CBCRA
Canadian Beverage Container Recycling Association

Partnership
Leadership
Stewardship

Canadian Beverage Container Recycling Association

Program Plan 2012 - 2016

February 13, 2012

EXECUTIVE SUMMARY

This Program Plan is building on the base of the previous Plan approved August 31, 2011. The following are examples of activity in 2011, which will be used as building blocks for further enhancements in this 5-year plan.

The Recycle Everywhere Events Team has proven to be one of the most effective ways of promoting beverage container recycling. The goal in 2011 was to attend 150 event days. In total, CBCRA exceeded this and the events team attended more than 180 event days throughout the year. A list of these events can be found in Appendix B. The total attendance at these events was more than 1,650,000 individuals.

CBCRA will also continue to build on the Awareness Campaign activities and events that took place in 2010 and 2011. In 2011 this campaign included radio and print ads, bus billboards, earned media and partnerships with the Winnipeg Blue Bombers, Winnipeg Goldeyes, and the Winnipeg Jets. The sports team partnerships have proven very effective and have been a great link into the social media initiative undertaken in late 2011. A list of Awareness communications to date can be found in Appendix C.

More than 5,000 beverage container bins have been placed in more than 130 communities in Manitoba since the start of the program. This includes streetscapes, public buildings, recreational facilities, parks, shopping malls, etc.

Northern Manitoba has been a special focus - both First Nations communities as well as other northern communities. A Northern Cleanup was facilitated, which involved more than 20 communities and the removal of much litter from these communities by many volunteers. Both Northern Manitoba and Manitoba as a whole have never experienced this level of recycling awareness before.

In December 2008 the Manitoba Government brought forward its Packaging and Printed Paper (PPP) Regulation and Guidelines under the WRAP Act. Included in the Guideline is a requirement applied only to the beverage sector – the stewards of beverage containers must achieve a 75% diversion target. All beverage stewards are obligated to achieve this 75% recovery target by joining CBCRA or by submitting their own Plan to provide province-wide collection in order to achieve the target.

Given that approximately 30% of beverage containers are purchased and disposed of outside the residential collection system, and most beverage deposit systems in Canada and North America do not achieve a 75% diversion rate on their own, the beverage sector realized that the residential blue box system alone would not be sufficient to meet the 75% target. In response, the beverage industry created the Canadian Beverage Container Recycling Association (CBCRA).

This Program Plan is a 5-year planning outlook that outlines the steps CBCRA will undertake to ensure that beverage container diversion in Manitoba meets the legislated target of 75%. CBCRA is committed to achieving the 75% recovery target through the promotion of effective residential collection and the implementation of a province-wide away-from-home beverage container collection system. New workplans will be established at the beginning of 2013, 2014, 2015 and 2016, taking into account new information and possible enhancements to strategies to increase beverage container

recycling rates. Manitoba Conservation will be consulted on these workplans each year prior to their implementation.

On April 1, 2010, CBCRA began operations as a voluntary program and started collecting from participating beverage producers a $0.02 CRF (Container Recycling Fee) based on producer sales of sealed, ready-to-serve beverage containers. In order to reduce the administrative burden for obligated stewards, CBCRA assists all beverage stewards to discharge their beverage container-related obligations, both financial and reporting.

CBCRA's first Program Plan was approved on August 31, 2011, and expires March 31, 2012. The organization operated for the 17 months before that on a voluntary basis. This document represents CBCRA's second Program Plan, which aims to continue and expand upon the Program Plan approved 6 months previously. It spans a five-year period with Year 1 beginning January 1, 2012, and Year 5 ending December 31, 2017. For the purposes of this Plan, the 21-month period leading up to its launch (April 1, 2010 – December 31, 2011) is referred to as the startup period.

With the goal of achieving the 75% diversion target, CBCRA has designed a cohesive and incremental strategy that focuses on the following three elements: promotion and education (P&E), expanding recycling infrastructure in away-from-home environments, and business intelligence to compile baseline information on recycling behaviour.

CBCRA Principles

The following principles have guided the design and presentation of this program plan:

- Industry Management: based on the concept of producer responsibility, producers will share the cost of managing their beverage containers and take an active role in ensuring that beverage containers are recovered in the most effective and efficient manner
- Effective and Efficient Program Delivery: To deliver an effective and cost-efficient program, CBCRA will engage in realistic program scope and planning, cost/benefits analysis and will leverage existing resources to avoid duplicating efforts
- Equitable Cost Sharing: To ensure that all members and stewards pay their fair share of total program costs, there will be no cross-subsidization between beverage material types
- Container Recycling Fee (CRF): CBCRA introduced a $0.02 container recycling fee (CRF), provided by participating beverage companies and distributors. The CRF rate will be reassessed annually. CBCRA will ensure that it maintains a cash flow sufficient to meet annual operating costs and in accordance with GAAP
- Expanding Consumer Accessibility to away-from-home recycling options.

Away-From-Home Program Scope

The program scope continues to focus on enhancing recycling opportunities in the Public Space and IC&I segments and improving residential collection performance.

- **Public events and festivals** - CBCRA will continue to work proactively with organizers at public events and festivals to increase collection and raise

awareness of waste reduction and recycling issues. CBCRA will work with event organizers and other potential partners.

- **Municipalities** - The program will continue to work with municipalities to establish beverage container recovery systems on key streetscapes, parks, and other public outdoor spaces. A large focus will include a full rollout of the program in the City of Winnipeg, beginning in 2012.

- **IC&I** - The IC&I (Industrial, Commercial, and Institutional) program will continue to work with businesses and other potential partners to establish beverage container recovery systems at key locations (i.e. where beverages are typically consumed and discarded at or near the point of purchase, including shopping malls, convenience stores, fast food outlets, and gas stations).

- **Government Buildings** - The program for Government and Crown Corporation buildings will ensure that all Government buildings have an effective beverage container recovery program.

- **Litter Abatement** – the Recycle Everywhere program is one of the most significant litter abatement strategies in Manitoba. While an independent third party study demonstrated that beverage container litter only makes up less than 8% of the large litter in Winnipeg CBCRA and Recycle Everywhere are taking a comprehensive approach at significantly reducing beverage container litter through the implementation of beverage container bins and the province wide recycling messages.

Beverage Container Recycling P&E and Awareness Campaign

The ultimate objective of the campaign is to increase awareness of away-from-home recycling options and change consumer behaviour in order to attain a recovery target of 75%. CBCRA will continue to engage an independent market research firm to conduct research to into consumer behaviour around beverage container recycling. The research will identify effective messages, demographic considerations (e.g. what motivates 18-30 year old males may be different than what motivates the recycling habits of 45 year olds).

Communication strategies will focus on building awareness of the options for, and the importance of, recycling in both at-home and away-from-home environments. CBCRA will continue to use the following communications tactics to effectively promote the away-from-home recycling program: research, paid advertising (print, radio, billboards, public transport, etc.), sports team sponsorships and endorsements, event partnerships, celebrity endorsements, school programs, and earned media relations. In each year of the Program, CBCRA will create an updated communications plan and will consult with Manitoba Conservation before executing the plan.

Program Reporting System

In order to assist the beverage industry to report on their sales into market and to contribute the CRF, CBCRA has developed a web-based reporting system. The

reporting system functions as a single component in a larger administrative system that includes customer service tracking and a Material Tracking System (MTS).

Program Costing & Timeline

Forecasts of revenue and spending are drawn conservatively in order to minimize the organization's financial risk. The various program budgets are based on best estimates as well as experience and learnings from the first months for what these programs will cost with a balance of "visibility and volume" goals.

Funding Mechanism

The revenue from the CRF is intended to cover the cost of beverage container collection in all collection channels including the residential collection administered by MMSM, as well as financing P&E and program operations.

In 2012, CBCRA will evaluate the relative costs of collecting and processing different types of beverage containers from the key away-from-home collection points through a cost allocation exercise in order to arrive at differentiated fees for each container type and size. Combined with the by material costs of managing different types of beverage containers within the residential stream, this will determine the CRF rate.

Once CBCRA transitions to differential CRFs, fee-setting will be based on a three-step methodology that will calculate an individual CRF for each material grouping. The methodology was approved by the Manitoba Government in the previous Program Plan and the Manitoba Government will be consulted at least three months in advance of any changes to the CRF.

CBCRA will provide a communications plan to the Manitoba Government each year a showing how it will work with beverage producers as well as retailers to ensure:

- that consumers are aware of why a CRF is being collected and how the CRF is used to recover and recycle the beverage containers purchased by the consumer
- consistency in CRF rates, and in communication across all retail sectors.

Program Governance

The CBCRA Board is governed by its founding members. These members include representatives from:

- Canadian Beverage Association;
- Canadian Bottled Water Association;
- Retail Council of Canada;
- Cott Corporation;
- Dairy Processors Group;
- Sun-Rype Products.

The Board has initiated a Governance Review in 2012 which will address Board composition and terms.

Annual Report

After the conclusion of the fiscal year (calendar year), and in accordance with its commitment to transparency and openness, CBCRA will publish an annual report detailing the operations of the organization and the performance of the program. The first annual report was published in March 2011 and is available online at www.cbcra-acrcb.org.

TABLE OF CONTENTS

1.0 PART I – INTRODUCTION 1

1.1 Material Groups included in the Program 2
1.2 CBCRA Goals & Objectives 2
1.3 Relationship to Multi-Material Stewardship Manitoba (MMSM) 3

2.0 PART II – CBCRA PRINCIPLES 6

2.1 CBCRA's Core Operating Principles 6
2.2 Industry Management 6
2.3 Effective and Efficient Program Delivery 6
2.4 Equitable Cost-Sharing 7
2.5 Container Recycling Fee (CRF) 7
2.6 Expanding Consumer Accessibility 8

3.0 PART III – INDUSTRY PARTICIPATION IN CBCRA 9

3.1 Beverage Industry Sectors Targeted 9

4.0 PART IV – APPROACH TO OTHER STAKEHOLDERS 10

4.1 Government 10
4.2 Non-Governmental Organizations (NGOs) 10
4.3 Recyclers 10
4.4 Waste Management Companies 10
4.5 Commercial Enterprises 10
4.6 Public 10

5.0 PART V – APPROACH TO ESTABLISHING BASELINE DATA 11

5.1 Inventory of Current Infrastructure for Beverage Container Recycling 11
5.2 Residential 11
5.3 Public Spaces 11
5.4 Industrial, Commercial & Institutional (IC&I) 12
5.5 Beverage Container Generation & Recovery 13
5.6 Estimated Beverage Container Generation and Recovery 13
5.7 Methodology for Estimating Beverage Container Generation and Recovery in Segmented Away-from-Home Locations 16

6.0 PART VI – AWAY-FROM-HOME PROGRAM 23

6.1 Program Scope 23
6.2 Year 1 and 2 Potential Pilot Projects and Studies 25
6.3 Channel Priority Analysis 27
6.4 Communications 33
6.5 Bin Type Inventory 36
6.6 Waste Audit Program 38

7.0 PART VII – PROGRAM MANAGEMENT 39

7.1 Contracted vs. Self-Operated Programs 39
7.2 Material Consolidation, Processing & Marketing 39
7.3 Potential Contractor List 40
7.4 Reporting System 40
7.5 Program Rules 40

7.6 Customer Service 40

8.0 PART VIII – PROGRAM COSTING & TIMELINE 41

8.1 Program Costing 41
8.2 Funding Mechanism 42
8.3 Container Recycling Fee (CRF) 42
8.4 Transition to Variable CRF 42
8.5 CRF-Setting Methodology 42
8.6 Annual Review 43
8.7 Communication of CRF to the Consumer 44

9.0 PART IX – PROGRAM GOVERNANCE 45

9.1 Governance Model 45
9.2 CBCRA Board of Directors 45
9.3 Working Committees 45
9.4 Annual Report 45

List of Tables

Table 1: Program Scope – Public Spaces 23
Table 2: Program Scope – IC&I 24
Table 3: Year 1 and 2 Pilot Programs for Consideration 25
Table 4: Ranking Criteria for Collection Channels 28
Table 5: Ranking Rationale 28
Table 6: Priority Score for Each Program Channel 29
Table 7: Possible Recycling Bin Options 37
Table 8: 2012 Budget and 2013 – 2016 Projections 41

List of Figures

Figure 1: Proposed CBCRA Steward Payment Process 4
Figure 2: Material Tracking System Process 16
Figure 3: Program Channel Priority Analysis 29
Figure 4: Flow of Material to Processor 39

Appendices

Appendix A: Memorandum of Understanding Draft 47
Appendix B: 2011 Events 49
Appendix C: 2010-11 Awareness Campaign Activities 51

List of Acronyms

CBCRA	Canadian Beverage Container Recycling Association
CRF	Container Recycling Fee
EC	Environment Canada
EPR	Extended Producer Responsibility
FAQ	Frequently Asked Questions
GAAP	Generally Accepted Accounting Principles
GM	Green Manitoba
HDPE	High-Density Polyethylene
IC&I	Industrial, Commercial & Institutional
MC	Manitoba Conservation
MLCC	Manitoba Liquor Control Commission
MMSM	Multi-Material Stewardship Manitoba
MPSC	Manitoba Product Stewardship Corporation
MRF	Materials Recovery Facility
MTS	Material Tracking System
NGO	Non-Governmental Organization
P&E	Promotion & Education
PET	Polyethylene Terephthalate
POS	Point-of-Sale
PPP	Packaging and Printed Paper
PRO	Producer Responsibility Organization
PSA	Public Service Announcement
R&D	Research & Development
STAR	Student Action for Recycling program
WRAP	Waste Reduction and Prevention Act

Glossary

Available for Collection	Refers to the total quantity of material available to recover through a given collection segment.
Collection Channel	See "Collection Segment" below.
Collection Segment	Refers to a discrete set of sites that share characteristics & similar recycling profiles. Examples of different collection segments are parks, restaurants, convenience stores, and government buildings. May also be referred to as "Collection Channels".
Collection Site	Refers to a specified generation point that has registered with CBCRA and received designated recycling containers that are used to divert sealed beverage containers from the waste stream.
Contracted Program	Refers to CBCRA working with registered collection sites to directly retain services for the transportation and processing of sealed beverage container recycling program.
Diversion	See "Recovery" below.
Generation	Refers to the total quantity of material sold into market.
IC&I	Refers to sites that are operated by an industrial, commercial or institutional entity. Examples include office buildings, arenas, restaurants, hospitals and transit hubs.
Marketing	Refers to the shipping of processed sealed beverage containers to a downstream market at either a positive or negative value.
Material Consolidation	Refers to sealed beverage containers collection system that segregates recyclables from the waste stream.
Participant	A beverage company that has registered with CBCRA and agreed to pay the CRF rate on each beverage unit it sells.
Processing	Refers to material recycling facilities that can receive, sort and prepare sealed beverage containers for downstream markets.
Public Spaces	Refers to sites that are open to the public, and typically managed by or on behalf of the government. Examples include parks, sidewalks, and fairgrounds.
Recovery	Refers to the proper disposal and collection of waste material for recycling. May also be referred to as “Diversion”.
Self-Operated Program	Refers to CBCRA providing support to existing diversion programs at registered collection sites to further encourage diversion of sealed beverage containers.
Service Provider	Refers to a company that CBCRA has engaged to provide recycling services. May include collection sites, haulers, recyclers, etc.

1.0 PART I – INTRODUCTION

In December 2008 the Manitoba Government brought forward its Packaging and Printed Paper Regulation and Guidelines under the WRAP Act. Included in the Guideline accompanying the Regulation is a requirement applied only to the beverage sector – the stewards of beverage containers must achieve a 75% diversion target. Based on the Regulation and Guideline beverage stewards must either join a plan like the CBCRA Program Plan or provide their own plan including province-wide residential and away-from-home collection in order to achieve the 75% target.

With approximately 30% of beverage containers purchased and disposed of outside the residential system, the obligated beverage sector realized that reaching the target will require that recycling activities extend beyond the residential sector. Therefore, given that this proposed recovery rate could not be achieved using only the residential blue box system, and given that many beverage deposit systems in Canada and North America do not achieve such a diversion rate on their own, the beverage sector believes that a comprehensive beverage container recovery system including both at home and away from home collection channels is required if Manitoba is to achieve the objectives of diverting large quantities of recycling through a blue box program and achieving very high beverage container diversion rates.

The Canadian Beverage Container Recycling Association (CBCRA) was created to address the objective of achieving a 75% recovery rate in Manitoba. This plan outlines the steps CBCRA will undertake over the next five years to ensure that beverage container diversion in Manitoba meets the legislated target of 75%. To that end, the Program Plan outlines activities that are intended to increase the recovery rate of beverage containers in the residential stream through Multi-Material Stewardship Manitoba (MMSM) to create a comprehensive beverage container collection system.

In particular, CBCRA has decided to additionally focus on a critical area of beverage container recovery: those beverages consumed outside of the home that are not discarded into the residential curbside and depot systems. An away-from-home program will therefore be a cornerstone of CBCRA's efforts together with improved recovery in the residential sector to ensure that all beverage stewards can meet the diversion level targeted within the Packaging and Printed Paper Regulation and Guidelines. At the beginning of 2013, 2014, 2015 and 2016 a workplan for the year will be established that takes into account new information and possible enhancements to strategies to increase beverage container recycling rates. Manitoba Conservation will be consulted on these workplans each year prior to implementation.

This program plan is intended to:

1. Highlight the progress CBCRA has made to date.
2. Catalogue the extent of CBCRA's knowledge about away-from-home recycling
3. Outline the scope of activities designed to increase recycling and compile data on the away-from-home sector.
4. Provide an overview of program costing.
5. Identify CBCRA's composition, guiding principles and governance structure.

1.1 Material Groups included in the Program

Beginning April 1, 2010, CBCRA started collecting a CRF (Container Recycling Fee) based on producer sales of sealed, ready-to-serve beverage containers holding soft drink, water and juice beverages. While alcoholic beverage containers are not currently a part of the program, CBCRA is exploring with the Manitoba Liquor Control Commission (MLCC) the collection of alcoholic beverage containers in those collection streams, such as restaurants and bars, where alcohol containers comprise a significant portion of the amount of beverage containers available for collection. In these streams, economies of scale can be realized by effective collaboration between CBCRA and the liquor industry.

For the purposes of collection, reporting and transitioning to a differential Container Recycling Fee (CRF), CBCRA has classified all beverage containers into one of the following groups, based on material composition and size:

- PET under 1 L
- PET 1 L & over
- Aluminum under 1 L
- Aluminum 1 L & over
- Glass under 1 L
- Glass 1 L & over
- HDPE under 1 L
- HDPE 1 L & over
- Gable Top under 1 L
- Gable Top 1 L & over
- Polycoat under 1 L
- Polycoat 1 L & over

Note that as the Canadian beverage industry continues to bring innovative packaging to market, CBCRA reserves the right to expand or contract this list at its discretion.

1.2 CBCRA Goals & Objectives

This program is designed with one over-riding objective in mind: to ensure that beverage containers meet, at the minimum, the diversion target of 75% established under the Guidelines.

CBCRA recognizes that achieving this objective will require a cohesive and incremental strategy. The following are some of the elements of this strategy that CBCRA has and will continue to deploy in its program operation:

- **Promotion & Education (P&E):** A major element of CBCRA's strategy is and will continue to be the rollout of an extensive awareness campaign aimed at encouraging consumers to think of beverage container recycling comprehensively, not just in the context of the home. The intended effect of this campaign is to increase recycling behaviour outside the home and reinforce and improve it inside the home. CBCRA's Communications Plan is outlined in Section 6.4.

- **Expanding Recycling Infrastructure:** The success of the awareness campaign will rely on an adequate provision of recycling infrastructure in away-from-home environments. CBCRA intends to ally with various public and private partners to ensure that recycling beverage containers outside of the home becomes a viable option wherever feasible. To this end, CBCRA will continue to start up pilot programs in a variety of away-from-home environments in order to determine the

feasibility and best practices for expanding away-from-home recycling infrastructure. CBCRA's away-from-home program is described in more detail in Section 6.1.

- **Business Intelligence**: To CBCRA's knowledge, no away-from-home program of this breadth has ever been attempted in any jurisdiction. As a consequence, knowledge about recycling behaviour away from home is incomplete. CBCRA is compiling significant baseline information on recycling behaviour. Much of these data will be compiled from pilot projects undertaken in 2011 and 2012 and that CBCRA will continue to implement programs during that period in all of its target areas as outlined further below. Part V will present best available information about beverage container recycling in the province and will outline strategies to build CBCRA's dataset.

1.3 Relationship to Multi-Material Stewardship Manitoba (MMSM)

Multi-Material Stewardship Manitoba (MMSM) was formed to respond to the Packaging and Printed Paper Regulation by creating a program that focuses primarily on the blue box or residential sector. All CBCRA members and stewards are also stewards of MMSM and are obligated to remit fees to MMSM on all primary, secondary and tertiary packaging included with any of their products. In order to assist MMSM and reduce the administrative burden for stewards, CBCRA will assist all beverage stewards to discharge their beverage container-related MMSM obligations, both financial and reporting, on behalf of its members and stewards.

Although CBCRA was formed to enable beverage stewards to reach the ambitious target of 75% beverage container diversion, CBCRA exists as a separate and independent organization from MMSM, the latter which also represents the interests of other packaging and printed paper stewards. Beverage companies and distributors will report their annual sales units to MMSM directly and then also report their monthly sales and contribute a CRF per container to CBCRA. Beginning in 2011, CBCRA began remitting from the participating companies' CRF contribution an amount equal to the stewards' obligations for beverage related packaging under MMSM. This underlines the nature of the comprehensive beverage container recycling system including both at home and away-from-home collection channels. There will be no cross-subsidization between stewards.

The beverage steward payment process is below.

Figure 1: Proposed CBCRA Steward Payment Process

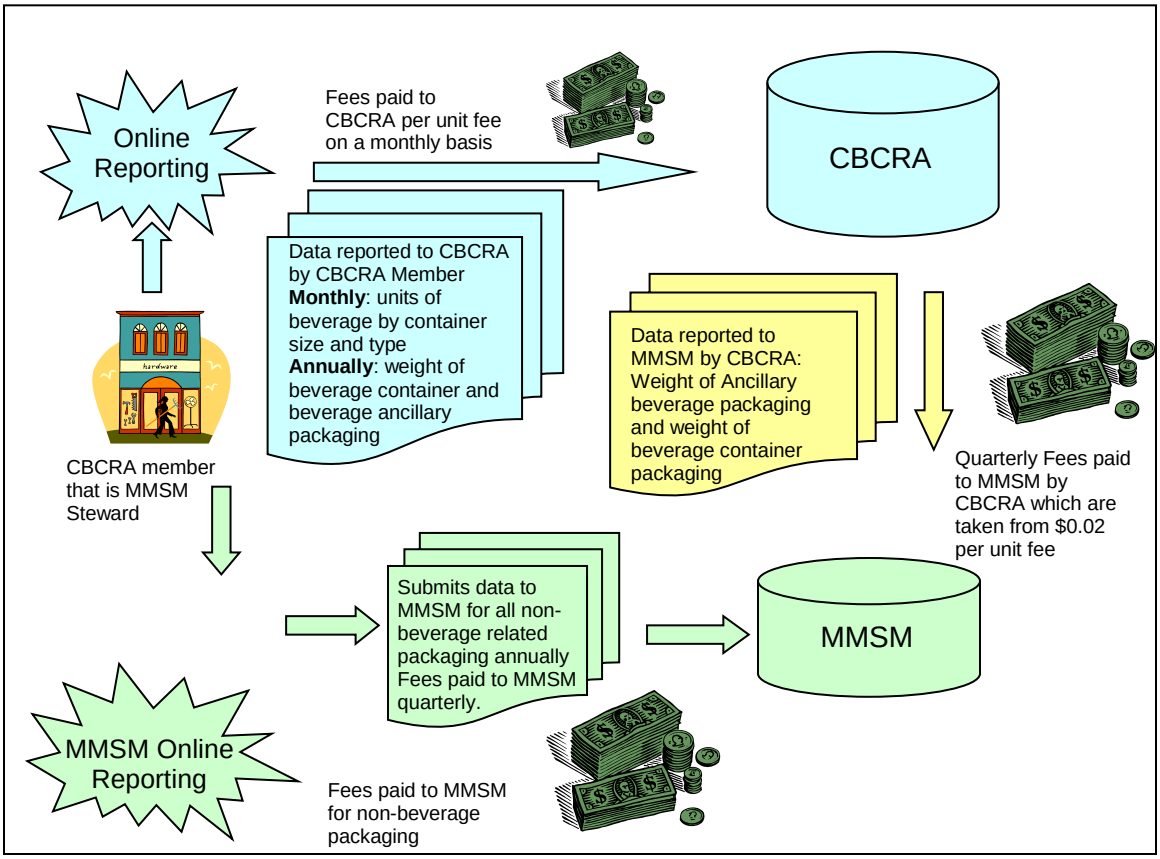


Figure 1 notes:

(i.) CBCRA member reports to CBCRA:
   a. Beverage Units sold each month in the Calendar Year – due by the end of the following month – (i.e. Report for January 2012 sales is due by Feb 20, 2012).
   b. Annual weight of beverage related ancillary packaging based on the amount supplied in the previous calendar year. Report due by March 31 of each year.
   c. Annual weight of beverage containers supplied in the 2011 calendar year. Report due to MMSM by March 31 of each year.

(ii.) CBCRA member reports to MMSM the weight of non-beverage related packaging supplied in Manitoba in the previous Calendar year.

(iii.) CBCRA member pays: per unit fee to CBCRA for each beverage unit supplied in Manitoba.

(iv.) Each member reports through a single reporting window the weight of all beverage related ancillary packaging and number of units of different size and type of beverage containers supplied in Manitoba in the previous calendar year. Report is due by March 31 of each year.

(v.) CBCRA pays MMSM (on behalf of each member) for obligations related to the net cost of managing beverage containers in the residential collection channel. CBCRA uses money from the CRF collected to pay MMSM on behalf of each member in good standing.

CBCRA will work in close coordination with MMSM to achieve the Manitoba Government's goal of 75% beverage container recovery. The beverage industry recognizes that the responsibility for meeting the target rests with the beverage industry. This Program Plan also recognizes that all beverage stewards are obligated to achieve the 75% recovery target. To ensure that the Regulation's diversion target is reached, CBCRA will complement the residential and curbside recovery efforts with an extensive away-from-home program. This will combine the expansion of recycling infrastructure and a province-wide education campaign intended to encourage recycling behaviour away from home and reinforce and increase it at home. The key elements in the relationship between CBCRA and MMSM are included in the MOU found in Appendix A.

2.0 PART II – CBCRA PRINCIPLES

2.1 CBCRA's Core Operating Principles

The Canadian Beverage Container Recycling Association (CBCRA) was formed to raise awareness of beverage container recycling in the general public and to promote the recycling of beverage containers in an effective and cost-efficient manner. In pursuit of this purpose, CBCRA is committed to the positions below as core guiding principles of its operation. These principles have informed the design and presentation of this program plan.

2.2 Industry Management

CBCRA takes as its founding principle the importance of producer responsibility in its fullest sense; this means that 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. It is wholly funded by industry contributions that are intended to cover CBCRA participant financial and reporting obligations in all collection channels including MMSM and CBCRA's own organizational costs, administration, governance and program delivery. (See MOU included in Appendix A.)

CBCRA is also committed to organizational transparency: in governance, in program delivery and in 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 stewards are encouraged to provide their feedback on all elements of CBCRA operations.

2.3 Effective and Efficient Program Delivery

CBCRA aims to deliver an effective and cost-efficient program. To do so, it has established the following principles to guide it in identifying activities that contribute to realizing this objective.

2.3.1 Realistic Program Scope & Planning

The away-from-home sector is comprised of several disparate collection channels. Knowledge has been gained through the first 21 months of CBCRA activity that will be applied to its planning and execution in the period of this Program Plan.

CBCRA's strategy for building up its data, while dependent on the characteristics of each away-from-home sector, will continue to rely on identifying and implementing pilot programs in various sectors in order to measure material composition, quantity and management cost.

2.3.2 Cost/Benefit Analysis

In order to establish priorities, CBCRA will continue to evaluate activities and pilot projects to determine whether they will deliver sufficient beverage container diversion at

a reasonable cost. CBCRA has received data from MMSM that assist it to determine a reasonable cost band for beverage container diversion activities in the residential sector. Where away-from-home recycling has been implemented, it is recognized that it is usually more expensive than residential collection. CBCRA will continue to evaluate possible beverage container recycling activities to determine which possible activities will give CBCRA the greatest diversion in return for its investment.

Among other criteria, evaluations of possible activities will include a consideration of the potential volume that is available for collection through that activity, the potential increase in collection that successful implementation will drive and the expected cost.

2.3.3 Leveraging Existing Resources

Avoiding duplication of efforts and resources are important elements of delivering a cost-efficient program. Organizations such as MMSM are already coordinating province-wide recycling initiatives at the residential level, which this program does not need to duplicate. However, CBCRA has conducted two joint projects with MMSM already and will continue to embark on joint projects to realize shared objectives, such as in P&E initiatives, thereby conserving the resources of both organizations.

Similarly, as further research provides insight into the recycling infrastructure of various away-from-home segments, it may be the case that established recycling programs already exist. In these cases, CBCRA will attempt to form partnerships with the recycling programs already in place rather than simply setting up its own recycling infrastructure. CBCRA will consider enhancing existing beverage container recycling programs where it expects to realize a significant benefit in terms of diversion, provided that enhancements are cost-effective, and do not endanger funding for other projects with greater recovery potential.

2.4 Equitable Cost-Sharing

CBCRA is committed to ensuring that all members and stewards 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 key principles for the purposes of fee-setting: no cross-subsidization and establishing a level playing field.

2.4.1 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.

2.4.2 A Level Playing Field

Products within each material group will receive equal treatment.

2.5 Container Recycling Fee (CRF)

CBCRA introduced a $0.02 container recycling fee (CRF), provided by participating beverage companies and distributors.

2.5.1 Annual Fee Setting & Review

CBCRA assesses the CRF on an annual basis, in conjunction with planning activities for the upcoming year. The Board of Directors has final approval over all CRFs paid by beverage stewards. Stewards will be notified of any changes in the CRF at least 60 calendar days in advance of any change.

2.5.2 Operating Deficits & Surpluses

CBCRA will ensure that it maintains a cash flow sufficient to meet annual operating costs and in accordance with GAAP. CBCRA will, once activity-based costing by material stream is complete, track operating deficits and surpluses by separate material stream and will report on both on an annual and cumulative basis. 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.

2.6 Expanding Consumer Accessibility

While a large proportion of consumers have access to residential recycling for beverage containers disposed at home, the same consumers often lack the opportunity to recycle outside their home. CBCRA therefore recognizes the importance of increasing consumers' options to conveniently recycle outside the home.

3.0 PART III – INDUSTRY PARTICIPATION IN CBCRA

3.1 Beverage Industry Sectors Targeted

CBCRA represents beverage stewards from the following beverage sectors:

- soft drink
- water
- juice
- energy drinks.

Almost all known beverage stewards have registered with CBCRA. The most current list can be found on the CBCRA website at http://www.cbcra-acrcb.org/Stewards.php. CBCRA has also published registration, reporting, program rules and other information on its website.

4.0 PART IV – APPROACH TO OTHER STAKEHOLDERS

4.1 Government

CBCRA is committed to forming a strong working partnership with government agencies such as Manitoba Conservation and Green Manitoba. 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.

4.2 Non-Governmental Organizations (NGOs)

Many not-for-profit organizations operate in the province of Manitoba. Several operate periodic recycling programs aimed at specific types of containers, such as aluminum. CBCRA will attempt to identify these NGOs and make contact with them to discuss the reporting of the volumes of material they collect.

4.3 Recyclers

Recyclers such as scrap dealers are an important source of information on the away-from-home beverage container recycling market: recycler/scrap dealer companies often end up dealing with material that is recovered from this sector. CBCRA has jointly with MMSM, successfully approached and made arrangements for recyclers/material brokers to supply volume information.

4.4 Waste Management Companies

Any away-from-home recycling programs currently in operation typically contract with waste management companies to collect recovered material. Like recyclers, therefore, these companies are important sources of information on the existing infrastructure and may have information that will allow CBCRA to establish baseline recovery performance figures.

4.5 Commercial Enterprises

Based on preliminary estimates, significant volumes of beverage containers are disposed of on the premises of various commercial enterprises, such as bars and restaurants, shopping malls, convenience stores and office buildings. CBCRA has already established partnerships with numerous IC&I partners and will continue to build these partnerships and provide beverage container bins at no cost to these partners.

4.6 Public

Effective communication with the public is a cornerstone of CBCRA's efforts to attain 75% beverage container recovery. To ensure that consumers are aware of CBCRA and its efforts, a substantial budget allocation has been set aside to build on the province-wide recycling awareness campaign already begun. This awareness campaign will continue to deploy radio, print and other media to reach out to Manitobans. POS material has been developed to explain the purpose of the organization, the nature of the visible fee and the resulting recycling of the containers being purchased.

5.0 PART V – APPROACH TO ESTABLISHING BASELINE DATA

5.1 Inventory of Current Infrastructure for Beverage Container Recycling

With the exception of the residential segment, there was little comprehensive information on recycling infrastructure in the province of Manitoba when CBCRA began. CBCRA continues to compile information about away-from-home collection channels.

5.2 Residential

Since 1995, Manitoba municipalities have been recycling printed paper and packaging under the aegis of the Manitoba Product Stewardship Corporation (MPSC). Most of these communities operate a curbside recycling program; however, other communities offer depot-based recycling as well as, or instead of, curbside pickup. Beverage containers are widely collected across all municipalities, although they are generally reported together with non-beverage containers according to material composition. Therefore, some assumptions must be applied using data from waste audits to determine the approximate amount of beverage containers recovered through the municipal channel.

CBCRA will work with MMSM to increase the effectiveness of residential beverage container collection. Residential collection is simply one of numerous beverage container collection channels.

5.3 Public Spaces

5.3.1 Events & Festivals

Manitoba is host to a large variety of events and festivals throughout the year. CBCRA continues to build a database of events including those that Recycle Everywhere street teams supported. CBCRA continues to deepen its knowledge of recycling activities taking place at events and festivals by surveying organizers about their waste management practices. A table of events that took place in 2011 can be found in Appendix B.

CBCRA will continue to build on the very successful Recycle Everywhere Street Teams and Event Teams who attended more than 180 event days in 2011. The number of events that now have beverage container recycling has increased greatly and is reported in the CBCRA 2011 Annual Report.

5.3.2 Streetscapes & Parks

As with events, there is no central repository for information on public space recycling infrastructure. Only a few municipalities host public space recycling bins; those municipalities that do provide public space recycling typically service the bins themselves.

The City of Winnipeg is atypical in this regard, as streetscape recycling infrastructure and collection is provided at no cost to the city by the Outdoor Media Group (OMG). In late 2011, CBCRA made an arrangement with OMG to have Recycle Everywhere full

face signage on 240 of these streetscape bins. Public recycling bins are located along Winnipeg's major streets and the costs of collection and diversion are covered by the revenue from advertisements located on the sides of the bins. According to Winnipeg's Public Works Department, these bins take in approximately 3MT of recyclable material per month; however, this figure includes cumulative recyclable packaging and printed paper that does not distinguish beverage containers from other collected materials. As such, beverage containers represent only a fraction of that total. In 2012, CBCRA will work with OMG and the City of Winnipeg to establish the beverage container recovery rate in these bins with the Recycle Everywhere signage.

5.4 Industrial, Commercial & Institutional (IC&I)

5.4.1 On-Premise Consumer Hubs (Restaurants, Shopping Malls, Gas bars, Convenience Stores, etc.)

Little was known about the beverage container recycling infrastructure in consumer hubs such as restaurants, shopping malls, gas bars and convenience stores. CBCRA's best information to date is that although many commercial and retail establishments recycle corrugated cardboard, very few recycle their beverage containers. Most beverage container recycling that does occur typically involved a motivated staff member taking empty containers home for disposal in the residential Blue Box system.

In Winnipeg, small commercial and retail establishments that produce less than 3 cubic metres of waste per week are allowed to take advantage of the residential waste collection infrastructure. According to Winnipeg's Solid Waste department, such establishments account for approximately 42 tonnes of waste a month.

In order to deepen its understanding of recycling infrastructure in these consumer hubs, CBCRA will continue to approach and work with industry associations, such as the Manitoba Restaurant and Foodservice Association (MRFA), as well as multi-establishment (chain) businesses and shopping malls.

5.4.2 Educational

Currently most of the 864 schools in Manitoba have some sort of recycling program. As a general rule, those schools that are located in a densely-populated area or that are close to urban centres tend to use a privately-contracted service provider. Schools in more rural settings tend to make use of municipal recycling programs, either by having their material picked up as part of a municipal collection route or by delivering the material themselves. Responsibility for the management of recycling activities varies, and can reside at the district or division level, or fall to individual schools regardless of the school size or population density.

CBCRA has provided beverage bins for use in 50 schools in 2011 and will conduct audits at a number of schools in 2012 and 2013 to determine the recovery of beverage bins from these schools. CBCRA will also create additional promotional material targeted at schools to be used to increase their recycling rates as well as provide information about what products are made from recycled material. This is detailed in the section on Communications.

5.4.3 Commercial Office Buildings

Office buildings potentially generate a large volume of beverage containers from employees who either bring their lunch into work or purchase their lunch during the day for consumption back at their office. Many of the buildings housing federal or provincial agencies or departments do have recycling programs in place, including beverage container recycling. Based on waste audits from these buildings, the recovery rate of beverage containers ranges from lows of 13% for some types of beverage containers to well run programs with over 80% recovery rates. Further work will be conducted with the service providers that typically service these types of buildings as well as the property management companies to determine how best to increase recovery rates in commercial office buildings.

5.4.4 Government & Crown Corporation Buildings

Similar to commercial office buildings, little is currently documented regarding recycling efforts in the constellation of government and crown corporation buildings. In order to obtain further information about this segment, CBCRA has approached Green Manitoba directly to identify opportunities to improve beverage container recycling within Government buildings. The 2012 and 2013 budgets anticipate contracting Green Manitoba to conduct baseline and implementation work related to improving beverage container recycling in Government-owned or-operated buildings.

5.5 Beverage Container Generation & Recovery

The following section will outline CBCRA's proposed data collection activities.

5.6 Estimated Beverage Container Generation and Recovery

To assess the program's progress toward a 75% diversion target, CBCRA will need to estimate the total recovery of beverage containers in the province from both residential and away-from home recycling streams. Total recovery is calculated by combining residential recovery and away-from-home recovery. Once this figure is known, it can be divided by total generation to determine the diversion rate of beverage containers.

5.6.1 Generation of Beverage Containers

Under the Packaging and Printed Paper Regulation 195/2008 of 2008, any business that supplies or sells beverages (implies a beverage container) into Manitoba is required to report the material type and size of beverage containers for which it is obligated.

5.6.2 Residential Recovery

Beverage containers generated at home are diverted under the MMSM Program for recycling. MMSM collects and maintains data related to the total volume of all recyclable materials, including beverage containers.

5.6.3 Away-from-Home Recovery

The away-from-home segment addresses those beverage containers that are discarded by the consumer in a non-residential environment. For the purposes of assessing away-

from-home beverage container recovery, location considerations include, but are not limited to, the following:

5.6.4 IC&I Segments

- Education (e.g. schools, colleges, universities).
- Federal, provincial, municipal government, agencies, boards, and commissions buildings and facilities.
- On-premise (e.g. restaurants, shopping malls)
- Commercial Office and Retail (e.g. convenience stores, gas bars, grocery and other retail).
- Other institutional facilities (e.g. hospitals, arenas).

5.6.5 Public Spaces Segments

- Streetscapes (e.g. roadside rest stops, walkways, urban foot-traffic areas, and transit hubs).
- Outdoor Municipal and Provincial Parks.
- Controlled Events and Festivals (consumption of external goods prohibited).
- Open Events and Festivals (external goods permitted for consumption).

CBCRA will determine a preliminary estimate for beverage container recovery for the away-from-home segment using a mass balance equation. This approach assumes that any beverage container that is sold but not collected from residential outlets, either in the recycling or in the waste stream, is disposed outside of the home.

To determine this figure, CBCRA will identify three mass balance equation variables in order to calculate preliminary estimates of beverage containers that are available for collection under CBCRA-operated away-from-home recycling channels.

- **Generation:** Total beverage containers supplied into the Manitoba market, by type and size.
- **Less residential recovery:** Total beverage containers diverted into residential recycling stream.
- **Less municipal waste stream:** Beverage containers discarded into a municipal waste stream.

5.6.6 Generation: Total beverage containers supplied into the Manitoba market

The MMSM Program currently tracks and monitors the generation of all beverage containers, by material type and size, into the Manitoba marketplace. Historic annual beverage container supply data will be consolidated and used to determine preliminary baseline generation estimates. Additionally, CBCRA will receive sales reports from the beverage industry to use as the total generation.

Residential recovery: total beverage containers diverted into residential recycling stream

Municipalities across Manitoba provide curbside recycling and/or depot recycling programs for residential use. The MMSM Program requires that every municipality report on material volumes that are recovered through curbside collection, depot, and other municipal services. As such, MMSM has extensive annual data on beverage containers that are collected via Manitoba's municipal systems; these data have been used by

CBCRA to determine preliminary baseline residential beverage container recovery estimates.

Total beverage container recovery - Material Tracking System (MTS)

CBCRA has designed a system through which it will track the overall recovery of beverage containers within Manitoba. In order to ensure that all recovered material is captured, CBCRA has implemented a web-based material tracking system (MTS). MMSM and CBCRA are collaborating on this project to receive weights from processors/consolidators/brokers. MMSM has informed municipalities that in order to be eligible for Municipal Support Payments they need to send their material to a registered processor. Processors/consolidators/brokers know that in order to receive material from municipalities they need to be registered.

The MTS system is based on the following assumptions:

- All beverage containers, with the exception of glass containers, are exported out of the province to final recycling end destinations.
- The number of processors/brokers/consolidators that ship beverage container material out of the province is limited to approximately 12.
- All of these companies have registered with CBCRA and agreed to report their volumes to MMSM and CBCRA in an accurate and timely way and report to which country/state/province they send their material.

Service providers will be required to use the system to report the statistics including, at a minimum:

- quantity by weight of beverage containers collected, by material composition
- the country/state/province of the materials' end destination.

The MTS will allow CBCRA to ensure that material recovery is accurately reported from all collection channels and that CBCRA has an accurate figure for the total volume of non-glass beverage containers that were collected in Manitoba each year.

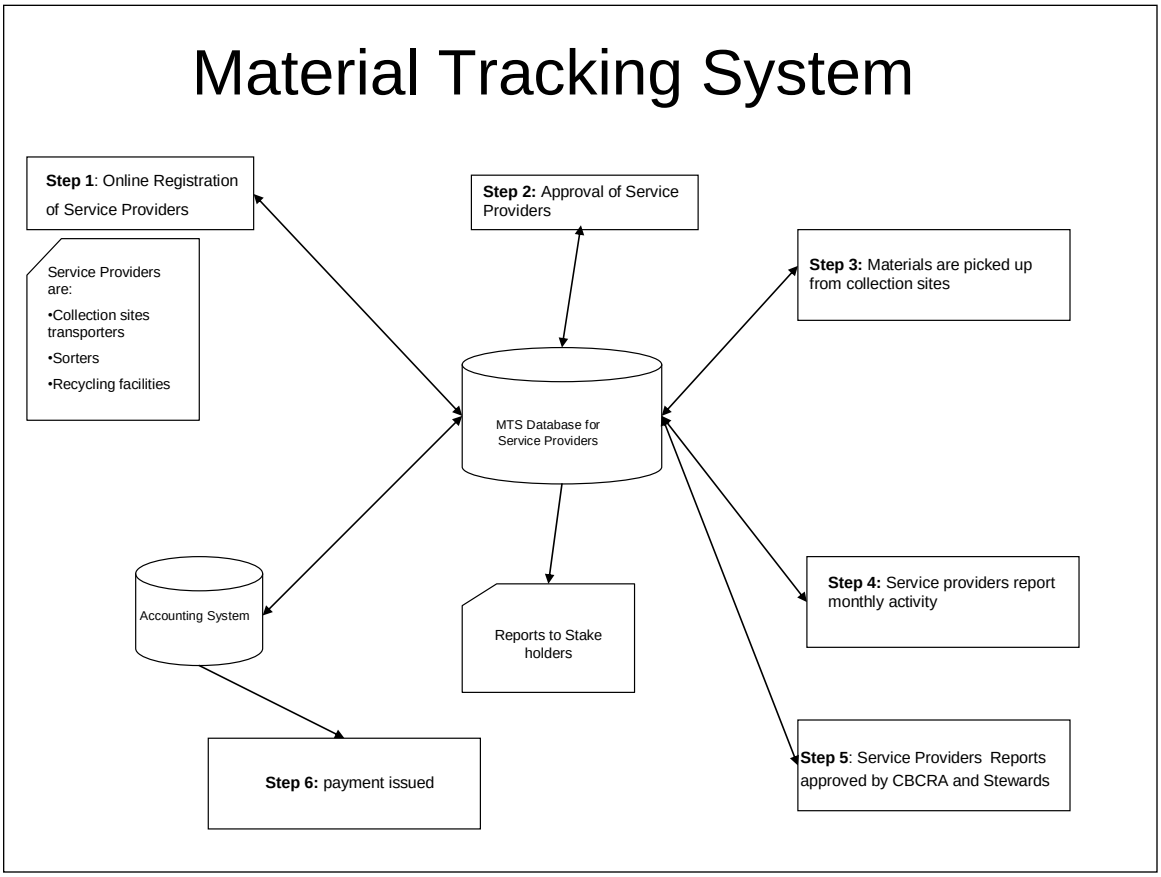
The web-based MTS allows:

- processors/consolidators/brokers to register with CBCRA and report online and
- CBCRA to report out on system performance.

The MTS will give CBCRA the ability to report the quantity of material recovered and marketed. CBCRA will design its MTS to ensure reporting consistency and full compatibility with MMSM.

The figure below highlights the operation model of the MTS.

Figure 2: Material Tracking System Process



Municipal residential waste stream: beverage containers discarded into a municipal waste stream

Often recycling infrastructure is not available or accessible or consumers erroneously place their beverage containers in the garbage. As a result, many beverage containers are unfortunately disposed of through the residential waste stream. MMSM ensures that waste audits are conducted regularly to ascertain the various types and volumes of different waste materials that make their way into residential garbage containers and recycling bins across the province. CBCRA will use historic waste audit data to estimate the current volume of beverage containers that are directed into the residential waste stream by type and size. In conjunction with residential recovery figures, CBCRA will then establish preliminary estimates of the total volume of beverage containers that is available for collection through the residential channel.

5.7 Methodology for Estimating Beverage Container Generation and Recovery in Segmented Away-from-Home Locations

Understanding the potential for recovery from various away-from-home segments is essential: Segmented recovery estimates allow CBCRA to identify and target high-yield beverage container recovery opportunities. A one-size-fits-all approach is not suitable for the broad scope of the CBCRA program, and a targeted approach to beverage container recovery by segment will ensure greater cost-efficiency and value generation for all stakeholders.

Due to limited information regarding current generation and recovery of beverage containers, CBCRA will use the following two-stage methodology:

1) Estimate the quantity of beverage containers **available for collection** by location segment.
2) Estimate the **recovery** of beverage containers by location segment.

Preliminary estimates of beverage containers available for collection in different away-from-home segments will be calculated as outlined in the following sections. In addition, pilot programs and additional research will be conducted to augment and verify preliminary estimates of recovery potential for CBCRA Program operations by collecting data from each type of generation location segment below.

5.7.1 Methodological Cooperation with the MMSM Program

Beverage Container Generation Methodology

CBCRA will use the data reported by stewards to MMSM to assess the baseline volumes of various material types and sizes of beverage containers that are distributed annually to consumers in the Manitoba marketplace. Beverage container generation totals provide the denominator value in the recovery rate (%) calculation.

Residential Recovery Methodology

CBCRA will deploy existing MMSM data to assess the baseline volumes of various types of beverage containers that are recovered via residential programming. Residential beverage container recovery data will be updated annually based on reports consolidated by the MMSM Program for the previous calendar year.

The recovery of beverage containers from the residential channel is key to beverage stewards' achievement of the 75% target. CBCRA will work with MMSM to increase the recovery of beverage containers in the residential collection channel. Additionally, information sharing with the MMSM Program ensures greater opportunities for synergy and communication and, therefore, enhanced performance potential and resource allocation for both programs.

5.7.2 Calculating the Potential for Beverage Container Recovery in IC&I Segments

Available for Collection in IC&I Segments

Consumption behaviour is the ultimate driver affecting where beverage containers are available for collection. Consideration of consumption behaviour that is unique to each type of IC&I facility is therefore necessary. Assessing the volumes of beverage containers available for collection is an important component of the program as it provides CBCRA with an appropriate metric for prioritizing activities and budget allocation.

In order to estimate the potential volumes available for recovery from different IC&I sectors, CBCRA will undertake the following: In the various IC&I sectors outlined below, beverage consumption and the discard of containers is influenced by two channels: 1) beverage containers brought onto the premises, and 2) containers supplied by the

facility via kitchens, cafeterias and vending machines. The cumulative amount from these two channels represents the preliminary estimate for beverage containers available for collection and recycling from these facilities.

It is expected that preliminary estimates of beverage containers available for collection at educational facilities will be based on sample procurement data and estimates of per-capita on-site beverage consumption based where possible on waste audits. This methodology will be applied with small variations to the various IC&I sectors outlined below.

Education Segment (Schools, Colleges, Universities, and Similar)

It is expected that preliminary estimates of beverage containers available for collection at educational facilities will be based on sample procurement data and estimates of per-capita on-site beverage consumption that will be prorated for the number of facilities and attendance levels across the province. CBCRA may also decide, should preliminary study warrant it, to conduct a school recycling pilot that will augment the data provided by school procurement officials and waste management companies.

Provincial, Municipal Government, Agencies, Boards, and Commissions Buildings and Facilities

Similar to educational facilities, consumption behaviour in provincial government buildings and facilities is largely driven by on-premise sales and supply of beverages plus those beverage containers brought onto the premises by staff and visitors.

It is expected that estimates of beverage containers available for collection at government buildings and facilities will be based on sample waste audits conducted at several facilities. CBCRA has already offered funding to Green Manitoba for the assessment of generation and recovery data as well as the roll-out of recycling infrastructure to government and public buildings and will seek to do this in conjunction with Green Manitoba. Data collected from this initiative may be used to augment collection availability estimates and justify further investment in this segment.

On-Premise Consumer Hubs Segment

On-premise facilities refer to locations at which immediate consumption and discard of beverage containers is likely to occur, such as restaurants and shopping malls. Due to the immediate nature of consumption and discard, preliminary estimates of beverage containers available for collection at on-premise operations will be calculated directly from sales and supply data from the facility. In addition, CBCRA will use waste audit data from possible pilot projects at on-premise facilities as an indirect method of determining beverage containers available for collection.

Consideration of facility capacity and average patron attendance will be incorporated (e.g. available for collection for small vs. medium vs. large on-premise facilities) to establish approximate per-facility beverage container quantities that will be prorated for the number of on-premise facilities across the province.

Commercial Office and Retail Segment

Commercial office and retail facilities are privately-managed locations, such as office buildings, retail outlets, convenience stores and gas bars, where beverage containers

available for collection consist of both those that are consumed immediately, as well as those brought onto the premises by staff and patrons. For instance, the beverage container purchased at a gas bar will likely not be discarded at the same site, but will instead be stored in a vehicle for later disposal at a different site. Conversely, gas bars may experience offsetting volume from patrons discarding empty containers that were stored in their vehicle. Where feasible, CBCRA will also incorporate waste audit data into its assessments, including data available from other waste audit firms or office buildings themselves.

Other Institutional Segment

The other Institutional segment is the remaining IC&I facilities that will be included in CBCRA's programming efforts, such as hospitals, libraries and recreational facilities. The methodology used for this segment is essentially the same as for other IC&I segments where the beverage containers available for collection consist of containers sold on-premise plus beverage containers brought onto the premises by staff and patrons.

Consideration of facility capacity and average patronage will be incorporated to establish approximate per-capita beverage container quantities that will be prorated for the number and patronage of other institutional locations across the province.

Assessing Potential for Beverage Container Recovery in IC&I Segments

As the majority of IC&I facilities use contracted waste management service providers, CBCRA is reliant upon their co-operation to establish the average current beverage container recovery performance for each different type of IC&I segment. CBCRA has discovered that many of these waste management firms do not measure or record the amount of recyclables taken from IC&I buildings and therefore CBCRA will need to rely more heavily on waste audits to determine generation and recovery numbers.

Analysis of historic waste audits conducted by the service providers may provide a source of information. Alternatively, CBCRA will conduct a series of waste audits and pilot projects across the different types of IC&I facilities to determine baseline recovery performance. The results of targeted IC&I audits in co-operation with existing service providers will ensure that CBCRA is able to identify obvious areas for infrastructure and programming improvements. It is anticipated that waste audits and subsequent beverage container diversion programming will be somewhat unique for each different type of IC&I segment.

Once current beverage container recovery rates are established, CBCRA will be better able to determine specific recovery performance goals that are based on the degree of programming CBCRA will target to each IC&I segment.

5.7.3 Calculating Beverage Container Recovery for Public Space Segments

Quantity Available for Collection in Public or Open Spaces

Public spaces elicit different consumption and discard behaviours than IC&I segments, primarily because the majority of beverage containers available for collection from public spaces consist of beverage containers purchased or supplied at a different location (e.g. there is almost no sale/supply of beverages for immediate consumption in public spaces), and because the vast majority of public spaces are serviced by municipal waste management operations. There are a few exceptions, which will be discussed within the following sections as applicable.

Public spaces require a different methodological approach to assessing the quantity of beverage containers available for collection. Implicit in the definition of available for collection is the assumption that in public spaces where no recycling options are available there are only two discard choices for the consumer: to put the beverage container into a waste bin or to discard it by littering. The objective of public space recovery is not to attract new beverage containers into public space recycling bins, but instead to encourage the appropriate diversion of beverage containers into a specific bin, rather than into the waste stream or onto the ground. As such, the assessment of beverage containers available for collection in public spaces requires examination of the presence of beverage containers in the two alternative channels: litter and waste. Assessing the volume of beverage containers available for collection is an important component of the program, as it provides CBCRA with an appropriate metric for prioritizing activities and allocating budget resources.

Streetscapes

This category of public space includes roadside rest stops, walkways and foot-traffic areas. The quantity of beverage containers available for collection in various streetscapes will be driven largely by the volume of vehicle traffic and/or foot-traffic and by the proximity of beverage suppliers, such as fast-food restaurants and convenience stores.

Alternatively, CBCRA will augment the analysis of beverage containers available for collection in streetscapes by conducting sample waste audit and litter studies at rest stops and foot-traffic walkway areas in preparation for possible pilot recycling projects or infrastructure provision.

Transit Hubs and Systems

Regional transit hubs and systems are typically operated by independent organizations that either provide their own waste management services or contract with a waste management service provider. As mentioned previously, in these public spaces, beverage containers available for collection are those that are misdirected into the waste stream.

To assess the quantities of beverage containers available for collection from transit hubs and systems, CBCRA will co-operate with existing service providers to use any existing information on the presence of beverage containers in the waste stream. In addition, sample waste audits will be conducted to determine current quantities of beverage

containers discarded into the waste stream and, therefore, available for collection and recycling by CBCRA.

Consideration of transit system capacity and average patronage will be incorporated to establish approximate per-capita beverage container quantities that will be pro-rated for the number and patronage of other transit hubs and systems across the province.

Outdoor Municipal and Provincial Parks

Assessing beverage containers available for collection at outdoor parks presents some challenges, as waste management services, providers and processes differ greatly across the province. Preliminary estimates will be generated based on historical waste audit data and recovery data for available parks, and pro-rated for other parks based on average visitor numbers (provincial parks) and local population (municipal parks).

Controlled Events and Festivals

Controlled events and festivals prohibit attendees from bringing in outside goods such as food and beverages. Beverage consumption at these events is limited to the sale and/or supply provided by the event coordinators/operators and is directly controlled by the event procurement group. These events and festivals are typically serviced by contracted waste management service providers. CBCRA will seek to work with these companies to obtain sample waste audit and recovery data.

Using post-event waste audit data and attendance records, CBCRA will determine average per-capita beverage container quantities for controlled events. This figure will be pro-rated according to the number and expected attendance for anticipated controlled events and festivals to determine the quantity of beverage containers available for collection from them annually.

Open Events and Festivals

Open events and festivals refer to those that allow attendees to bring in outside goods for consumption on-site. Empty beverage containers consumed and discarded at these events and festivals consist of those supplied and/or sold at the event, plus those brought onto the premises by attendees, which are consumed and discarded there. A methodology similar to the IC&I segments is appropriate (see above), in addition to actual data collected via pilot projects.

Co-operation with staff in charge of procurement activities for open events and festivals will assist in determining the preliminary volume of beverage containers sold and/or supplied at the open event or festival. The cumulative amount of beverage containers supplied for immediate consumption on-site, plus the beverage containers brought onto the premises, represents the preliminary estimated quantity of beverage containers available for collection and recycling by CBCRA from open events and festivals.

The differential amount between actual beverage container collection by the contracted waste management service provider and the amount of beverage containers sold and/or supplied on-premise represents the approximate quantity of additional beverage containers brought onto the premises by staff and patrons.

Consideration of event and festival capacity and average patronage will be incorporated to establish approximate per-capita beverage container quantities that will be pro-rated according to the number and patronage of other open events and festivals across the province.

5.7.4 Assessing Implications of Seasonality

For the purposes of program planning it will be assumed that seasonality, if any, should be annualized for IC&I segment locations, as IC&I segment facilities are open and potentially collecting disposed beverage containers year-round. Attendance in public spaces is expected to decline during winter months and peak during summer months, affecting the corresponding consumption of beverages and discard of beverage containers in public spaces. As such, review of historical data and literature deployed in the estimation of preliminary beverage containers available for collection, as well as all studies, audits and pilot projects related to public spaces will consider and account for seasonal fluctuations.

6.0 PART VI – AWAY-FROM-HOME PROGRAM

6.1 Program Scope

CBCRA voluntarily commenced operations on April 1, 2010. The first Program Plan was approved on August 31, 2011, and expires March 31, 2012. This document represents CBCRA's second Program Plan, which aims to continue and expand upon the Program Plan approved 6 months previously. It spans a five-year period with Year 1 beginning January 1, 2012, and Year 5 ending December 31, 2017. For the purposes of this Plan, the 21-month period leading up to its launch (April 1, 2010 – December 31, 2011) is referred to as the start-up period.

6.1.1 Public Spaces

Table 1: Program Scope – Public Spaces

Events & Festivals	
Description	CBCRA will build on the successful 2011 event season and will prepare training material to train event organizers and other potential partners so that these events will recycle on their own without the presence of Recycle Everywhere event teams. Beverage container recycling at events will be well-publicized using CBCRA promotional material. Depending on the type of event, beverage containers may be collected as part of a larger recycling effort that includes the collection of fibre and paper products. It is important to note that CBCRA will monitor and assess the performance impact of the various activities undertaken throughout the startup phase.
Workplan	• Identify public events that provide significant collection opportunity, such as concerts and fairs. Establish a set of criteria to categorize events, enabling subsequent performance analysis. • Approach event organizers in order to ensure that recycling opportunities are highlighted at the event. • Select recycling infrastructure that will maximize return and use event recycling best practices when creating signage and locating bins. • Explore and develop sponsorship opportunities, especially those relevant to the event, in order to offset cost of management. • Explore using local volunteers to promote awareness at the event. • Analyze the performance of the events to determine success of events in each category, thus enabling a more accurate projection of the success of future events based on their characteristics.
Streetscapes & Parks	
Description	The Public Spaces program will continue to work with municipalities and other potential partners to establish beverage container recovery systems on key streetscapes, parks, and other public outdoor spaces. Consumers will be able to deposit plastic, glass, cartons and aluminum beverage containers into these receptacles which are attractive bins with pictograms identifying the type of material that is accepted.
Workplan	• An extensive implementation plan will be prepared for the City of Winnipeg with co-operation of their key staff. This plan will identify the locations, number and type of containers needed, and will provide a staged rollout schedule. • Assess the number and type of public spaces that are appropriate for a beverage container recycling program in various jurisdictions. Best practice information from

	other away-from-home programs will be used to identify good candidates. • Conduct a waste audit at selected sites to determine composition and recovery potential. • Identify on behalf of the events or other away-from-home locales potential municipal and private service providers to service the beverage container recovery system(s) and tender for collection services. • CBCRA has already placed attractive large signage on more than 140 OMG streetscape bins spread throughout the City of Winnipeg.

6.1.2 IC&I

Table 2: Program Scope – IC&I

Commercial & Retail Establishments (Restaurants, Gas Bars, Etc.)	
Description	The IC&I program will work with businesses, municipalities and other potential partners to establish beverage container recovery systems at key locations (i.e. where beverages are typically consumed and discarded on the spot, including shopping malls, convenience stores, fast food outlets, and gas stations). Consumers will be able to deposit plastic, glass, cartons and aluminum beverage containers into attractively labeled receptacles with pictograms identifying the type of material that is accepted.
Workplan	• Assess the current state of IC&I beverage container recycling in Manitoba. The type of establishments surveyed will include at a minimum convenience stores, gas bars, fast food outlets, etc. • Utilize best practice studies conducted in small commercial space recycling in other jurisdictions. • Identify potential service providers to service the away-from-home collection sites • Investigate advertising and sponsorship opportunities to help reduce the cost of implementing and maintaining the system. • Run a pilot with a selection of small IC&I locations.
Government and Crown Corporation Buildings	
Description	The program for Government and Crown Corporation buildings will ensure that all government buildings with viable recycling profiles are provided the opportunity to have a beverage container recovery program. This may be part of a recycling program that includes a broader range of material including fibre, office paper, etc. CBCRA will not duplicate existing programs already in place in some Government buildings, but will consider program enhancements such as expanding the number of recycling bins where there is a significant benefit to be realized. In order to qualify for funding support the program contractor will have performance targets for each major building as well as for the Government buildings program overall.
Workplan	• Contract with Green Manitoba to: a. assess the number and type of Government and Crown Corporation buildings including the total number of staff, and b. identify the buildings that have adequate programs in place, those that have underperforming programs, and those without programs. Characterize buildings based on their estimated generation and recovery potential in order to identify the best candidates for immediate execution

	• Identify potential service providers to service the beverage container recovery system(s) with one option being to contract with Green Manitoba, and • Determine the incremental cost of recovering beverage containers within a more comprehensive office recycling program
Litter Abatement	
Description	The Recycle Everywhere program is one of the most significant litter abatement strategies in Manitoba. An independent third party study has demonstrated that beverage container litter in the City of Winnipeg makes up less than 8% of the large litter. CBCRA and Recycle Everywhere are taking a comprehensive approach at significantly reducing beverage container litter through the implementation of beverage container bins and the province wide recycling messages.
Workplan	• Implementation of public space bins across Manitoba. • Comprehensive recycling messaging in print, radio and other media. • Participation in joint litter audits with MMSM. • Advertising through Take Pride Winnipeg.

6.2 Year 1 and 2 Potential Pilot Projects and Studies

As stated in CBCRA's guiding principle of effective and cost-efficient program delivery, the fragmentary nature of away-from-home recycling efforts presents CBCRA with a wide array of options for pilot projects. In order to most efficiently deploy its resources CBCRA will prioritize opportunities that will either have a significant effect on beverage container recovery or will provide valuable learning about certain away-from-home segments.

The following sections detail the pilot programs that CBCRA may consider for implementation in Year 1 and 2 of the Program Plan. It is important to note that pilot projects will be conducted for those program areas that have been prioritized by CBCRA for the purposes of overall value-creation for the whole CBCRA program. As such, CBCRA makes no commitment to implement every pilot project identified in this plan.

Table 3: Year 1 and 2 Pilot Programs for Consideration

Events	
Description	• Identify an *open* event/festival to which attendees are allowed to bring their own goods and consumables on-site for consumption. CBCRA will partner with event/festival organizers to conduct an audit of all waste and recyclables generated at the event, which incorporates and contrasts the presence of beverage containers in the waste stream versus the recycling stream, and in addition provides baseline data on beverage containers available for collection, and recovered at the event. This pilot will use the event's existing bins, and augment these with additional recycling containers where required. Volunteers and/or students will be deployed to provide the staffing required for post-event sorting, weighing and documentation. It also serves as an opportunity to test various bin designs and signage and to assist CBCRA in determining the incremental cost required to implement a beverage container recycling program at an open event. • Identify a *controlled* event/festival at which the presence and/or consumption of external goods and consumables is prohibited. Same procedures and benefits as above example.

Government Buildings	
	CBCRA will identify and cooperate with a single government building or department that represents a suitable sample of all government buildings and facilities. The pilot would involve supplying the building/department with indoor bins and custodial training, and would run over a period of several weeks. The objective of this pilot is to assess the quantity of beverage containers available for collection within government buildings, using the results of the pilot to prorate on a facility or per-capita basis across all government buildings. It also serves as an opportunity to test various bin designs and signage and to assist CBCRA in determining the incremental cost required to implement a beverage container recycling program within a government building. Due to the similarity between government buildings and commercial office buildings, it is very likely that the results from the government buildings pilot can also be applied to commercial office building baseline beverage recycling assessments.
Restaurants	
	A restaurant recycling pilot program will be conducted over a finite period of time. The pilot would involve supplying the restaurants with indoor and outdoor bins and arranging for weekly collection. The material would be stored and transported on a monthly basis to a MRF. CBCRA will negotiate with service providers to ensure a suitable degree of participation. Given the proportion of beverages consumed at many restaurants that are alcoholic beverages, CBCRA will explore the possibility of partnering with MLCC, beginning with a pilot project.
Other Small IC&I	
	Similar to the restaurant pilot, several other small IC&I establishments, such as convenience stores and gas bars, will be identified to conduct a recycling pilot program for a finite period. The pilot would involve supplying the establishment with indoor and outdoor bins and facilitating weekly collection of waste. The material would be stored and transported on a monthly basis to a MRF. CBCRA would keep any revenue.
Universities and Other Institutions	
	CBCRA has worked with one large university to assess their current infrastructure and potential beverage container recycling performance for a variety of on-campus locations including student residences, cafeterias, common areas, faculty buildings and outdoor spaces. A future pilot project will also deploy the institution's existing equipment (e.g. bins) wherever possible, and will augment with additional recycling bins where needed. The objective of this pilot project is to assess the beverage containers available for collection at various locations on campus as well as to assess potential recovery performance using different bins and signage. It also serves to assist CBCRA in determining the incremental cost required to implement a beverage container recycling program at universities, colleges and similar institutions. CBCRA will leverage existing university environmental groups and student volunteers wherever possible to assist in the implementation and later sorting, measuring and documentation activities required for the pilot project.
Public Parks	
	A pilot program for a beverage container recovery system will be conducted in a prominent public park (e.g. Assiniboine Park). The objective of the project will be to assess the performance of different collection systems within the park as well as to

	assess the quantities of beverage containers available for collection on a per-capita basis. Attendance and park user rates are integral to this project and, as such, co-operation with the park to facilitate the collection of attendance and user data is important. CBCRA will use existing recycling bins where available and will augment existing infrastructure with additional recycling bins as required.

6.3 Channel Priority Analysis

6.3.1 Introduction

This preliminary analysis has been prepared to aid CBCRA in directing its energy and resources toward appropriate program options. Accordingly, the analysis aims to maximize the net long-term effect of CBCRA's initial combined operations, recognizing that there are often trade-offs between visibility and collection volume that must be accounted for.

An overall summary of the methodology, conclusions and the supporting reasoning for the rating assigned to each of the collection channels under consideration is provided below.

6.3.2 Methodology

A series of discrete collection channels were considered as programming options. These collection channels were:

- arenas;
- commercial office buildings
- small retail (gas bars, convenience stores);
- large retail (shopping malls);
- educational institutions;
- public events/festivals;
- government/crown corporation buildings;
- restaurants;
- municipal streetscapes/parks.

The collection channels were analyzed according to three variables or criteria:

1) **Public Visibility** – Includes consideration of factors such as: How many people pass through the site? What is the seasonality of the site? Are people susceptible to effective P&E in this channel? Is there scope for effective signage? Is there potential for media attention?

2) **Potential Volume of Returns** – Includes consideration of such factors as: How many people pass through this site? Do they consume considerable amounts of beverage in recyclable containers? Is there data on generation for similar sites in other places? How many potential sites are there?

3) **Programming Cost** - Includes consideration of such factors as: How many bins are required? What types of bins are required? What operational costs will be borne by facilities vs. CBCRA?

Each collection channel was assigned a ranking for each of the variables on an ascending scale of 1-5. The scale was slightly different for each variable and, in the case of cost, was reversed to reflect the fact that high cost is an obvious disadvantage to any programming option. The criterion for each of the ranks is shown below:

Table 4: Ranking Criteria for Collection Channels

Criterion	Ranking				
	1	2	3	4	5
Visibility	Low	Weak	Moderate	Strong	High
Cost	High	Moderate - High	Moderate	Low	Minimal
Volume	Minimal	Low	Moderate	Moderate - High	High

Given that available data are currently minimal, the rankings combined subjective and objective evaluation (where available). Rationales for the rankings for each collection channel are provided below.

Once rankings were assigned for each of the criteria, a blended score was arrived at for purposes of easy comparison. The blended score employed a general weighting to account for:

1) The criterion's expected initial contribution to the strategic aims of the program.
2) Our level of confidence in the available data and supporting reasoning for each of the criteria.

The following weightings were assigned to each of the criteria:

Table 5: Ranking Rationale

Criterion	Weighting	
Visibility	2	This criterion was assigned a ranking of 2, giving it the highest weighting among the three, because it was judged that high visibility - creating a strong public recognition and brand awareness - was essential during the initial deployment of the program and would provide the greatest early benefit to the program's long-term strategic goals. It was also felt that because the evaluation of this criterion was not as dependent on hard data, we had greater confidence in its accuracy.
Volume	1	This criterion was assigned a weighting of 1. Supporting data on extant volumes is almost non-existent. While driving greater collection volume is obviously a very important element of the program's long-term success, it was felt that the confidence in the accuracy of the rating was not sufficient to give it more than an even ranking. Additionally, the program does not want to replace existing infrastructure or programs where these may already exist.
Cost	0.5	This criterion was assigned a ranking of 0.5, primarily because of the uncertainty about the financing structure of programming options. Cost is an important consideration in programming and the assigned ranking combined with the inverted scoring range means that cost is conservatively treated in the calculation of the blended score. For instance, a cost ranking of low (4) will be treated as a more conservative cost ranking of moderate – high (2) in the blended score.

6.3.3 Results of the Analysis

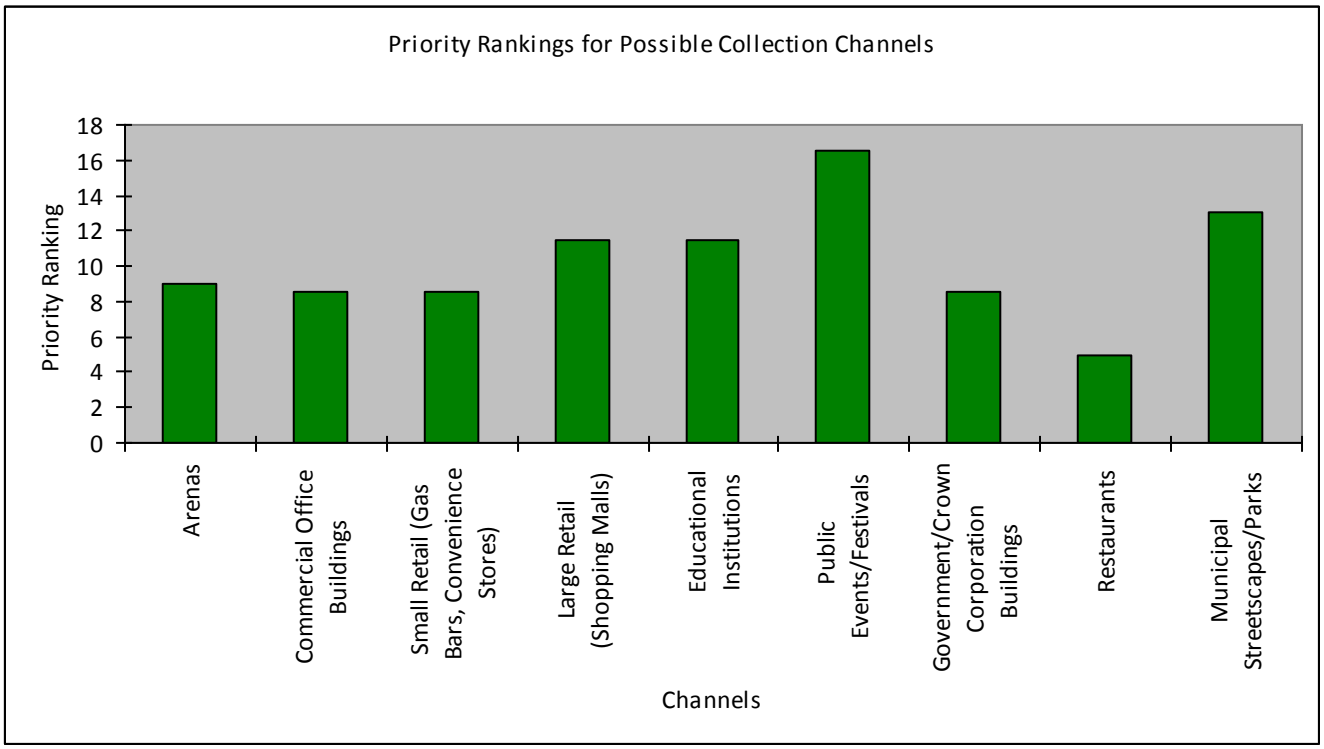
Using the above methodology, each program channel is scored as shown in Table 6.

Table 6: Priority Score for Each Program Channel

Channels	Visibility	Volume	Cost	Blended Score
Arenas	3	2	2	9
Commercial Office Buildings	2	4	1	8.5
Small Retail (Gas Bars, Convenience Stores)	3	3	3	10.5
Large Retail (Shopping Malls)	3	4	3	11.5
Educational Institutions	4	3	1	11.5
Public Events/Festivals	5	5	3	16.5
Government/Crown Corporation Buildings	2	4	1	8.5
Restaurants	1	2	2	5
Municipal Streetscapes/Parks	4	4	2	13

The results are represented graphically in Figure 3.

Figure 3: Program Channel Priority Analysis



Based on the analysis, public events and festivals receive the highest rating by a significant margin, followed by parks and municipal streetscapes, with large retail centres and educational institutions in third place.

Programming options will therefore focus on these collection channels initially.

6.3.4 Justifications

Arenas

Arenas received a blended score of 9, which makes it the median collection channel.

- **Visibility Potential** – Moderate (3) – Arenas are only fully operational during about two-thirds of the year, which means that the potential to increase public visibility through arena programming is limited during the summer months. However, when operational, there are considerable opportunities to carry out a promotion and education campaign including signage and public service announcements, as well as involving community leaders from youth sports teams.

- **Volume Potential** – Low (2) – Arenas typically have a significant concessions business during hours of operation, which contributes significantly to beverage container waste through sales to arena patrons. Based on waste audits in Sarnia, Ontario, arenas likely experience generation of recyclable beverage containers at a rate between 20 kg – 30 kg per week (generation averaged 23.58 kg/week in Sarnia) during peak periods. According to the Winnipeg City website, there are 27 arenas in the Winnipeg area. Assuming generation at 10% of peak during the summer months, annual collection potential in Winnipeg would be in the neighbourhood of 20 tonnes annually.
- **Cost** – Moderate to High (2) – Given the size of arenas and the propensity of patrons to litter, it is likely that bins will need to be placed at several points.

Commercial Office Buildings

Commercial Office Buildings received a blended ranking of 8.5, which ranks them tied for 6th out of the 9 collection channels.

- **Visibility Potential** – Weak (3) – Recycling bins in offices are seen primarily by the staff that work in these buildings and the overall visibility is therefore limited. Installing an office recycling system may promote greater diligence in recycling in other places over the long run, but this remains to be justified.

- **Volume Potential** – Moderate to high (4) – Given the number of office buildings and attendant office-workers, likely around 200,000 people in Winnipeg alone, there is probably a substantial amount of recyclable beverage containers disposed of through this channel.

- **Cost** – High (1) – Providing sufficient bins to each office in order to drive substantial volume will require a considerable outlay of funds.

Small Retail

Small Retail establishments received a blended ranking of 10.5, which ranks them tied for 4th out of the 9 collection channels.

- **Visibility Potential** – Moderate (3) – Many patrons of these establishments will probably not avail themselves of the recycling services. However, these establishments do provide potential to erect signage over the bins.

- **Volume Potential** – Moderate (3) – Difficult to assess. Results from a pilot public space recycling program in Sarnia suggest that weekly generation at each site is low, less than 5 kgs/site/week.

Given the sheer number of sites, however, this is likely to generate a reasonable amount of potential returns.

- **Cost** – Moderate (3) – These sites will require only basic bins, which will reduce cost. Lower returns will also require less frequent service, thereby reducing costs further, however, the number of sites that bins would need to be deployed to will likely balance out these savings.

Large Retail

Large Retail establishments received a blended ranking of 11.5, which ranks them tied for 3rd out of the 9 collection channels.

- **Visibility Potential** – Moderate (3) – Food courts in malls are concentrated, allowing for signage to be deployed effectively in a central location. The program can work with local vendors to pass out promotional material.

- **Volume Potential** – Moderate to high (4) – Food courts generate significant sales of soft drinks and bottled water, most of which are consumed on-site at food court seating. According to one website, shoppingfinder.ca, Manitoba has over 40 shopping centres and malls, with the majority of these having food courts. Although there is currently no data on expected weekly generation per site, it is expected that generation will be reasonably high.
- **Cost** – Moderate (3) – While fairly stable bins with significant capacity are likely to be required, the number of malls with sizeable food courts warranting collection bins is probably not substantial.

Post-Secondary Educational Institutions

Educational Institutions received a blended ranking of 11.5, which ranks them tied for 3rd out of the 9 collection channels.

- **Visibility Potential** – Strong (4) – There is substantial scope for an enhanced P&E campaign. The work would build on the foundation of school recycling that MPSC initiated with its STAR Plus program.

- **Volume Potential** – Moderate (3) – Based on the recovery rates demonstrated by some post-secondary institutions, there is much room for increased beverage container recovery.

- **Cost** – High (1) – Schools are unlikely to be willing to take on much of the cost, given already strained school budgets, and effective programming will require numerous additional bins and significant amounts of promotional material.

Public Events & Festivals

Public Events & Festivals received a blended ranking of 16.5, which ranks them 1st out of the 9 collection channels.

- **Visibility Potential** – High (5) – There is significant scope for effective P&E: CBCRA animators can provide on-site promotion of beverage container recycling bins as well as information about recycling, public service announcements from organizers and signage around the event grounds. Events and festivals also draw media attention that may be harnessed through earned or paid media to enhance the CBCRA brand.

- **Volume Potential** – High (5) – Events and festivals draw large numbers of people consuming large amounts of food and drink. Whether attendees bring their own drinks or purchase them at the event, a large proportion of these beverages are housed in sealed containers.

- **Cost** – Moderate (3) – Because these events are temporary, the program need only deploy basic bins that may be reused at other events. Events and festivals also tend to draw lots of volunteers, who can be engaged to offset management and operation costs.

Government & Crown Corporation Buildings

Government & Crown Corporation Buildings received a blended ranking of 8.5, which ranks them tied for 6th out of the 9 collection channels.

- **Visibility Potential** – Weak (2) – Similarly to office buildings, P&E efforts might struggle to find traction in this setting. While there is the aforementioned possible benefit of reinforced recycling behaviour, it is difficult to assess whether this benefit will be realized.

- **Volume Potential** – Moderate to high (4) – The government employs a fairly large number of people in Manitoba, higher than the Canadian average per capita according to Statistics Canada, and it is assumed that many of those workers consume recyclable beverage containers at the office. Therefore return potential is significant if the majority of government buildings are equipped with recycling infrastructure.

- **Cost** – High (1) – Rolling out a program in government buildings will require a large number of bins The extent of the current beverage container recycling systems in government and public buildings is not known. Enhancing existing "bare-bones" recycling programs is an option that CBCRA will consider.

Restaurants

Restaurants received a blended ranking of 5, which ranks them 9th out of the 9 collection channels.

- **Visibility Potential** – Low (1) – Most full-service restaurant patrons do not think about recycling when they go out to eat, and the waste is disposed in the back of the store. Recycling infrastructure will be more visible to fast-food patrons who directly interact with their waste, but in these establishments the recycling infrastructure is more likely to be identified with the restaurant, not with the program, at least not until the program has achieved deeper public awareness.

- **Volume Potential** – Low (2) – Volume potential is likely to be low in both full-service and fast-food establishments. In full-service establishments, many of the beverages consumed are alcoholic (currently not part of the CBCRA program). In fast-food establishments, the majority of beverages are dispensed in fountain cups.

- **Cost** – Moderate to High (2) – A large number of bins will be required to provide adequate access to a sufficient number of establishments to achieve the significant tonnage. It is uncertain whether CBCRA will be able to avoid paying operational costs.

Municipal Parks & Streetscapes

Municipal Parks & Streetscapes received a blended ranking of 13, which ranks them 2nd out of the 9 collection channels.

- **Visibility Potential** – Strong (4) – Rolling out bins to urban streetscapes and parks will provide significant public visibility, particularly in summer when many people are out and about the city. This publicity can be magnified through attracting media attention. Parks provide an opportunity to deploy effective signage and the program can seek to educate patrons through partnerships with local community groups and sports teams who use the parks regularly.

- **Volume Potential** – Moderate to high (4) – A large number of beverages, particularly from local vendors and small retail establishments are consumed and disposed in public. Depending on the pedestrian traffic at the sites chosen, there is likely to be substantial potential for high-volume collection.

- **Cost** – Moderate to High (2) – May be able to share cost with the municipality, but careful preparation is needed in order to identify appropriate sites for programming. The bins required will likely need to be of higher quality, thus more expensive, since they are subject to the elements and are often unsupervised and susceptible to vandalism.

6.4 Communications

6.4.1 Beverage Container Recycling P&E and Awareness Campaign

6.4.2 Project Goals

The ultimate objective of the campaign is to increase awareness of away-from-home recycling options and, in conjunction with MMSM, drive increased beverage container collection in order to attain a recovery target of 75% of total beverage containers sold into the province.

6.4.3 Target Audiences

The primary target audience includes all consumers of beverage containers, who are responsible for the initial disposition of empty containers.

The secondary audience includes retail business owners, municipalities, event managers and other stakeholders in the recycling industry.

6.4.4 Audience Demographic Overview

Based on the 2006 Census, the mean average age of Manitobans is 38. Approximately 44% have a post-secondary education. Consideration of demographic information is an important element in developing the messaging and identifying the vehicles chosen to deliver the message. Those consumers who are close to the mean age grew up in 1970s and 1980s, in tandem with the early recycling movement before recycling was a typical household practice. While they may be more or less familiar with the principles of recycling, there is considerable scope to reinforce recycling behaviour among this age cohort, particularly with regard to the importance of recycling in away-from-home environments.

6.4.5 Plan Parameters

- **Geography:** Manitoba, province-wide
- **Time-frame:** April 1, 2012, to December 31, 2016, with annual updates of the Communications Plan
- **Language(s):** English, other language adaptations as appropriate (CBCRA has already included some First Nations languages in some targeted materials)

6.4.6 Communication Activities Background

CBCRA was formed and rolled out its program quickly to coincide with the launch of the new Blue Box program under the supervision of MMSM. As such, CBCRA took a number of immediate activities to establish its presence in the recycling industry. A brief description of some of those activities is provided in Appendix C.

All activities have been designed to explain the 2-cent CRF and to publicize the existence of CBCRA as a new industry-led not-for-profit recycling initiative. Overall, CBCRA has already invested close to $1,400,000 in awareness and Promotion and Education (P&E) since the inception of the program. This heightened level of awareness is having a positive impact on the awareness of recycling in general, to a level never seen before in Manitoba.

6.4.7 Communication Goals

Communication strategies will focus on building awareness of the options for and the importance of recycling in away-from-home environments and will attempt to enshrine this attitude as an automatic response when a consumer is finished with a beverage.

Communication activities must serve at least one or both of the following communication objectives:

1. Affect consumer behaviour so that recycling is the natural choice for disposing of beverage containers, whether at home or away from home.
2. Develop network of partners including, but not limited to, retail management, special events organizers, property management groups and educational institutions.

6.4.8 P&E Campaign

CBCRA has engaged a Winnipeg-based creative agency to develop a brand and organizational identity. In developing the brand, the creative agency worked toward many of the same goals as the communications plan outlined thus far. It is important that communications be extremely clear, cohesive and flawless in execution in order to ensure the continuing development of the program will generate nothing but positive responses by the media and stakeholders.

The summer months provide the best opportunity to reach the consumer about the importance of recycling away from home as they are more likely to spend their time using green and public spaces. In order to affect social behaviour, the communications should be aligned with consumers' frame of mind. Communications' efforts will therefore emphasize outdoor recycling during the summer months. As the calendar year progresses the themes will move to indoor recycling away from home – such as at work, in malls and at school events.

The core messages will include:

- *convenience:* recycling away from home must be convenient for consumers and for partners;
- *affecting change:* By placing a beverage container in a bin away from home, they are reducing what goes to landfills and reducing harm to the environment;
- *reaching goals:* quantifying a change gives consumers something to strive for, to feel they are making a difference by helping to achieve a goal; and
- *rewards:* telling the story of what happens when the beverage container is recycled is rewarding for consumers.

6.4.9 Communications Tactics

Research can provide insight into what the consumer is thinking and why they do what they do. In 2012, CBCRA will engage an independent market research firm to:

- Identify most successful communications channels for key audiences, and
- Provide research with a lasting benefit that can serve as the foundation for the next 18 to 36 months of the program.

Research questions include:

- Do our communications messages resonate?
- Which ones work best?
- Which tactics are strongest and when?
- Which audiences are most engaged and best informed?
- What are the key barriers to ongoing success of the program?

An integral component of the communications plan involves research into what consumers think about the bins, the program and the messaging. This will ensure that all the steps taken to implement the plan are effective and in line with what motivates the consumer.

Paid advertising on a frequent basis to reach the majority of Manitobans. This will continue and build on the awareness advertising that commenced in 2010 and 2011.

Event partnerships at public festivals, concerts and sporting events feature the recycling bin prominently while consumers are participating at the event. The first year of the program saw many events with the tag line: “Brought to you by RecycleEverywhere. Remember to place your containers in the beverage bin while you’re here at the festival/event/rodeo”.

School programs are integral to any and all recycling initiatives. Communications materials will be developed to support the signage and bins being provided to schools. A school program to promote collection and encourage schools to challenge others for collection targets will carry through to the family unit and have lasting impact.

CBCRA has developed promotional and sales materials for IC&I partners to introduce them to what CBCRA is offering and what is required of them.

Media relations involve not only providing reporters with content but also educating the reporter on the organization’s function and operation and communicating all the details of the program. An electronic media kit has been developed for the media and for easy updates and quick distribution.

The Executive Director will be the official spokesperson on behalf of the organization.

6.4.10 Communications Tools

For program roll-out and stakeholder communications, support is required from communication activities. For example, property/site managers will need information about recommended logistics in order to effectively place bins and P&E tools at locations and sponsored events.

Information Package for Property/Site Managers.

This piece will present information about how the program works and will outline requirements for participation in the program. Inserts will explain the procedure for hosting bins on a property. This will include such things as selection of bin style, how to order more bins and how to use the P&E materials supplied. The content will be produced by CBCRA. The materials will be placed in a template that will be designed by the agency.

- **Program Website:** A website has been developed for consumers with a second site – www.recycleeverywhere.com - designed for consumers. The consumer site highlights what the bins look like, what can go in the bins and what happens to the materials after disposal. The partner section will be a digital version of the Information Package. CBCRA will be directly responsible for the website design and content.

- **Radio Advertising:** Radio advertising is one of the most effective and cost-effective means of communicating with consumers. The omnibus research questions have borne this out consistently and CBCRA will continue to rely heavily on radio advertising.

- **Summer Festival Program:** Recycling bins were placed at many events in 2011 (see list in the Executive Summary) and are one of the most effective ways to educate Manitobans about the benefits of recycling. CBCRA will continue to coordinate the advertising so that whenever a 'bin-sponsored' event takes place, there will be a 'street-team' to promote the use of bins located on the property and there will be external advertising partnered with the event advertising. The creative idea will be based on the brand identity and will depend on the venue; the production will suit those requirements. For example, some locations may offer digital signage; others may have large print formats, while others may only support very basic displays with A-frame signs. CBCRA will research and negotiate event sponsorship and develop the street team. The agency will design and produce creative and ad materials.

- **Sports Team Partnerships:** CBCRA has established partnerships with the Winnipeg Jets, Winnipeg Blue Bombers and the Winnipeg Goldeyes that provide for at-game promotions and advertising, radio and print advertising linked to the teams and to key players, player PSAs, promotional videos involving e.g. the Winnipeg Blue Bomber quarterback, etc. This has become one of the best ways to promote beverage container recycling in Manitoba and addresses all age demographics but especially the 18-30 year old male, who are, anecdotally, poor recycling performers.

6.5 Bin Type Inventory

There are a variety of bin options that CBCRA will consider deploying for its pilot programs. Criteria that CBCRA will consider when selecting bins include, but are not limited to, whether the bin is appropriate for the environment, whether the bin can host the desired signage, and whether the cost is acceptable. It should be noted that all metal bins as well as the washed concrete bins are manufactured in Manitoba.

Table 7 below presents several of the different options by price and possible location.

Table 7: Possible Recycling Bin Options

Usage	Model Price	Photo
Public Space and IC&I Streetscapes and Commercial Retail	$1,100/unit (new) $700/unit (refurbished)	
Public Space Parks/Streetscapes/Public Events	Round Metal Strap: $500/unit	
Public Space and IC&I Commercial Retail Exteriors/ Institutional	The Phoenix (Glasdon): $700/unit	
Public Space Parks/Festivals and Events	Parks Package: $315/each	
Public Space Parks/Festivals and Events	Special Events Bins $110/each	

Usage	Model Price	Photo
IC&I Interior Educational/Arenas/ Libraries	Techstar Single Stream: $165 / each	
IC&I Interior Malls/Large Public Spaces	Super Sorter: $800/unit	
IC&I Interior Applications	$85/each	
IC&I Interior Applications	Slim Jim: $85/each	

6.6 Waste Audit Program

CBCRA will routinely assess the performance of the beverage container recycling system by conducting audits throughout the year and taking into account seasonal variations. The comprehensive waste audit program will provide greater detail and knowledge on:

- Collection site generation rates by sealed beverage container type and collection site category (restaurant, convenience store, event, public space, etc.), and
- Contamination rates by site category.

CBCRA may conduct an audit at a site prior to the implementation of a pilot program in order to establish baseline statistics. After a pre-determined amount of time, a follow-up waste audit will be conducted to determine performance and room for improvement.

7.0 PART VII – PROGRAM MANAGEMENT

7.1 Contracted vs. Self-Operated Programs

7.1.1 Contracted Programs

Wherever possible, CBCRA will provide bin infrastructure, signage and P&E material. Municipalities, private contractors or waste/recycling companies collect the material, densify it and ship it out of province to be remanufactured into new products. The movement of the recovered sealed beverage containers will be tracked and monitored through a Material Tracking System (MTS) highlighted in the section above dealing with annual recovery rates.

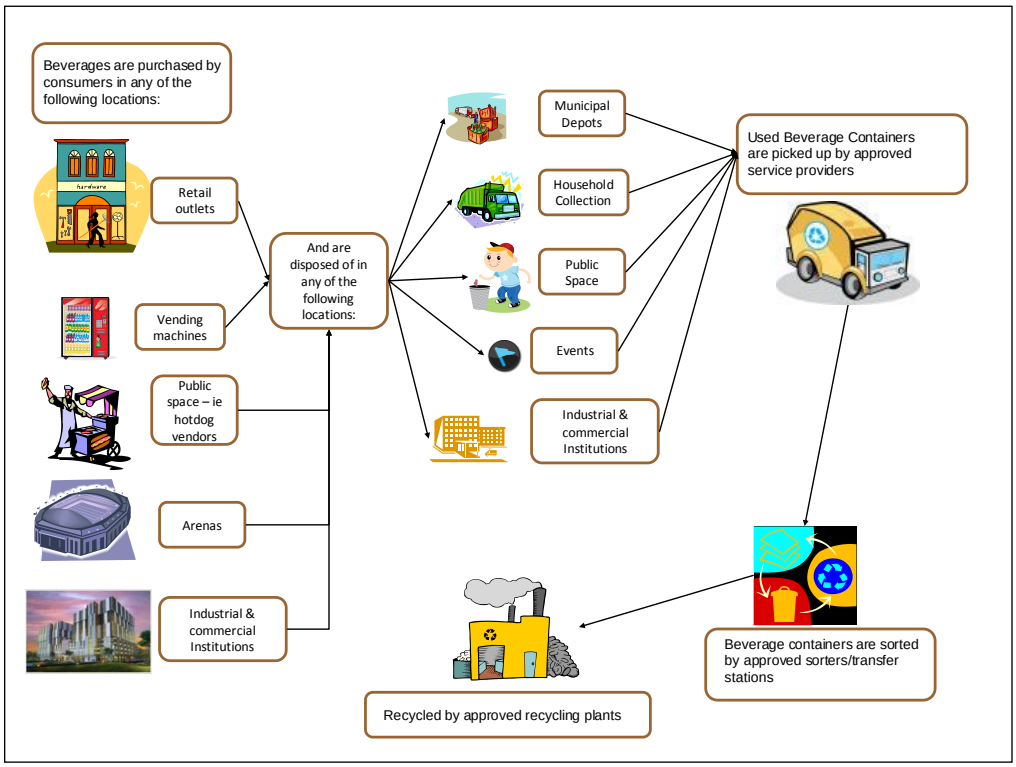
To become a registered and approved service provider (consolidation, processing, or export broker), CBCRA has established a web-based system to which these companies must provide relevant volume information on a monthly or annual basis.

7.1.2 Self-Operated Programs

CBCRA recognizes that a number of municipalities, businesses, public buildings and events currently operate independent recycling programs. CBCRA will aim to partner with existing collection sites that have established recycling programs. Support will be provided to these locations by conducting site assessments and determining how best to improve and increase the diversion of sealed beverage containers. This may be accomplished by additional promotion and education tools, signage or by providing more or different recycling containers that promote greater public participation.

7.2 Material Consolidation, Processing & Marketing

Figure 4: Flow of Material to Processor



Processing of beverage containers involves receiving and sorting inbound recyclables into specific material types. Based on the recycling streams available and the current downstream market, CBCRA will work with processors to ensure the greatest revenue by effective sorting and meeting end-market specifications. For example, given historic and current aluminum values, aluminum containers will generally be sorted and baled into this specific stream. For the other beverage container material streams, the prevailing market trend has been to sort into steel, polycoat, glass (clear/colour), PET and HDPE. Subject to the inclusion of other materials in the program, CBCRA will communicate with processors regarding sorting procedures to maximize revenue potential.

CBCRA has chosen not to become involved with the marketing of used beverage containers. It should be noted that CBCRA does not have control or jurisdiction over the processors-- and the processors/brokers own the material. CBCRA will work with processors who receive beverage containers to ensure their facilities meet and exceed end-market specifications. Issues such as moisture and outthrows are two challenges that will always require managing. As well, outthrows or contamination in the final sorted material is also measured and monitored by downstream markets. Each stream has its own tolerance to cross contamination and general waste. Excessive amounts of contamination will cause revenue reductions and possibly load rejections. As such, it is extremely important that processors working with CBCRA have the ability to receive, sort and store processed recyclables that will preserve the integrity of the final product quality.

7.3 Potential Contractor List

In its operations, CBCRA will encourage collection sites to partner with the most cost-effective and cost-efficient service providers in order to ensure that recycling bins are serviced and material is processed in a reliable and timely manner. CBCRA has compiled a list of possible partners and provides these to events, municipalities, and the IC&I sector.

7.4 Reporting System

In order to allow the beverage industry to report on its sales into market and to contribute the CRF, CBCRA has developed a web-based reporting system.

The reporting system requires beverage stewards to report their sales of beverage units according to material composition and size. The reporting system also includes an accounting component that will enable stewards to contribute their CRF dues online.

7.5 Program Rules

The Program Rules for CBCRA stewards are found at http://www.cbcra-acrcb.org/documents/pdf/cbcra-acrcb-Rules.pdf. Acceptance of these Rules enlists a beverage steward in the CBCRA program. The Rules include reporting requirements, confidentiality clauses and govern the relationship between the steward and CBCRA.

7.6 Customer Service

In order to provide information to the public and to interested partners, CBCRA has set up a staffed customer service line to answer any inquiries. Customer service can be reached at 1 (877) 810-7362.

In order to ensure quality customer service, all calls will be logged and followed up on where required.

8.0 PART VIII – PROGRAM COSTING & TIMELINE

8.1 Program Costing

Table 10 on the next two pages present the 2012 budget and projection for 2013 - 2016. Forecasts of revenue and spending are drawn conservatively in order to minimize the organization's financial risk. CBCRA's obligation for the residential collection channel is also based on 80% of MMSM beverage-related obligation, which is verified by calculation of the primary and ancillary packaging obligation as reported by stewards.

The various program budgets are based on best estimates for what these programs will cost with a balance of "visibility and volume" goals. Technical and Management Support includes executive management and program delivery in Manitoba including planning and implementing events-based recycling programs, implementation of bins in post-secondary education institutions, small IC&I, municipal public spaces and public buildings. Steward services includes steward reporting systems, program accounting, accounts receivable, accounts payable and annual reporting.

Table 8: 2012 Budget and 2013 – 2016 Projections

	2012 Budget	2013 Projection	2014 Projection	2015 Projection	2016 Projection
REVENUES					
Container Recycling Fees	6,950,000	7,019,500	6,850,000	6,350,000	6,250,000
Allowable Deductions for MMSM Obligation	(1,529,000)	(1,544,290)	(1,559,733)	(1,575,330)	(1,591,084)
Interest Income	38,100	23,652	13,716	19,684	20,668
TOTAL CBCRA Revenues	5,459,100	5,498,862	5,303,983	4,794,354	4,679,584
EXPENSES					
PROGRAMS					
Events Recycling Program	100,900	102,000	103,020	104,050	105,000
Awareness Campaign P&E	1,096,000	1,100,000	1,150,000	1,150,000	1,150,000
Waste Audit	140,000	120,000	100,000	80,000	80,000
Small IC&I Program	350,000	550,000	600,000	625,000	400,000
Municipal Public Spaces Program	3,400,000	3,100,000	1,400,000	1,400,000	900,000
First Nations Program	240,000	242,400	190,000	190,000	190,000
Gov't Buildings Program	500,000	200,000	100,000	50,000	50,000
Post-Secondary Program	75,000	75,000	60,000	50,000	50,000
TOTAL CBCRA Programs	5,901,900	5,489,400	3,703,020	3,649,050	2,925,000

	2012 Budget	2013 Projection	2014 Projection	2015 Projection	2016 Projection
OTHER OPERATING EXPENSES					
Steward Services	58,560	58,560	58,560	61,488	61,488
Program delivery	776,244	776,244	776,244	815,056	815,056
TOTAL Other Operating Expenses	834,804	834,804	834,804	876,544	876,544
ADMINISTRATIVE/CORPORATE EXPENSES	167,190	168,262	169,345	170,438	171,542
TOTAL expenses for the period	6,903,894	6,492,466	4,707,169	4,696,032	3,973,087
Surplus/ (Deficit)	(1,444,794)	(993,604)	596,815	98,322	706,498
Balance end of Year	**$2,365,233**	**$1,371,630**	**$1,968,445**	**$2,066,766**	**$2,773,264**

8.2 Funding Mechanism

8.3 Container Recycling Fee (CRF)

On April 1, 2010, CBCRA instituted a $0.02 Container Recycling Fee (CRF) on beverage unit sales for all CBCRA stewards. The CRF was set at a uniform $0.02 for all beverage containers until such a time as it is changed by the CBCRA Board of Directors. The revenue from this CRF is intended to cover the cost of beverage container collection in all collection channels including residential collection administered by MMSM, as well as financing CBCRA operations. The CRF administered by CBCRA is used to fund the beverage stewards' obligations for the residential (MMSM) as well as away-from-home program implementation costs.

8.4 Transition to Variable CRF

CBCRA will evaluate the relative costs of collecting and processing different types of beverage containers from the key away-from-home collection points. This information will be used to conduct a cost allocation exercise in 2012 in order to arrive at differentiated fees for each container type and size. This cost allocation exercise will be complete by the end of 2012. Fee-setting will be based on reported sales into the Manitoba market by CBCRA stewards plus management costs less any material revenue received by CBCRA.

8.5 CRF-Setting Methodology

Once CBCRA transitions to a differential CRF, fee-setting will be based on a three-step methodology that will ultimately calculate an individual CRF for each material grouping provisionally defined in this Plan. This methodology is approved by the Government of

Manitoba by approving this Program Plan. Should the CBCRA wish to change the fee-setting methodology, it will consult with the Government of Manitoba before doing so. The fee-setting methodology is subject to refinement at the discretion of CBCRA's Board of Directors and the approval of the Minister of Conservation. The three steps are as follows:

8.5.1 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;
- stewards' share of MMSM costs for beverage packaging only (Includes the container, closure, label, cardboard and shrink wrap); and
- board approved operating surpluses and reserves.

8.5.2 Allocating Cost to Container Groups

Insofar as possible, programs will attempt to segregate costs by material grouping, thus minimizing the necessity for material allocation. In those cases where material segregation is not possible, CBCRA will devise a formula to fairly and equitably reflect costs.
Similarly, CBCRA will allocate common administrative and P&E costs across material groups in an equitable manner.

8.5.3 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 stewards.

8.6 Annual Review

The CRF rates will be subject to an annual review by November 1 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 plan development. Provided it is not changing the methodology, the CBCRA Board will set any new CRF rates. It will inform Government 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 stewards at least 60 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.

8.7 Communication of CRF to the Consumer

CBCRA will provide to the Government of Manitoba a Communications Plan each year that shows how it will work with beverage producers as well as retailers to ensure:

- that consumers are aware of why a CRF is being collected and how the CRF is used to recover and recycle the beverage containers purchased by the consumer
- consistency in CRF rates, and in communication across all retail sectors.

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

9.0 PART IX – PROGRAM GOVERNANCE

9.1 Governance Model

9.2 CBCRA Board of Directors

- Canadian Beverage Association
- Canadian Bottled Water Association
- Retail Council of Canada
- Cott Corporation
- Dairy Processors Group
- Sun-Rype Products

The Board of Directors has initiated a Governance Review in 2012, which will address Board composition and terms. These recommendations will be presented to the Annual General meeting in June 2012.

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

- Alberta Beverage Container Recycling Corporation
- Alberta Beverage Council
- Alberta and BC Dairy Council programs
- Encorp Atlantic
- Encorp Pacific
- Manitoba Product Stewardship Corporation
- Multi-Material Stewardship Manitoba
- Stewardship Ontario
- BGE (Boissons Gazeuses Environnement).

9.3 Working Committees

The CBCRA Board has established several working Committees to enable the Board to better perform its duties. A Committee may involve board members only or can be a combination of Board and external members with a particular expertise, e.g. financial or communications. The established committees include:

- Communications Committee
- Governance Committee
- Audit Committee.

9.4 Annual Report

At the conclusion of the fiscal year (calendar year), and in accordance with its commitment to transparency and openness, CBCRA will publish an annual report detailing the operations of the organization and the performance of the program. CBCRA will design its report in accordance with the guidance principles outlined by Environment

Canada in its 2007 document *Performance Measurement and Reporting for Extended Producer Responsibility Programs.*

The Annual Report will be designed as a self-contained document, equally accessible to stakeholders familiar with the organization and its program and to newcomers encountering CBCRA for the first time. As such, each report will contain a profile of CBCRA and a description of its strategic vision and programs, in addition to information on prior year recycling and financial performance.

By the time the program is mature, the annual report will include, but may not be limited to, the following performance metrics:

- **Brand Awareness:** This metric will measure the extent to which CBCRA's P&E outreach campaign has penetrated into the public consciousness. CBCRA will measure its progress through focus group research and public opinion polling examining degree of awareness and level of knowledge about the program.

- **Participation & Accessibility:** This metric will measure the success in increasing public access to away-from-home recycling infrastructure. As the program develops, CBCRA will establish appropriate criteria for measuring its progress in expanding away-from-home recycling opportunities for Manitobans.

- **Material Collection & Management:** Total material collected and marketed, both in absolute terms and expressed as a percentage of total available for collection, through CBCRA's away-from-home program. This metric will measure 1) CBCRA's progress toward the objective of a 75% recovery rate for beverage containers in the process; and 2) its success in diverting recycled material from landfills and back into the market.

- **System Cost & Efficiency:** The total cost & cost per tonne to manage each material group. This will indicate CBCRA's success in delivering a cost-efficient program.

Performance measurements will be presented in their temporal context, which will allow readers to chart the program's progress against previous years' performance.
The Report will present audited financial statements, itemizing total revenue, costs, expenses and deficits/surpluses for each material group.

Appendix A: Memorandum of Understanding Draft

MEMORANDUM OF UNDERSTANDING DRAFT

BETWEEN

MULTI-MATERIAL STEWARDSHIP MANITOBA Inc.

(hereinafter referred to as "MMSM"),

- and -

Canadian Beverage Container Recycling Association

(hereinafter referred to as "CBCRA").

BACKGROUND

A) The Packaging and Printed Paper Stewardship Regulation #195-2008 (the "Regulation") promulgated under The Waste Reduction and Prevention Act of Manitoba

The Government of Manitoba promulgated the Regulation in December 2008.

The Regulation obligates the stewards of designated material (printed paper or packaging that contains products or service packaging that is made of glass, metal, paper or plastic) to be part of a stewardship program that will provide for the appropriate management of these materials at the point where they become waste.

In WRAP Guideline 2008-01 dated November 2008 that accompanied the Regulation, beverage containers were subjected to a 75% recovery rate target.

B) CBCRA

CBCRA is a not-for-profit corporation that was put in place by various beverage stewards to develop and implement a non-residential beverage container recovery program with the objective of meeting the 75% beverage container recovery rate target.

C) MMSM

MMSM is a non-profit organization that operates a province-wide recycling program for packaging and printed paper, primarily by funding municipal curbside recycling programs.

MMSM understands that the 75% beverage container recovery rate target is not achievable through municipal curbside recycling programs.

MMSM's Packaging and Printed Paper Program Plan contemplates non-residential beverage container recovery under an Enhanced Beverage Container Recovery Program.

MMSM has determined that it will not proceed with its Enhanced Beverage Container Recovery Program because the objectives of the program are being fulfilled by CBCRA's non-residential beverage container recovery program.

NOW THEREFORE the following represents the understandings of the Stewards to this Memorandum:

1. CBCRA will continue to implement its non-residential beverage container recovery program and MMSM will continue to execute its Packaging and Printed Paper Program Plan, with the objective of meeting the 75% beverage container recovery rate target.

2. MMSM and CBCRA will exchange information as needed to facilitate the efficient and effective management of the parties' respective recovery programs, including but not limited to:

    a. aggregate data on the recovery of beverage containers by material type;

    b. beverage steward remittance obligations to MMSM; and

    c. public communications regarding beverage container recycling or any of the designated materials pertinent to beverage containers.

3. MMSM and CBCRA will keep confidential competitively sensitive steward-specific information.

4. CBCRA will remit beverage related stewardship fees to MMSM on a quarterly basis on behalf of and as directed by participating beverage stewards and MMSM will accept such payments as if remitted by the participating beverage stewards.

5. If any dispute arises between MMSM and CBCRA:

    a. The parties will attempt to resolve the dispute through designated representatives from each of MMSM and CBCRA within thirty (30) days upon which written notice of the dispute was first given, or as otherwise agreed upon;

    b. If the parties are unable to resolve the dispute within the above period, MMSM and CBCRA will within thirty (30) days thereafter jointly select an arbitrator to arbitrate the dispute or failing agreement as to an arbitrator within such time a judge of the Court of Queens Bench of Manitoba shall appoint an arbitrator on behalf of the parties.

c. The arbitrator will render a decision on the dispute and the award arising therefrom, may be enforced in accordance to the *Arbitration Act Manitoba*.

6. The Executives of both MMSM and CBCRA will meet by conference call or in person on a quarterly basis.

7. This Memorandum of Understanding came into force on October 1, 2010 and will remain in effect until October 1, 2012 with annual reviews and subject to 180 days written termination notice by either party.

Appendix B: 2011 Events

2011 Events	Date	Location
Take Pride Winnipeg's Team Up to Clean Up	April 18, 2011	Winnipeg, MB
Teddy Bear's Picnic	May 1, 2011	Winnipeg, MB
Walk for ALS	June 4, 2011	Winnipeg, MB
Gay Pride Parade & Festivities	June 5, 2011	Winnipeg, MB
Challenge for Life: Walk for Cancer Care	June 11, 2011	Winnipeg, MB
Comm. Mobilization Canada Day Event	July 1, 2011	Winnipeg, MB
Canada Weekend at The Duck Pond	July 3, 2011	Winnipeg, MB
Canada Day Weekend at The Zoo	July 3, 2011	Winnipeg, MB
Carmen Rodeo & Fair	July 7, 2011	Carmen, MB
U of M Junior Track & Field Championships	July 7, 2011	Winnipeg, MB
Summer Winds Music Festival	July 23, 2011	Victoria Beach, MB
Peak of the Market Family Fun Day	August 11, 2011	Winnipeg, MB
Ovarian Cancer Walk of Hope	September 1, 2011	Winnipeg, MB
Imagine: Walk for Mental Health	September 1, 2011	Niverville, MB
Standard Aero Family Day	September 8, 2011	Winnipeg, MB
MB Conservation All Charities Event	September 15, 2011	Winnipeg, MB
Garden City Car Show	September 17, 2011	Winnipeg, MB
Swamp Donkey Adventure Race	September 24, 2011	Falcon Lake, MB
L'elan	October 5, 2011	La Broquerie, MB
Stuart Olson Dominion Staff BBQ	October 7, 2011	Winnipeg, MB
Western Canadian Championships(baseball)	August 12-14, 2011	Morden, MB
Winkler Harvest Fest	August 12-14, 2011	Winkler, MB
East St Paul Summer Soccer Classic	August 14-20, 2011	East St. Paul, MB
Indian Days	August 16-21, 2011	Opaskwayak, MB
Stonewall Quarry Day's	August 19 - 21, 2011	Stonewall, MB
Hanover Agricultural Fair	August 19 - 21. 2011	Grunthal, MB

2011 Events	Date	Location
Manitoba (Morris) Stampede	August 20 - 24, 2011	Morris, MB
The Lorette Town Fair	August 25-27, 2011	Lorette, MB
Rosenort Festival	August 26 - 28, 2011	Rosenort, MB
Morden Corn and Apple Festival	August 26 - 28, 2011	Morden, MB
Senior AA Baseball Championships	August 5 - 7, 2011	Wawanesa, MB
The Falcon Fun Festival	August 5-7, 2011	Falcon Lake, MB
Chinatown Street festival	August 6-7, 2011	Winnipeg, MB
Festival Du Voyageur	Feb 18 - 27, 2011	Winnipeg, MB
Winnipeg Fringe Festival	July 11-23, 2011	Winnipeg, MB
St. Pierre Frog Follies	July 14 to 16, 2011	St. Pierre, MB
Countryfest	July 1-4, 2011	dauphin, MB
Selkirk Triple S Rodeo	July 15, 17, 2011	Selkirk, MB
Northwest round up and exhibition	July 28 - 31, 2011	Swan River, MB
Icelandic festival	July 29-August 2, 2011	Gimli, MB
Winnipeg Folk festival	July 6 - 10, 2011	Bird's Hill Park, MB
Niverville Old Tyme Fair	June 10 - 12, 2011	Niverville, MB
Red River Ex	June 17 - 26, 2011	Winnipeg, MB
Manitoba Marathon Expo	June 17-18, 2011	Winnipeg, MB
Provincial Ex of Manitoba	June 7 - 13, 2011	Brandon, MB
Winnipeg Blue Bombers Home Games	June- October, 2011	Winnipeg, MB
Goldeyes Home Games	May-August, 2011	Winnipeg, MB
Boo at The Zoo	October 20-30, 2011	Winnipeg, MB
The Winnipeg Green Show	October 22-23, 2011	Winnipeg, MB
C4 central Canada Comic Convention	October 28-30, 2011	Winnipeg, MB
Winnipeg Jets Home Games	October- May	Winnipeg, MB
Sherbrook Street Festival	Sept. 10	Winnipeg, MB
Manitoba Pet Expo	Sept. 16	Winnipeg, MB
MCC Relief Sale in Morris	September 10, MB	Morris, MB
St. Malo Summer Festival	September 1-4, 2011	St. Malo, MB
Manyfest	September 9-11, 2011	Winnipeg, MB
Double B Rodeo & Country Fair	September 9-11, 2011	Beausejour, MB

Appendix C: 2010-11 Awareness Campaign Activities

Type	Date	Item
Launch	March 25, 2010	CBCRA program launch
Press Release	March 25, 2010	New Beverage Industry Group to Boost Manitoba's Recycling
Advertorial	April 1, 2010	Letter to Consumers
Website - Steward	April, 2010	CBCRA Website Launch
Retailer POS	April, 2010	Handbill for consumer
Print Ads	April 10 - 17, 2010	Winnipeg Free Press
Event	April 12, 2010	CBCRA Program launch at Bird's Hill Park
Print Campaign	Spring, 2010	Consumer Handbill
Ad – general	Summer, 2010	Billboards in Recycle Everywhere communities
Ad – print	Summer, 2010	Newspaper ads in Recycle Everywhere communities
Ad – radio	Summer, 2010	Radio in RE communities
Ad – general	Summer, 2010	Bus headers and side banners (Winnipeg)
Print Campaign	Summer, 2010	8 print ads with radio campaign support: July to September
Radio Campaign	Summer, 2010	3 radio spots (running on 8 different stations over 6 weeks)
Press Release	July 20, 2010	CBCRA launches the Recycle Everywhere
Press Release	August 10, 2010	CTV's Coverage of the CBCRA Launch
Press Release	August 12, 2010	CBCRA takes charge of Manitoba's Away-From-Home Recycling Efforts
Event	Summer/Fall, 2010	115 event days (Recycle Everywhere Street Team)
Program	September, 2010	Omnibus research survey
Press Release	Oct. 22, 2010	Portage la Prairie set to become Model Recycling Community...
School Program	Fall, 2010	Post-secondary school program
Website - public	Fall, 2010	Website Launch - recycleeverywhere.ca
Program	November, 2010	Pictures and Factoids for Eco-Calendar
Research	February, 2011	Container Fee Testing (Compass)
Research	February, 2011	Winnipeg Focus Groups
Press Release	Feb. 22, 2011	Bring on More Recycling Bins New Poll Shows Manitobans Big on Expanding Recycling
Program	March, 2011	CBCRA 101 build-up to plan approval
Print	March, 2011	Presentation Folder
Sponsorship	May-Sept, 2011	Goldeyes Sponsorship: radio ad etc.
Summer Media Campaign	May-Sept, 2011	Billboards, radio, newspaper
Program	June, 2011	CBCRA Annual Report

Type	Date	Item
Clean-up Campaign	June, 2011	Northern Clean-up: press release, northern radio (limited), newspaper ad (grassroots)
Press Release	June 2, 2011	20 Communities Participating and counting! Northern Clean-up Program
Sponsorship	June-Oct, 2011	Blue Bomber sponsorship: Bomber radio show weekly ads, radio & newsprint ads coordinated with home game, half-time on field events, RE logo & message after JumboTron replays; stadium bins, RE booth at entrance for home games, "Recycler of the Game" contest
Press Conference	June 7, 2011	Winnipeg Blue Bombers and CBCRA Press Conference
Press release (media kit)	June 7, 2011	Media Kit for Winnipeg Blue Bombers campaign
Activity Kit	Spring, 2011	KidZone added to recycleeverywhere.ca
Media – video	July, 2011	Bomber Quarterback Buck Pierce JumboTron video clip
Website - public	Spring, 2011	recycleeverywhere.ca web expansion
Ad - print	Spring, 2011	Earth day ad (newspaper)
Radio	Spring/Summer, 2011	Recycle Everywhere/Buck Pierce radio spot
Radio	Spring/Summer, 2011	Radio ads
Special Event	July 11, 2011	Winnipeg Blue Bombers JumboTron Video (on RE website as well)
Ad - multi-media	Summer, 2011	Summer campaign (radio, newspaper, transit buses, radio ads at U of W)
Ad - Print	Summer, 2011	Winnipeg Jets welcome back ad (special newspaper insert)
Ad-event	Summer, 2011	Winnipeg Blue Bombers (ads at stadium, radio, JumboTron ads,
Event	Summer, 2011	151 event days to date (target = 150) - Recycle Everywhere Street Team
Ad - multi-media	Summer, 2011	Winnipeg Goldeyes' (Radio, ballpark signage)
Research	September, 2011	Omnibus survey update initiated
Sponsorship	Oct (ongoing), 2011	Jets sponsorship: "Recycler of the Game" contest; radio ads; concourse visual ad, Jets player video (in progress)
Social Media	October, 2011	Facebook and Twitter accounts created, contests for Jets
Website - public	October, 2011	Manitoba Recycles (new resource section) added to recycleeverywhere.ca (replaces undeveloped Teacher's Lounge)
Program	October, 2011	FAQs for Ministers
Sponsorship	Nov (mid) -Dec (mid), 2011	Green Manitoba Eco Calendars distributed
Website – Steward	November, 2011	Update CBCRA to reflect program plan approval & associated changes
Event	December, 2011	Jets game celebration

Type	Date	Item
Research	December, 2011	Results of September Omnibus Survey
Social Media	December-mid, 2011	Twitter feed added to recycleeverywhere.ca