive public space recycling program.

This hybrid recovery system, known in other parts of Canada and North America as the Manitoba Model, is beneficial for municipalities, businesses, recycling service providers, beverage companies and, most importantly, for consumers. The Manitoba beverage container recycling model takes the best of the deposit system - high recovery, and combines it with the best of multi-material curbside systems - cost-effectiveness. Importantly, it also complements and enhances the curbside system by reducing its overall cost by keeping high-value materials such as PET and aluminum in the residential collection system.

Convenience for consumers is key when it comes to recycling systems, including beverage containers. In Manitoba, consumers can simply drop their beverage containers into their residential blue bin or cart, or in one of the tens of thousands of public space Recycle Everywhere bins across the province. Not only does this make the system very convenient for consumers, it also has a lower overall carbon footprint than some other systems. Consumers in Manitoba do not need to load their empty beverage containers into their cars and drive past the Blue Box at the end of their driveway to deposit their containers at a recycling depot. By creating a system that complements the recovery of beverage containers in the residential stream, along with many other types of packaging, there is a shared cost efficiency and convenience for all stakeholders. Some much longer established Canadian deposit systems have recovery rates 8 or 10 points higher than CBCRA's current rate, while some deposit systems have lower recovery rates than CBCRA's. Manitoba has the fastest, steadily-growing beverage container recovery rate in North America, while most other deposit system recovery rates are stagnant or dropping. It is important when looking at these different provincial recovery rates to keep in mind that the overall recovery number is not the only metric of success. Consumer attitudes to recycling, municipal

engagement, beverage container litter rates, recycling service provider engagement with the system and the percentage of Manitoba students with access to beverage container recycling are all important metrics in CBCRA's successful program. These metrics have led to a positive Manitoba-wide attitude toward recycling that has had benefits and impacts far beyond beverage container recycling.

We recognize that the last incremental 5% recovery to reach 75% will be much more difficult than the first percentage increases as even more targeted and labour intensive work will be required. The CBCRA 2018 - 2022 Program Plan is about staying the course, moving onward and upwards to achieve not only the 75% recovery target but also to help reduce litter rates, ensure a more engaged and enthusiastic citizenry and support sustainable financing. It is about making Manitoba the recognized recycling leader.

2. PROGRAM OVERVIEW

Founded in 2010, CBCRA is a not-for-profit, industry-funded organization whose membership includes beverage brand owners and distributors. CBCRA's Recycle Everywhere program promotes beverage container recycling wherever beverages are consumed, both at home and away from home. This is done through a two-pronged approach that utilizes a high-level of recycling access through our province-wide away from home beverage container recycling program, paired with an extensive, widespread Promotion and Education outreach program. Manitoba is the only province in Canada that has a province-wide public space beverage container recycling program. Notably, it is also the least expensive beverage recovery system in Canada when viewed on a per capita, per unit or per tonne basis, directly benefiting consumers.

From one corner of the province to another, Recycle Everywhere has partnered with communities, municipalities, schools, businesses, institutions, parks, and events to provide them with the best Recycle Everywhere bin for their space free of charge. Partners simply arrange for the collection of the recovered beverage containers with a local recycler.

a. CBCRA PRINCIPLES

The following principles have informed the design and presentation of this program plan and are part of CBCRA's core operating principles:

i. Industry Management

CBCRA takes, as its founding principle, the importance of producer responsibility in its fullest sense meaning producers not only share the cost for managing their beverage containers, but that they also take an active interest in ensuring that those beverage containers are recovered in the most effective and efficient manner. In accordance with this commitment, CBCRA is managed by industry on behalf of industry and is wholly funded by industry contributions that are intended to cover CBCRA participant financial and reporting obligations.

CBCRA is also committed to organizational transparency in governance, program delivery, and day-to-day operations. Transparency is integral to the success of any program and of the organization at large. Representatives from each major beverage sector are represented on the Board of Directors and participants are encouraged to provide their feedback on all elements of CBCRA operations.

ii. Equitable Cost Sharing

CBCRA is committed to ensuring that all members and participants incur a fair share of total program costs, reflecting the true cost for recycling a container based on its size and composition, and an equitable share of all common costs. This position is reflected in CBCRA's establishment of the following two principles for the purposes of fee-setting:

1. *No Cross-Subsidization* - No material group will be required to bear management cost for any other material group. The costs for each material group should reflect the true recycling management cost of that material and any common costs will be allocated in an equitable manner.
2. *A Level Playing Field* - Products within each material group will receive equal treatment.

iii. Ensuring Compliance

CBCRA is committed to ensuring that all obligated beverage companies are in compliance with the Regulation. For CBCRA the issue of free riders (companies that place their product into the Manitoba market without paying their share of the fees), is a much smaller issue than for some other programs as overall the beverage companies are fewer in number and have complied to the best of our knowledge especially at this mature state of the program. The dispute mechanism CBCRA will employ is simply to a) communicate with the producer in question to clarify what it is placing on to the Manitoba market and its potential obligation, b) once the producer's obligation has been determined, notifying the potential beverage producer in writing of its non-compliance, c) if the response is non-existent or negative, notifying the Ministry of Sustainable Development that an obligated producer is not in compliance and d) if the producer does not respond or responds negatively that CBCRA request SGI to write an enforcement letter.

iv. Expanding Consumer Accessibility

CBCRA is committed to continuous improvement in increasing consumers' options to conveniently recycle outside the home.

b. GOVERNANCE

The CBCRA Board of Directors is governed by its members including representatives from:

- A. Lassonde
- Canadian Beverage Association
- Canadian Bottled Water Association
- Cott Corporation
- Retail Council of Canada

These members have collective experience on the following beverage stewardship boards:

- Alberta Beverage Container Recycling Corporation (ABCRC)
- Beverage Container Management Board (BCMB)
- Encorp Atlantic
- Encorp Pacific
- Multi-Material Stewardship Manitoba (MMSM)
- Stewardship Ontario

- Boissons Gazeuses Environnement (BGE)
- Eco Entreprises Quebec (EEQ)

The CBCRA Board has established the following working Committees to effectively assist the Board in carrying out its duties. The established committees which meet on a quarterly basis or as needed include:

- Communications Committee
- Governance Committee
- Audit Committee
- Executive Committee

c. HOW IT WORKS

HOW DOES IT WORK?

Through the CRF, beverage producers fund CBCRA to recover their materials in all channels, including both the residential and away-from-home sectors. The fee ensures that each beverage container sold supports the recycling process.

WHO PAYS FOR IT?
All beverage producers supplying into Manitoba are charged a

2¢ CONTAINER RECYCLING FEE (CRF)
for every non-alcoholic, non-dairy beverage container they supply into the province.

THE COST USUALLY PASSES FROM:

PRODUCERS
to
RETAILERS
to
CONSUMERS



3. LOOKING BACK – A STRONG FOUNDATION

CBCRA has worked tirelessly over the past six years to grow the Recycle Everywhere program and increase beverage container recovery rates. This hard work and dedication has resulted in a beverage

container recycling program that has achieved significant results over a short time frame. We have developed results-driven programs to increase recovery rates outside of the home in various sectors. This ground work is the basis of our program's success, and therefore CBCRA will continue to support, enhance and sustain these programs. Below is an overview of such programs and their achievements to date.

a. RECOVERY RATE

CBCRA and its Recycle Everywhere program reached an impressive recovery rate of 70% of empty beverage containers in Manitoba by the end of 2016. This marks an increase of 28 percentage points from the 42% recovery rate at the time of the program's inception in 2010. Not only does Manitoba now have the fastest, steadily-growing beverage container recycling recovery rate anywhere in North America, but it also has the largest increase in beverage container recovery between 2010 and 2016 of any jurisdiction on the continent. Additionally, the system is operated at a much lower cost to consumers than a deposit system and is much more convenient. Further, consolidated curbside collection has a lower carbon footprint than jurisdictions where people typically drive several bags of empty containers back to depots. The recovery gains we have made in the past six years, have allowed us to already surpass the recovery rates of three Canadian provinces which have mature deposit systems in place. In some ways, this is a marker for a much larger and lasting impact that CBCRA and its Recycle Everywhere program has in Manitoba. With over 55,000 Recycle Everywhere bins distributed for free to public spaces, events, and more across the province, more Manitobans have access to beverage container recycling at work, home, and at play than ever before.

CBCRA is an innovative, forward-thinking organization that continually strives towards our 75% beverage container recovery rate target. Every year, we analyze our successes and look for opportunities to improve. This has led us to shift our focus for the 2017 year and beyond, to increase our innovative efforts even further to recover every empty beverage container no matter where they are consumed, whether that be at work, home or play. CBCRA will continue to strategically focus on each of these areas with a combination of increased accessibility through the further distribution of bin infrastructure as well as promotion and education, moving us closer and closer to reaching our goal.



The largest increase between 2010–2016 of any jurisdiction in North America.

b. BIN IMPLEMENTATION

The trend of people consuming more beverages away from home continues to grow. With studies showing that approximately 30% of beverage containers are consumed and disposed of away from home, the need to provide a public space recycling option rather than just waste bins is evident. The Recycle Everywhere away-from-home beverage container recycling program allows these materials to be recovered in addition to containers that are recovered in the residential system.

Ensuring recycling infrastructure and systems are in place wherever beverages are consumed is key to beverage container recovery. To date, CBCRA has engaged with over 3,000 community partners which makes it possible for Manitobans to recycle their empty beverage containers wherever they live, work and play. We will continue to work closely with these organizations, businesses, municipalities, and gathering places to determine the right bins for each space, and deliver programs and communications tailored to their specific needs. We have worked with a range of partners from municipal parks and buildings to strip malls to implement recycling; depending on how the business or municipality operates the collection of the material there are many cases where the partner experiences cost-savings or it is cost-neutral (see Appendix A). Below is an overview of our recycling bin accessibility initiatives in various sectors.

i. Public Space Bins

Whether it be a park, event, community centre or streetscape, CBCRA wants to make it easy for Manitobans to recycle when out and about in their community. Over 55,000 Recycle Everywhere bins can now be found in public spaces across the province. By providing recycling infrastructure free of charge to partners, we are able to divert millions of beverage containers from ending up in landfills.

In Manitoba, every municipality has its own waste management system. Navigating these nuances through close cooperation with municipalities is important to ensuring the effectiveness of Recycle Everywhere's public space bins. We have learned what best practices to promote, such as pairing recycling and waste infrastructure side-by-side, and the importance of easy access to residents of those municipalities. We continue to support municipalities in implementing effective beverage container recycling initiatives.

Summary of Public Space Bin Distribution from 2010 – Aug 2017

Type of Public Space	Number of Recycle Everywhere Bins	Number of Unique Sites
Municipal (streetscapes, libraries, City-run golf courses, pools, arenas, community/recreation centres, etc.)	14,197	1,412
Schools (primary and secondary schools)	12,843	784
Government (Manitoba Government and Crown Corporations, Parks)	3,748	212
Industrial Commercial & Institutional (IC&I) (private community centres and golf courses, businesses, restaurants, hotels, private campgrounds)	24,639	2,082
Total	55,427	4,490

ii. Multi Family Dwellings (MFD)

Some of the biggest barriers and poorest recycling rates lie within the Multi-Family Dwelling (MFD) sector such as apartments and condos. Often, space and convenience are the barriers in this category as people have less room to store their recyclables and need to transport them to a different location in their building or complex to recycle them. To overcome this, Recycle Everywhere introduced the Mini Bin in 2013 – a space saving recycling bin that is distributed to MFDs in Manitoba. Following the pilot, a full roll-out was undertaken with a partial contribution from MMSM which consisted of 100,000 Mini Bins distributed to MFDs across the province by the first quarter of 2016.

A year after the Mini Bin Program was launched, results showed beverage recovery rates were increasing by as much as 25% in some areas. Statistically and anecdotally, the program has been a resounding success for Manitobans. Participants say that the Mini Bins make recycling more convenient and that they are more likely to recycle when the bins are in the home.

As a result of this initiative, the City of Winnipeg is examining recycling infrastructure at collection points in MFDs (e.g. recycling bins behind a building or carts) to identify where additional recycling infrastructure is needed to allow for increased material collection. The City of Winnipeg's Water & Waste Department stated in early 2017, that recycling recovery from MFD's in 2016 did increase which they believe the Mini Bin program contributed to. Recycle Everywhere is working with Property Management companies and municipal staff to help implement a successful beverage container recycling program in all Manitoba MFDs.

iii. Single Family Dwellings (SFD)

From 2010 – 2016, CBCRA was largely focused on away-from-home recovery as this was virtually nonexistent in Manitoba. As we gradually move closer to a saturation point with away-from-home recycling infrastructure, we have begun to place more focus on increasing beverage container recycling inside the home. Through a CBCRA strategic planning process, it was identified that in order to achieve our target recovery rate of 75%, at-home recovery needed to improve.

This led us to explore ways to make beverage container recycling more convenient for residents in Single-Family Dwellings (SFD). We undertook a pilot project to test three types of recycling bins that could be used in the kitchen (2,834 bins altogether) in different sized homes across 16 neighbourhoods in Winnipeg. Waste audits were conducted to establish recovery rates pre- and post-implementation. Homeowners were also encouraged to complete two surveys conducted by a third party research firm to determine attitudes and recycling behaviours in relation to receiving and using the bin.

The pilot demonstrated an overall increase in beverage container recovery, and in recovery rates of all recyclables. In addition, there was a reduction in the contamination rate of waste ending up in the recycling. Lower income neighbourhoods had some of the largest improvements in recovery rates. We are now moving into the rollout stage of this project with 10,000 Recycle Everywhere bins set to be delivered to low income neighbourhoods in Winnipeg in the fall of 2017.



iv. Cottages & Campgrounds

Summers in Manitoba are an important and precious thing for citizens as we come out of those cold winter months. Thousands of Manitobans get out and explore what is in our own backyard by escaping the city and heading to the beautiful lakes and parks that the province has to offer. With this comes an issue of litter and waste management in Manitoba's lake areas and parks.



Consistent with its approach, CBCRA first launched a pilot in Provincial campgrounds providing clear plastic bags for campers as well as public space bins. We then expanded this pilot to include private and municipal campgrounds, adding logos to the clear recycling bags, providing recycling bins for campground waste sheds, and permanent signage to help promote the program. A second pilot project in 2016 distributed Bin Bags to 5,000 cottages and seasonal sites in Manitoba. The Bin Bag is a light-weight, structured yet collapsible recycling bag, with fabric handles making it easy to carry. It has extra capacity to store more recyclables and is reusable for those who spend longer periods of time at the lake over the summer months. Designed by CBCRA staff, the Bin Bag is an example of the innovative culture that permeates CBCRA and which will be carried forward into the next five years.

Based on the success of these pilots, CBCRA launched in 2017 the *Beyond the City* program with a full rollout of clear recycling single-use bags and Bin Bags. This program ensures that all public, private and municipal campgrounds annually receive clear recycling bags to provide to campers, and that all cottagers and seasonal site holders throughout the province receive a Bin Bag. In the summer of 2017, 167,250 clear recycling bags were provided to overnight campers and 20,274 Bin Bags to cottagers and seasonal site holders across the province. Through this program, we have been able to effectively keep Manitoba's lakes and parks cleaner and greener over the busy summer months. In 2018 and going forward CBCRA will focus on providing Bin Bags rather than the clear plastic recycling bags. In 2018 this focus has already resulted in 121,000 fewer plastic recycling bags and many more Recycle Everywhere Bin Bags.

v. Industrial, Commercial & Institutional (IC&I) sites and Government Buildings

CBCRA works closely with IC&I entities where large numbers of people attend every day. Converting a single IC&I location to an active beverage container recovery site can make a big impact. CBCRA's focus is providing the right bins, recommending the right systems and providing communications to ensure success.

To increase our presence in this area, we continue to attend tradeshows and work with key associations to spread our message and offer free infrastructure to their members. We also identify new IC&I sectors where beverage containers are frequently consumed to ensure beverage container collection infrastructure is in place.



Through recent research including waste audits, Recycle Everywhere found that there is an opportunity to recover a large quantity of empty beverage containers at gas stations. A waste audit conducted by CBCRA showed that between 45% and 72% of waste at gas stations can be diverted from landfills. Beverage containers alone represent up to 7% of that total waste. In an effort to make headway in this area, we partnered with Co-op gas stations and food stores to implement Recycle Everywhere bins at locations across Winnipeg and Manitoba. Recycle Everywhere now has a presence in all 43 Manitoba Co-op organizations, outfitting 141 locations across the province with the recycling infrastructure. This is a significant step in getting Recycle Everywhere bins into every gas bar in Manitoba, where ultimately as many as 10 million beverage containers can be diverted from our landfills annually.

Recently, our focus in the IC&I sector has been geared towards working with Property Management companies to help implement the Recycle Everywhere program in their multi-tenant buildings such as office buildings and strip malls. One good example of this work includes the Mclvor Mall, where we worked closely with mall tenants and Marwest Property Management to evaluate existing waste infrastructure and demonstrate how the introduction of recycling could benefit the mall in terms of customer satisfaction and waste management cost savings. Mclvor mall has made significant improvements to their waste management system and is now fully outfitted with Recycle Everywhere bins. This is just one example of the over 2,000 IC&I locations across Manitoba that we have successfully helped become avid recyclers.

Over the last several years, CBCRA has been working in partnership with the Province of Manitoba and the former Green Manitoba Eco Solutions (GMES) to enhance government building recycling programs. This partnership has led to a better understanding of government building recycling requirements, current capacities as well as implementation and/or enhancement of beverage container recycling in several government buildings. As part of increasing beverage container recycling accessibility for Manitobans, we are working to partner with all government buildings and provide all locations with Recycle Everywhere bins free of charge. We are working closely with facility managers to enhance each building's recycling program or to help implement one if it is not already in place. In those locations that are already properly equipped with recycling infrastructure, we work closely with each site to ensure that best practices are being followed. To date, we have partnered with 314 government-owned and leased building sites providing over 3,700 bins to these locations giving Manitobans more options to recycle when at work.

vi. Northern & First Nations

Each year, CBCRA and its Recycle Everywhere program, along with Multi-Material Stewardship Manitoba (MMSM), invite Manitoba Northern and First Nations communities to participate in the annual Northern and First Nations Community Clean-up. This initiative was developed to increase recycling awareness and combat litter after the long winters in Northern Manitoba; 2017 marked the Community Clean-up's seventh year. Every year, each participating community is provided with supplies including a Recycle Everywhere bin, participant t-shirts, gloves, bags to collect waste and recycling, and a scale to weigh the material. Local volunteers are recruited and help pick up garbage and recycling on the streets of their neighbourhood. The material is weighed and transported to the closest Material Recovery Facility (MRF) to be processed.

The winning community is awarded \$5,000 to put towards a recycling initiative in their community. Through this program, we have been able to enhance at-home and away-from-home recycling in

Northern and First Nations communities across Manitoba. In 2016, we were proud to congratulate The Pas as the winner who chose to receive a blue box for every single-family dwelling in the community. A celebratory barbeque was held with 250 community members, Community Council, Clean-up volunteers and students in attendance. Representatives from CBCRA/Recycle Everywhere and MMSM also attended the barbeque to celebrate the accomplishment. Data has shown that recycling in The Pas has increased as a result of the at-home recycling bins being placed in each household. This is an example of the community and partnership building that CBCRA is doing in Northern Manitoba.

In addition to the program above, we offer free recycling bins for public spaces where people gather in Northern and First Nations communities. We have worked closely with several communities to develop, enhance and implement beverage container recycling programs that work best for their location. This includes CBCRA staff travelling to Northern Manitoba to work one-on-one with communities.

Implementing a recycling program can be a difficult task in some communities due to geographical and logistical barriers. Recognizing this led to the development of a toolkit to help Northern and First Nations communities assess their needs, guide them through the planning process, and provide an overview of how to implement a holistic waste management program specific to their community and location. The main focus of the toolkit is to help communities decide where and how to get started, and is intended to serve as a step-by-step guide that answers the recurring questions every community has about recycling but specific to their context. CBCRA initiated the development of this toolkit in 2016, with participation from Indigenous and Northern Affairs Canada, Manitoba Sustainable Development, and Green Action Centre. In addition, CBCRA was key in the facilitation of the *Manitoba First Nations Sustainable Waste Management & Recycling Workshop* which was a way to introduce and 'ground-truth' the toolkit. A draft of the toolkit was completed in 2016 with a full release in 2017.

vii. Events

Our Street Team travels across Manitoba throughout the year to promote beverage container recycling. In addition to games, giveaways and educational material, we also bring recycling infrastructure to make Manitoba events green and clean. Our mascot, BINjamin, also attends events and helps to get people of all ages excited about recycling. Each summer, our Street Team attends at least 150 events over 200 plus days, with our mascot appearing 100 times or more. Whether it is a street festival, school BBQ, local sports team event or music festival, you name it and we are there. The Recycle Everywhere Street Team is helping to turn thousands of Manitobans into dedicated recyclers.

The Street Team also travels through Northern Manitoba, from The Pas to Thompson, helping to educate Manitoba students on the benefits of beverage container recycling both at home and at school. As part of its public engagement mandate, the Street Team also surveys over 1,000 Manitoba event goers every summer asking them about their recycling habits, and what we can do to help them recycle more.

viii. Schools – Recycle Everywhere 101 (RE101)

Good recycling behaviours start at a young age and we need recycling champions and crusaders to lead the way for generations to come. There are also a high amount of beverage containers that are consumed within Manitoba's elementary, junior and high-schools. This prompted CBCRA to launch the Recycle Everywhere 101 (RE101) program in 2013, a free program open to all Manitoba schools to increase beverage container recycling rates.

Once registered with the program, schools receive their free Recycle Everywhere bins, posters, t-shirts and other Recycle Everywhere gear to get students involved as well as placement tips and promotion ideas to get the most out of their recycling resources. Through RE101, we also offer several types of presentations and workshops to students of all ages as well as school staff. This includes classroom presentations and waste audit workshops to students, teachers, custodial staff, and administration, as well as school assembly presentations. Every year, we also offer fun contesting to keep schools and students engaged with the program.

This had yielded incredible results with 92% of Manitoba schools registering with the program. This means that 97% of Manitoba students have access to beverage container recycling as a result of the RE101 program - no other province has this kind of extensive province-wide program. Students bring this message home to parents, and eventually grow up and become parents – whole generations change the way they think about our resources.

c. COMMUNICATIONS

The high level of recycling access described above, combined with Recycle Everywhere's province-wide Promotion & Education (P&E) campaigns, have helped Manitobans make the right decision by recycling their empty beverage containers rather than throwing them in the garbage. The innovative awareness campaigns that CBCRA runs in Manitoba each year engages Manitobans, educating them about what beverage containers can become when recycled, why recycling is important, and how to do it. This is done through creative and exciting advertising campaigns that motivate Manitobans to recycle by addressing their challenges or questions which are identified by third party research. These campaigns developed on an annual or bi-annual basis and are executed in major city centres across Manitoba on various mediums including billboards and other out of home media (e.g. grocery stores), radio, TV, print and online.

In addition to our advertising campaigns, CBCRA invests in community engagement programs through large and small sponsorships, as well as supports our special projects and pilot programs through sound communications plans. Our social media platforms, website and public relations activities are also vital channels for us to communicate the importance of beverage container recycling across the province.

Since our programs inception in 2010, P&E has been a priority, with CBCRA investing \$2-\$3 per Manitoban in these endeavours each year. The results show that this investment is paying off. Research remains a very important part of our P&E initiatives as we strive to use tactics that motivate consumers to recycle their empty beverage containers, and address any questions they have in educational, fun and creative ways. We use sound research methods to gauge attitudes towards recycling as well as to measure self-reported recycling behaviour, both in and out of the home.

Our 2016 fall research revealed that we continue to make an impact with our Recycle Everywhere campaigns.

- There was near-universal awareness among Manitobans that all beverage containers are recyclable.
- Citizens recalled beverage container ads far ahead of any other type of recycling-related advertising on an unaided basis of 74%.
- On an aided basis, recall of the 2016 campaign was at the highest level recorded since tracking of our annual campaigns began, nine-in-ten stating that they have encountered beverage container recycling advertising in the past few months.

- Encounters with Recycle Everywhere blue bins were reported very high among all survey respondents at 88%.
- Recognition of the Recycle Everywhere logo remained high at 84%.

In addition, annual third-party research has shown that these campaigns have a clear and positive impact on recycling attitudes and behaviours that go much beyond simply recycling beverage containers, but also impacts how consumers think about recycling all kinds of products and packaging.

Every year, we look for new ways to engage Manitobans on beverage container recycling in fun and exciting ways. Whether it is a stunt surprising unsuspecting recyclers with new bikes, or our Recycling Starts Here contest app, which offered users an augmented reality experience and prizes when they hunted for and interacted with special Recycle Everywhere bins, CBCRA's Recycle Everywhere program is leading the way for beverage container recycling P&E in Canada.

Belief spurs action. Research and results prove that more and more Manitobans believe they have a personal responsibility to recycle and are aware that all beverage containers are recyclable. All of our promotional, educational, engagement and awareness-building efforts build belief that continues to have a significant and sustaining influence on recycling behaviour.

4. LOOKING FORWARD – CONTINUED INNOVATION

Staying the course and building on the strong foundation that we created and described above is key to the future success of beverage container recycling in Manitoba. We list in this section key goals and innovations that build on the proven approach but also on lessons learned. We cannot yet identify all of the innovations, new programs and initiatives that we will create and implement over the next 5 years, just as we did not know all of the initiatives we would undertake at the start of the previous Program Plan. We can confidently say that CBCRA will continue to nurture a culture of risk-taking, innovation and collaboration at both the Board and management levels that will ensure new initiatives and partnerships are formed that will increase the recovery of beverage containers in Manitoba. In addition to the 75% recovery rate target, there are other important metrics that have an impact on Manitobans and that are key success metrics for the CBCRA program.

a. 75% RECOVERY TARGET

The single most important goal continues to be to reach the 75% recovery rate target of beverage containers sold in Manitoba. This is a significant target and while the recovery rate has progressed from 42% to 70% in six years, achieving the final 5% increment will require significant effort and resources. New innovations and initiatives are needed to ensure even better accessibility and persuading the harder to convince population of non-recyclers. We will continue to use our two-pronged approach to increase the recovery rate, ensuring that all Manitobans have access to beverage container recycling no matter where they work, live or play, and continuing our innovative communications campaigns so Manitobans know what to do with their empty beverage containers once they are done and why it is important. We will create new innovations and initiatives that will drive us to reach our goal, every task we undertake at CBCRA is done with the 75% recovery target in mind.

b. SUSTAINED LITTER REDUCTION

As indicated earlier, there has been a tremendous decrease in beverage container litter in major

Manitoba cities over the last six years. Beginning in 2010, when CBCRA was founded, third party litter audits have been commissioned and show that in every instance, beverage container litter in city streets has decreased since the baseline audits began with no other new litter abatement programs being in place.

CBCRA will strive to sustain that reduction and, where possible, play a role in reducing beverage container litter even further through increasing access to beverage recycling bins in public spaces and creating targeted communications initiatives. We recognize that we do not control litter behavior, but that we can be an influencer. We will continue to place more Recycle Everywhere bins in public spaces, ensuring our messaging has an anti-litter component, and we will continue to measure the results.

CBCRA Beverage Container Litter Reduction 2011 - 2017		
Years	City	Percentage Change Since Baseline
2011 – 2017	Winnipeg	74.4% decrease
2011 - 2017	Brandon	86.8% decrease
2013 - 2017	Steinbach	69.2% decrease
2014 - 2017	Flin Flon	31.6% decrease
2014 - 2017	Thompson	36.4% decrease

c. PROMOTION & EDUCATION (P&E)

Not only have Recycle Everywhere’s advertising campaigns helped increase our recovery rate, CBCRA and the Manitoba ad agencies that we work with have received numerous awards for the campaigns that we have produced. It is our goal to create such high quality and effective P&E that we will receive annual awards for these and that the Recycle Everywhere brand recognition will remain at its current level. Maintaining this is often more difficult than achieving it in the first place and we are committed to doing so in this Plan. We will continue to execute our province-wide advertising campaigns that help educate and motivate Manitobans to recycle beverage containers no matter where they are. Below are a few examples of additional Communications initiatives that will help us reach our goal:

1. *Targeted Campaigns* - Locations are not always the problem when it comes to recycling rates, there are certain demographics that are harder to reach and convince to take the action of recycling beverage containers. Through our extensive research that we undertake each fall, we will continue to identify these demographic areas and create communications plans to specifically target them with messaging to increase beverage container recycling behaviours. An example of such a campaign is targeted posters at Universities to increase awareness of beverage container recycling among young males, age 18 -23 who are frequently poor recyclers.
2. *Container Specific Campaigns* - Through our recovery rate calculations, we can identify which material types (i.e. aluminum cans, glass or plastic bottles, cartons and juice boxes) are recycled at a greater or lesser rate than others. We will identify which material-specific recycling rates need improvement, and then create communications campaigns to highlight the container type(s) and help increase recovery rates.
3. *Contamination Education* - Contamination happens when non-recyclable items are mixed in with recyclables items. This is a problem at home and away-from-home, and we will address it with targeted communications educating people about what belongs in the recycling bin, and what does not. We will develop different strategies to communicate with Manitobans about recycling in and away-from-home to specifically help correct the problem of

contamination. For example, we might run a campaign that tells people to not put coffee cups into Recycle Everywhere bins, whether empty or half full, and what the effects that action has on the rest of the recyclables in the bin. CBCRA recognizes that the restrictions of materials and greatly increased cleanliness (lack of contamination) required by these markets must be dealt with by partners and consumers that use the bins. CBCRA has already initiated “No Coffee Cup” decals to be placed on Recycle Everywhere bins and will significantly increase the P&E budget apportioned to contamination.

4. *New engagement tactics* - Every year we work internally and with our advertising agency to develop new and exciting ways to get our message across to Manitobans. In the past we have carried out stunts where we award un-expectant recyclers with prizes like jackets or bicycles, and developed an augmented reality app that awards users for interacting with our bins, to name a few. Moving forward we will continue to come up with these types of innovative ideas that engage Manitobans on beverage container recycling in fun, exciting, and rewarding ways.
5. *Targeted Residential Beverage Recovery Communications* - As outlined in the Single-Family Dwelling section above, we are now focusing on recovering beverage containers no matter where they are consumed, both in and out of the home. With this comes the need to target Manitobans at home with communications on beverage container recycling. We started focusing on this more in our 2017 advertising campaign as we depicted at-home scenarios of beverage container recycling, and bought media in a way that targets Manitobans in their homes. We will continue to increase our messaging and campaigns that educate Manitobans about recycling their empty beverage containers at home, for example with direct-mail pieces, at-home depictions in our advertising, specific media buys, and more.

Promotion & Education will continue to be a core focus of our program and will be reflected in the investment that we make each year to achieve this. In addition to what we have described above, we will continue to get our message out in the community through large and small-scale sponsorships, as well as support all CBCRA special projects with sound and engaging communications tactics. We will continue to speak to Manitobans about beverage container recycling through our online channels including our website, and social media accounts, in addition to our public relations activities. We will continue to be innovative with our communications strategies to further engage and excite Manitobans about beverage container recycling.

d. BIN ACCESSIBILITY & SATURATION

It has taken CBCRA six years to place over 55,000 Recycle Everywhere bins in public spaces throughout the province. The level of beverage container recycling accessibility is not only unprecedented in Manitoba, it is unprecedented anywhere in North America. CBCRA will build on its public space recycling program to bring accessibility to a “saturation” point with beverage container recycling bins everywhere in Manitoba that they are needed.

We will help reach the saturation point by continuing to work with communities, municipalities, schools, businesses, institutions, parks, and events to provide them with the best Recycle Everywhere bin for their space free of charge. This is no small task as we reach closer to the point of saturation, as placing recycling bins in the locations that do not yet have them often include situational, geographic and human barriers. This will make the next step towards saturation more difficult, slower work than placing

the initial bins. Our goal is to place bins in such a manner that all Manitobans have reasonable convenient access everywhere they live, work and play.

1. *Municipalities* – Reaching saturation will include placing Recycle Everywhere bins in municipal buildings, public spaces and parks that do not yet have them. CBCRA is committed to ensuring we maintain a strong working partnership with all Municipalities in Manitoba. We are partnered with at least one site in all municipalities in the province. There are only a few communities that do not yet have Recycle Everywhere infrastructure, whose combined population totals approximately 6,000 people out of the 1.2 million Manitobans. We will work with these communities to identify their recycling needs and help fulfill them with the Recycle Everywhere program.

CBCRA will also continue to work with waste and recycling service providers and with the City of Winnipeg to accomplish this. The City of Winnipeg has been very slow to allow Recycle Everywhere bins in their 11 major parks; to date only 1 of these parks have city serviced recycling bins. We will continue to work with the City to come up with creative solutions to increase recycling access in these locations.

2. *Schools* - CBCRA is committed to ensuring we maintain a strong working partnership with schools in Manitoba. We are partnered with 92% of the schools representing over 97% of the students in the province. We will continue to ensure that the program is being run effectively and that it remains top of mind to recycle every empty beverage container. To do this, we will continue to offer contesting, online tools and resources and have our summer Street Team take part in school events, presentations and mascot appearances to ensure that our message remains strong. We will continue to look at ways to help increase recovery and reduce contamination including custodial talks and classroom waste audits that help students and their teachers understand waste diversion in a hands-on way.
3. *Cottages and Seasonal Sites* – Recycling bin (Bin Bag) distribution to cottages and seasonal campground sites present their own challenges as many locations are not run by a central body and are remote in access. We will ensure that we reach a saturation point in this category as well by maintaining and growing recycling accessibility in all of these places.
4. *IC&I and Government Buildings* - IC&I is one of the largest sectors, thus very important for us to have fully on board in order to increase recovery. Implementing bins in these buildings tends to be more complex as it requires coordination with the tenants, cleaners, and collection service providers. Working with waste service providers, waste auditors and IC&I partners, we are building case studies that show the benefits of recycling not only from a corporate social responsibility perspective, but also often from a cost savings perspective. We will continue to attend trade shows, association meetings and communicate frequently with property management and other associations to get more bins in more IC&I locations. With the Recycle Everywhere program, CBCRA is also committed to making sure that the government is leading by example and has all leased and owned buildings implemented with beverage container recycling bins. This is particularly important as we hold up the province as a leader in recycling.

e. BIN FOLLOW-UP MAINTENANCE PROGRAM

One of the natural results of any program that is in place for several years, especially a program as broad and with as many partners as Recycle Everywhere, is that there tends to be some deviation from the original best practices. With over 55,000 bins placed throughout the province since the program began, follow-up is required to ensure that best practices are being followed, bins are not in need of repair or replacement, and that partners are ensuring that their materials are being appropriately taken to material recovery facilities.

To deal with this issue, we are implementing a Recycle Everywhere Bin Follow-up and Maintenance program. The approach to this follow-up work will be multi-pronged and will include:

- CBCRA hiring an additional staff person dedicated to follow-up work
- Targeted communications to all existing partners on best practices
- The Street Team following up on bins in whichever location they are in
- Direct phone calls, emails to assess bins and signage
- Site visits to ensure replacements, repairs or partner instructions are completed and best practices are being adhered to.

In addition, we will undertake a targeted Mini Bin follow up program in MFDs. Over 3 years, Recycle Everywhere provided over 100,000 Mini Bins throughout the province, meaning that 80% of all apartment tenants in Manitoba have a Mini Bin. Given the mobility of people living in these types of dwellings and new builds that keep appearing, the Mini Bin follow-up program is needed to keep restocking the bins where needed to ensure that recycling at-home is convenient for all MFDs.

The Bin Follow-up and Maintenance program is a laborious and time-intensive endeavour, but is key to ensuring that the program continues to function at a high-level and that it maintains a positive upbeat brand.

f. RESIDENTIAL & LOW INCOME

The results of the Single Family Dwelling (SFD) pilot conducted in the first half of 2017 showed that providing SFD residents with a small bin to place next to their waste bin in the house did help improve beverage container recovery, especially in lower income neighbourhoods. Beginning with low income first, Recycle Everywhere will be distributing 10,000 bins on the doorsteps of households in the Point Douglas community area in partnership with MMSM. Post audits will be conducted to check the results of the implementation and provide further data to inform further roll-out within the province. This initiative will continue to be rolled out in larger urban centres.

g. Investigation of Municipal Costs and Revenues Related to Used Beverage Container Management

CBCRA works with many partners to improve both the effectiveness and cost efficiency of managing beverage container recovery on their sites. In the last few years more focus has been placed in hands-on assistance with the Industrial, Commercial and Institutional (IC&I) sector. This focus was in part because **often the IC&I sector does not have dedicated waste management staff, whereas** municipalities often have competent staff managing their waste infrastructure and processes and needed less assistance. CBCRA will begin a process in 2018 that includes consulting directly with some municipalities in each population category, assessing the cost to manage used beverage containers in public spaces, determining the average range of collection costs, the value of the recyclable material, and areas in

which municipalities could achieve greater efficiencies and cost savings. For example, CBCRA arranged for a third-party study in a major Winnipeg park which found overall net cost savings for the City after the implementation of new bins, along with recommended changes on how to manage both the garbage and recycling streams. Importantly, CBCRA will consult directly with a select number of municipalities in each population category to ensure it understands the challenges and can offer direct assistance. As part of that process CBCRA will evaluate the need for and methods by which any further financial assistance might be made.

h. FIRST NATIONS & NORTHERN COMMUNITIES

We recognize that some of the challenges in the North are different than in southern communities, as geographical location can lead to logistical issues when trying to get recyclables out of the community to a recycler. Many Northern and First Nations communities express a sense of being overwhelmed by the number of organizations involved, amount of information, and resources to sift through.

1. *Dedicated Staff Person* - Recognizing this, along with the substantial number of Recycle Everywhere bins we have already placed in the North, we plan to add a part-time staff person to focus on Northern Manitoba to help us accomplish our goals and increase both our presence and recovery in this area. This staff person will be able to travel to these communities and work one-on-one with them whether it be to enhance the Recycle Everywhere program that is already in place, or start one where it did not previously exist.
2. *Northern Co-initiatives* - For the last six years, CBCRA has partnered with MMSM to conduct the Northern and First Nations Community Clean-up. The initiative has evolved over the years but the goal remains the same – clean up the community, divert recycling from the waste stream and instill community pride. We will continue to work with MMSM on this initiative to achieve the positive results that we have in the past for years to come. In addition, we will engage other parties where appropriate on Northern and First Nations initiatives to help create or enhance recycling programs. Working with other Producer Responsibility Organization's (PROs), Green Municipal Fund, Indian and Northern Affairs Canada and the province, we would like to find those communities that are ready and need that extra little push to improve recycling rates in their community.
3. *Northern Back-haul Program* – The Frontier School Division is geographically the largest school division in the province and covers much of Northern Manitoba. There are still a number of schools in the division that don't recycle due to lack of accessibility. Working with the school division, retail suppliers, shipping companies and material recovery facilities, we would like to pilot school recycling backhaul programs in a selected number of schools to help demonstrate the feasibility and benefits of further partnerships in other schools in this division. We will be launching the backhauling pilot project in Norway House, Cross Lake and the Island Lakes communities. Through discussions with the partnering organizations, these communities have been selected based on factors such as access, delivery schedules, and sales, and we hope to build off existing partnerships that two of the schools have begun to develop with a retailer (in two of the chosen communities). We hope that starting with the school will lead the community to mobilize a community-wide program. Alongside the backhauling pilot project, we will be carrying out detailed check ins and follow up with each

of the schools in the communities to ensure best practices are in place and to learn how we can build the Recycle Everywhere presence throughout Northern Manitoba.

5. STAKEHOLDER RELATIONS

CBCRA recognizes that good stakeholder relations are key to its success and CBCRA and its partners need each other for beverage container recycling to be successful.

a. PRO's

CBCRA is committed to ensuring we maintain a strong working relationships with other Producer Responsibility Organizations (PRO), and where feasible we partner on various initiatives and oftentimes find ourselves at the same events or speaking at the same conferences talking about Manitoba's success. If there are general inquiries that come to us about another steward's materials, we do take the time to direct the public to the right PRO.

b. GOVERNMENT RELATIONS

CBCRA will ensure that the government is kept up-to-date on its activities through regularly scheduled meetings and the submission of annual reports and audited financial statements to the Manitoba Government. The strong support from the Minister of Sustainable Development and the Government in general has been appreciated. In 2016/2017 there have been a number of joint efforts and events.

c. MULTI-MATERIAL STEWARDSHIP MANITOBA (MMSM)

CBCRA has a Memorandum of Understanding (MOU) with MMSM that governs the exchange of data, information, and special joint projects which has been in place since 2010, updated in 2017 and is reviewed annually. In addition to regular meetings, which the CBCRA Executive Director holds with the MMSM Executive Director, the CBCRA Executive Committee meets with the MMSM Executive Committee annually at a minimum. CBCRA pays to MMSM, on behalf of the CBCRA Participants, up to 80% of the cost of recovering beverage containers in the residential stream. The relationship between the two organizations is important, and both organizations undertake joint projects such as initiatives in the North, as well as in MFD and SFDs, to ensure overall success.

d. PRODUCERS

CBCRA communicates with its Participants, the beverage producers and distributors, through updates, the distribution of annual Rules and Annual Reports. Additionally, there is communication with individual participants relating to monthly reports, annual verifications and annual audits.

6. PROGRAM COSTING

It is important that the financial model for CBCRA be sustainable and adaptable to the requirements for CBCRA to achieve its targets. CBCRA will continue to utilize the Container Recycling Fee (CRF) to fund its operations. Through the CRF, beverage producers fund CBCRA to recover their materials in all channels, including both the residential and away-from-home sectors. The fee ensures that each beverage sold supports the recycling process.

This fee was set at \$0.02 per container in 2010 and has not been adjusted since then. This covers up to 80% of the cost of collecting and processing beverage containers in the residential sector as well as the

continued placement of bin infrastructure throughout the province. It also covers the cost of overall program management and specific initiatives as described in several sections above.

a. ANNUAL FEE SETTING & REVIEW

CBCRA will re-assess the CRF on an annual basis, in conjunction with planning activities for the upcoming year. The Board of Directors will have final approval over all CRFs rates paid by participants. Participants will be notified of any changes in the CRF at least 90 calendar days in advance of any change.

b. OPERATING DEFICITS & SURPLUSES

CBCRA will ensure that it maintains a surplus cash flow sufficient to meet annual operating costs and in accordance with GAAP. CBCRA will, in this Program Plan, track operating deficits and surpluses by separate material stream. The Board of Directors and CBCRA management will be responsible for ensuring that the organization avoids running a deficit. In order to recoup or return any deficit or surplus to a material stream, the financial balance of each material stream will be considered during the calculation of CRFs, subject to the discretion of the Board.

c. CRF SETTING METHODOLOGY

CBCRA has developed a fee-setting model that allows it to transition to a variable CRF at the appropriate time. A variable CRF means that the CRF may be different based on the container size and material type. The timing of a move to a differential CRF will be determined by the CBCRA Board. When CBCRA transitions to a differential CRF, fee-setting will be based on a model developed by CBCRA to calculate an individual CRF for each material category. Because of CBCRA's significant continued investment in bin infrastructure that accepts all beverage container types, the cost differential between different container types is much less than in some other types of recovery systems. The fee-setting methodology is subject to refinement at the discretion of CBCRA's Board of Directors. The three steps are as follows:

1. *Calculating Net Cost* - The following cost areas will comprise the net cost of the system:
 - All CBCRA program, capital, infrastructure and administrative costs
 - All material revenue received through contracts or programs
 - Participants share of MMSM costs for beverage packaging only (Includes the container, closure, label, cardboard and shrink wrap)
 - Board approved operating surpluses and reserves
2. *Allocating Cost to Container Groups* - CBCRA has created a methodology to fairly and equitably reflect costs. CBCRA will allocate common administrative and P&E costs across material groups in an equitable manner.
3. *Setting a Material-Specific CRF* - The material-specific CRF rate will be a function of total cost allocated to that material group divided by total expected sales for that material group. Expected sales will be based on prior year quantities as reported by CBCRA participants.

d. ANNUAL REVIEW

The CRF rates will be subject to an annual review at the end of each fiscal year during program planning for the coming year. The plan will be developed on the basis of prior year cost and volumes, with

adjustments made as necessary for redefined strategic priorities, required program changes, cumulative surpluses, operating reserves and other planning considerations as determined by the Board.

In the course of budget setting and program planning, management will determine a recommended CRF for each material group in accordance with anticipated plan costs and the fee-setting methodology outlined above. Management will review the recommended CRF rates with the audit committee during annual plan development. Based on cost information gathered by management, the CBCRA Board will set any new CRF rates. It will inform the provincial Government, the Association of Manitoba Municipalities and retailers at least 90 days in advance of any change in the CRF to ensure that any public communication can be coordinated.

Once the fee rates are provisionally set, management will present the material specific CRF rates to the CBCRA Board together with a recommended effective date. The Board, when satisfied, will direct management to present the CRF rates to participants at least 90 days in advance of the new rates taking effect.

The CBCRA external auditor will review the CRF calculation annually with management and report to the Audit Committee and Board.

e. CRF COMMUNICATION TO CONSUMERS

CBCRA will provide to the Manitoba Government a communications plan each year in which a CRF rate change is made that shows how it will work with beverage producers as well as retailers:

1. To ensure that consumers are aware of:
 - Why a CRF is being collected
 - How the CRF is used to recover and recycle the beverage containers purchased by the consumer
2. To ensure consistency in CRF rates and;
3. Consistency in communication across all retail sectors and provincial and municipal governments.

CBCRA will consult with Manitoba Sustainable Development staff at least 90 days prior to any annual change of CRF rates to ensure a mutually satisfactory communications plan.

7. PERFORMANCE MEASUREMENT

Measuring performance is key to any business or stewardship organization. CBCRA undertakes, and will continue to undertake, internal and third party audits to measure its performance, and the performance of all Manitobans as we are always aware that it takes the engagement and commitment of all Manitobans to ensure that as many cans, bottles, cartons and juice boxes are recovered as possible. Each of the audits serves a different function and all together they create a picture of CBCRA's performance.

a. MATERIAL RECOVERY FACILITY (MRF) AUDITS

These are audits conducted at Material Recycling Facilities (MRFs) which measure the percentage of the total incoming recycling stream that consists of beverage containers and the amount of contamination, or unwanted material, in that stream. Additionally, the third-party auditors measure the material in each of the streams after it is separated to help determine the MRF efficiency. Six different MRFs

representing approximately 80% of the collected recyclables in Manitoba are audited twice each year in different seasons.

b. LITTER AUDITS

Litter audits have been, and will continue to be, conducted annually in various cities in Manitoba. The third-party auditors use GIS mapping to randomly select sites within each of the cities in which every scrap of paper, packaging or beverage container is recorded. The year over year results then show us how much litter (beverage containers and other litter) is occurring and whether the rate is increasing or decreasing. CBCRA's goal is to continue to decrease beverage container litter as it has over the past six years. The very impressive results are reported elsewhere in this Plan but it is a key performance measure that we will continue to track.

c. IC&I AUDITS

Waste audits are conducted at different IC&I sites (factories, commercial outlets e.g. malls, and schools, universities, etc.) to determine both the generation and recovery of beverage containers at these sites. This helps CBCRA to determine where there are still gaps in recovery and make decisions about bins or other programming as well as motivating IC&I partners to enhance their recycling systems.

d. RESIDENTIAL AUDITS

Given that 65-70% of beverage containers are consumed at home, it is important for CBCRA to understand consumers' behaviour with their used beverage containers in the residential sector. CBCRA has conducted curbside waste audits directly as well as with third party auditors. More recently, CBCRA conducted residential waste audits as part of a pilot to understand if having an additional smaller recycling bin in the kitchen would increase beverage container recovery. This information helps CBCRA to make decisions about how to increase beverage container recycling.

e. MATERIAL TRACKING SYSTEM (MTS)

CBCRA has developed a material tracking system which involves all exporting processors in Manitoba reporting confidentially through a secure web portal the exact amounts of material (PET, aluminum, etc.) that they ship to markets. There is no end-processing of these materials in Manitoba with the exception of glass which is typically used as road base or for trenching applications.

f. RECOVERY RATE METHODOLOGY

The recovery rate methodology uses a combination of the MRF audits, residential audits, municipal recovery information provided by MMSM and material sales data from processors, and compares this to the amount of incoming material as reported by the beverage producers and distributors in order to arrive at the percentage of material that is recovered. Given the proprietary nature of the sales data and the importance of third party assurance, CBCRA engages PwC (PricewaterhouseCoopers) to verify that CBCRA has followed its Recovery Rate Methodology and that the numbers indicate the recovery rate calculated.

8. CONCLUSION

The information laid out in this Program Plan shows the dedication that CBCRA and its staff has to beverage container recycling in the Province of Manitoba. It has been six short years since the program

began, and we are proud of the significant strides that we have made to increase the recovery rate of empty beverage containers in the province. We recognize that more needs to be done to reach our goal, which we are tackling head on with innovative, results-driven strategies. Importantly, we are continuing and building on the initiatives that have gotten us to where we are today through sustained commitment, measurement and continuous improvement. We will remain an organization that fosters innovation and creativity which leads to results. We will continue to position Manitoba as a recycling leader and, with the support of Manitobans, we will reach our goal.