

2026 BUSINESS PLAN



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BEVERAGE CONTAINER
MANAGEMENT BOARD

Accountability Statement

BCMB's Business Plan for 2026 was prepared in accordance with the requirements of the Beverage Container Recycling Regulation (BCRR), which was enacted under the Environmental Protection and Enhancement Act. BCMB's existing and proposed policies and procedures, as of November 2025, and the Board's accountability obligations, responsibilities and relationships have all been considered in the preparation of this Business Plan.

BCMB's 2026 Business Plan aligns with the Government of Alberta and Ministry of Environment and Protected Areas' Business Plans and priorities. BCMB collaborates closely with the Ministry to understand strategic, policy and communication directions impacting the province, Alberta's recycling industry and our organization.

BCMB is committed to achieving the objectives and strategies laid out in this Business Plan and will continue to work with the Ministry "to protect and restore the environment and ecosystems throughout the province, while supporting economic prosperity, quality of life and a sustainable future for Albertans."

Loren Falkenberg

Approved by the Board of Directors
Beverage Container Management Board
November 26, 2025






Message from BCMB's President & CEO

BCMB is actively modernizing and enhancing Alberta's beverage container recycling system by focusing on key initiatives: removing red tape for Albertans and stakeholders, reducing environmental impacts, strengthening governance, improving stakeholder services, and fostering innovation.

Looking ahead, BCMB commits itself to driving progress in these key areas, by concentrating on projects and goals:

- **Exploring Alternative Collection Methods:** to enhance accessibility and maximize convenience for beverage container recycling in Alberta, BCMB will explore innovative collection solutions that are funded without placing a cost burden on Albertans.
- **Strengthening Partnerships:** collaborate closely with industry stakeholders, municipalities and other partners to ensure a coordinated, collaborative, and well-functioning system.
- **Fostering Innovation:** continue to support research and development into technologies and processes that enhance the efficiency and effectiveness of beverage container recycling.
- **Beverage Container Recycling Options:** explore the variety of beverage materials accepted in the deposit system, ensuring that more materials are diverted from landfills and reintegrated into the circular economy.



Mark Emsden
BCMB President & CEO
November 26, 2025

WHO WE ARE



Alberta's **Beverage Container Management Board (BCMB)** is a not-for-profit Designated Administrative Organization (DAO) under the Societies Act of Alberta. Appointed by the Government of Alberta's Ministry of Environment and Protected Areas, BCMB imposes regulatory requirements on Alberta's beverage container recycling system stakeholders.

Our Vision, Mandate and Value Statements guide the work we do as a regulator. They also set the foundation for our Business Planning and the objectives we set and measure.

Mandate:

To regulate and enhance a leading, affordable and sustainable beverage recycling system, which protects Alberta's environment, maximizes resource recovery and contributes to a circular economy

Vision:

To be a leader in stewarding beverage containers to minimize their impact on Alberta's environment.

BCMB Values:

Governance

We are committed to upholding the highest standards of governance through impartiality, transparency and accountability.

BCMB's governance creates a framework of trust, ensuring consistent, and ethical decision-making that protects BCMB's role as a regulator and the integrity of Alberta's beverage container recycling system

Responsibility

BCMB is responsible for fulfilling its mandate delegated to us by the Government of Alberta.

We manage our resources responsibly, support staff's continuous learning and development and are accountable to both system stakeholders and the public for ensuring our work has a positive, lasting impact.

Efficiency

BCMB focuses on efficiency and innovation by working to streamline its operations, support system-wide advancements and reduce barriers for the system's key stakeholders and the public.

Our aim is to maximize collection rates and optimize impacts with minimal obstacles, ensuring resources are used wisely for the success of the system.

Engagement

Through timely engagement with stakeholders, we build strong relationships to create a more effective system.

We do this by utilizing proactive outreach, education and research to deepen understanding and fulfill our mandate.

Network

We value a comprehensive provincial network that provides convenient, accessible and reliable return solutions for all Albertans.

This network is fundamental to supporting Alberta's beverage container recycling system with stability and predictability, thereby growing Alberta's circular economy.

WHO WE ARE

The success of Alberta's beverage container recycling system can be attributed in part to its stakeholders' commitment to innovation and ongoing improvement, and the unified collaboration across the system.

Alberta's success can also be attributed to the reach of the Alberta Depot network. There are more than 220 privately owned and operated depots in 161 communities across Alberta, 133 of those in rural communities.

While the BCMB manages critical regulatory functions, such as ensuring compliance among depots and the Collection System Agent (CSA), one of our strategic priorities is innovation—specifically, improving access and strengthening the recycling network for Albertans.

Our strategic objectives are centered on a clear commitment to Albertans, environmental protection and supporting a circular economy. We achieve this through a focused approach: driving continuous improvement in the beverage container recycling system, fostering collaboration with

key system stakeholders, and measuring outcomes.

Alignment with the Government of Alberta

Alberta is a national leader in beverage container recycling, with our collection system serving as a vital contributor to environmental protection. We proudly maintain a system collection rate of around 85%—the highest in Canada and the second highest in North America. BCMB ensures this success is long-lasting by continually aligning its strategies with the Government of Alberta's commitment to advancing the circular economy.

Roles & Responsibilities of BCMB

- Siting and permitting the individual depot collection points;
- Approving the CSA ([ABCRC](#));
- Maintaining a registry for all beverage containers sold in the province;
- Approving the methods of recycling for approved beverage containers;
- Administering compliance of regulated parties through inspections, audits, reporting and evaluation, and administrative hearings for suspension or cancellation of operating permits; and
- Setting handling commissions.¹

1. BCMB sets handling commissions to ensure container materials are properly handled and sorted to maintain clean commodity sorts and low contamination rates.

PROJECTS & OBJECTIVES



2026 Projects

	Depot Siting & Mapping	Beverage Container Registration & Recycling	Handling Commission Review (HCR) ²	Disaster Recovery & Business Continuity
GOAL	Maximize economic and environmental benefits by ensuring Albertans have reliable and convenient access to deposit returns.	Drive continuous improvement and end-of-life accountability for all beverage container materials in the system.	Ensure fair rate of return and efficient cost allocation for the collection system.	Protect the financial integrity, viability and stability of the deposit return system.
ACTION	Develop and implement updated Depot Siting Criteria through BCMB's Depot Siting Committee.	Collaborate with the Alberta Beverage Container Recycling Corporation (ABCRC) to verify recycling methods and implement collection and recycling targets.	Continue the HCR, which commenced in February 2025 and is following an established and agreed upon process.	Assess and recommend changes to increase system resiliency when disruption occurs.
WORK	Exploring new collection models through BCMB Pilot Projects.	Establish an effective and defensible measurement process which will determine verifiable recycling rates for various material types.	See Action (above)	Striving to maintain uninterrupted service to safeguard the system's assets and operations.

2. The 2025-2026 [Handling Commission Review \(HCR\)](#) commenced on February 19, 2025, following Board approval.

2026 Projects (continued)

	Service Agreement Committee	Streamlining Beverage Container Registrations	Communications & Education
GOAL	Establish clear, cost-effective, and accountable standards for governing the working relationships between Alberta Depots and the Collection System Agent (CSA), ABCRC.	Enhance regulatory efficiency and provide clear, streamlined service to beverage manufacturers/distributors/agents.	Strengthen BCMB's reputation, deepen stakeholder relationships and ensure consistent, unified messaging across platforms.
ACTION	Review the negotiated Service Agreement between ABCRC and ABDA, in terms of the contractual criteria and best practices for robust dispute resolution, identified in the recent service agreement research project.	Explore integration of the <u>GS1</u> global standard into the beverage container registration process for data consistency and red-tape reduction.	Execute the three-year Communications Strategy to enhance external relations, brand consistency and stakeholder engagement.
WORK	Research Project was completed by Q3 2025, the new Service Agreement is anticipated to be in place in 2026.	Execute the project plan following the signed Statement of Work to streamline registration, improve data accuracy, and reduce administrative burden for manufacturers.	Updated brand guidelines, website redesign, digitization of formal communications (notices, press releases, etc.), launch of a BCMB newsletter, advanced educational content focusing on the economic impact of supporting Alberta's circular economy.

Objective 1

ENVIRONMENTAL PROTECTION

Protecting Alberta's environment and supporting the province's circular economy are at the core of BCMB's mandate. We reduce the impact of beverage containers on the environment by minimizing the number of beverage containers discarded as litter, diverting beverage containers from waste streams and enabling the reuse and recycling of containers.

BCMB uses collection and recycling rates, container transportation data (from our Collection System Agent), and waste diversion from landfills to measure the system's progress.

Projects Supporting Objective 1

- Bottle Depot Siting & Mapping
- Beverage Container Registration & Recycling

Key Strategies

Minimize Impact

Minimize the environmental impact of beverage containers through reuse and recycling.

Sustainability

Improve sustainability of the beverage container system and work towards a circular economy for beverage container recycling.

Reduce Footprint

Reduce the environmental footprint of the system.



Performance Metrics:

Performance Indicators	% of containers returned in 2024	2024 Actual	2023 Actual	2022 Actual	2021 Actual	2020 Actual
Overall Collection Rate		83.1%	84.9%	83.0%	84.1%	82.2%
Cans	50.4%	86.2%	89.0%	87.2%	88.0%	85.5%
Non-Refillable Glass	5.8%	87.1%	90.0%	87.7%	87.7%	87.9%
Refillable Glass (Beer)	1.5%	96.7%	98.7%	97.3%	105.8% ³	102.1%
Plastics	34.6%	80.6%	81.2%	97.3%	105.8%	102.1%
Polycoats Combined (details below)	7.5%	61.3%	72.0%	69.5%	69.2%	69.3%
Tetra-Pak	4.4%	73.8%	71.7%	70.7%	70.4%	68.2%
Gable Top	2.8%	72.4%	76.9%	74.5%	74.1%	75.9%
Drink Pouches	0.2%	48.1%	43.7%	42.4%	47.5%	49.5%
Bag-in-a-Box	0.1%	51.0%	51.6%	46.4%	48.6%	40.7%
Bi-Metal	0.2%	61.1%	97.9%	74.2%	80.7%	79.0%

Performance Indicators		2024 Actual	2023 Actual	2022 Actual	2021 Actual	2020 Actual
Transportation of Products from Depots to ABCRC						
Kilometers Driven		3,333,104	3,409,898	3,199,858	3,304,942	3,182,358
Number of Loads		36,197	36,053	33,872	34,020	32,541
Transportation of Products from ABCRC to End Destination (Kilometers)						
Material Type	Destination					
Cans	USA	2,762,489	2,787,459	2,626,643	2,659,247	2,558,163
Non-Refillable Glass	AB	154,074	164,728	163,523	166,624	170,183
Plastics	AB, BC	357,124	459,132	319,521	348,067	346,979
Polycoats	North America	599,033	651,507	646,520	560,027	578,197
Materials Recycled (Metric Tonnes Diverted from Landfill)						
Cans		17,522	16,830	14,561	14,955	14,354
Non-Refillable Glass		49,926	51,629	47,108	49,106	49,890
Plastics		24,964	24,405	20,708	20,887	19,754
Polycoats		6,647	6,168	5,073	5,138	2,555

3. Refillable glass returns sometimes exceed 100% due to the fiscal year cycle and the lag between what is reported for sale and what is collected by a depot.

Objective 2

FISCAL STEWARDSHIP

Through sound risk management, clear reporting and full transparency and accountability, BCMB minimizes risk and cost to the system. While focusing on higher collection rates for the province, BCMB is dedicated to ensuring that the provincial beverage container recycling system is affordable for Albertans.

Projects Supporting Objective 2

- Handling Commission Review
- Disaster Recovery & Business Continuity
- Service Agreement Committee

Key Strategies

Accountability

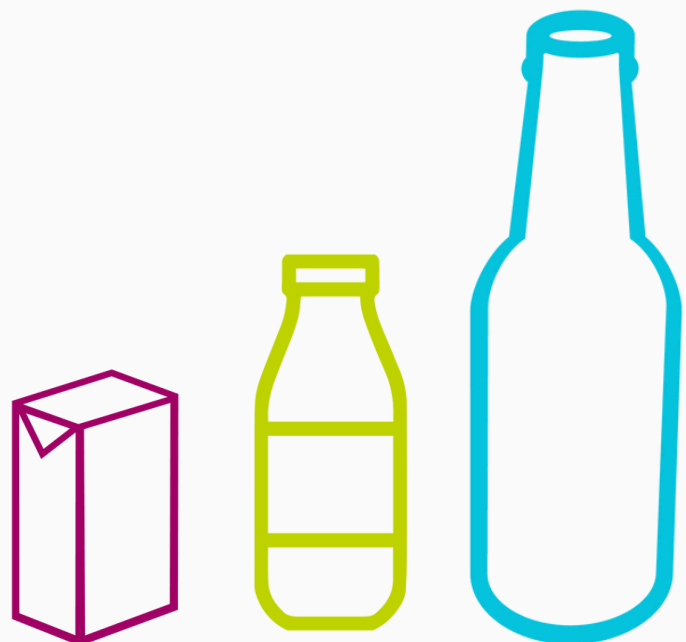
Introduce accountability measures to minimize risk.

Reporting

Report clearly (using meaningful and measurable targets) on the achievement of our mandate and government expectations.

Transparency

Maintain full transparency regarding operations and finances.



Performance Metrics:

Performance Indicators	2024 Actual	2023 Actual	2022 Actual	2021 Actual	2020 Actual
Net System Cost					
Total of all costs and offsetting revenues in dollars per container	\$0.0304	\$0.0384	\$0.0181	\$0.0236	\$0.0294
Net System Cost by Container Type					
Cans	\$0.0026	\$0.0174	\$0.0176	\$0.0115	\$0.0156
Non-Refillable Glass	\$0.1009	\$0.1042	\$0.0486	\$0.0806	\$0.0793
Plastics	\$0.0519	\$0.0522	\$0.0139	\$0.0285	\$0.0393
Polycoats	\$0.0631	\$0.0635	\$0.0161	\$0.0406	\$0.0396

Performance Measures	2024 Target	2024 Actual	2026 Target	2027 Target	2028 Target
Collection System Agent Compliance					
Payment Compliance the percentage of all payments made to depots within the agreed upon 9-day window	100%	99.9%	100%	100%	100%
Collection Compliance the number of reported loads not picked up from depots	2	1	2	2	2
CSA Operating Compliance	95%	92%	95%	95%	95%
Collection Service Provider (CSP) Compliance					
CSP Operating Compliance	95%	88%	95%	95%	95%
Depot Compliance					
UCA Filing Compliance the percentage of depots that filed required financial documents with the Data Collection Agent (DCA)	100%	89%	100%	100%	100%
Producer Compliance					
Sales Verification The percentage of all container sales remitted to the CSA and verified by producers for the prior year	100%	99%	100%	100%	100%

Objective 3

Governance Excellence

From the registration of new containers to recycling, BCMB oversees the entire life cycle of beverage containers in Alberta.

Our commitment to a strong management system ensures our by-laws, policies and operations maintain the compliance, efficiency and integrity of the provinces deposit refund system.

Projects Supporting Objective 3

- Streamlining Beverage Container Registration
- Beverage Container Registration & Recycling
- Service Agreement Committee

Key Strategies

Compliance

Introduce accountability measures to minimize risk.

Integration & Alignment

Report clearly (using meaningful and measurable targets) on the achievement of our mandate and government expectations.

Communications

Deliver timely, clear and effective communication.

Transparency

Ensure Stakeholder trust through system integrity.



Performance Metrics:

Performance Indicators	2024 Actual	2023 Actual	2022 Actual	2021 Actual	2020 Actual
Depot Compliance					
Refund Compliance The percentage of audits conducted that were refunded	97%	99%	97%	94%	84%
Quality Compliance Shipments of containers from depots	97%	95%	94%	95%	95%
Operational Compliance The percentage of depots inspected that are compliant with BCMB by-laws and policies	98%	92%	89%	77%	70%
The percentage of depots with deficiencies that were corrected prior to entering the Compliance Framework	94%	94%	91%	64%	69%
Retail Compliance					
Retail Compliance The percentage of retail locations inspected that are compliant with BCMB by-laws and policies	27%	31%	34%	24%	

Objective 4

SERVICE EXCELLENCE

BCMB recognizes the critical role of continuous improvement in enhancing customer satisfaction and achieving our goals. We set clear expectations and have high standards of quality assurance across all areas of service delivery for system stakeholders. We set high quality assurance standards for the depots and ABCRC to ensure Alberta's expectations are met.

Projects Supporting Objective 4

- Bottle Depot Siting & Mapping
- Handling Commission Review 2025/26
- Service Agreement Committee

Key Strategies

Satisfies

Deliver a system that satisfies stakeholder expectations.

Quality

Ensure quality service to the public.

Awareness

Achieve widespread awareness of the importance of the system.

Accessible

Deliver a beverage container recycling system that is accessible and inclusive.



Performance Metrics:

Performance Indicators	2024 Actual	2023 Actual	2022 Actual	2021 Actual	2020 Actual
Public Satisfaction					
Participation	92%	89%	87%	87%	92%
Average Travel Time to a Depot	53% <10 mins. 32% =11-20 mins.	53% <10 mins. 32% =11-20 mins.	48% <10 mins. 35% =11-20 mins.	48% <10 mins. 35% =11-20 mins.	51% <10 mins. 35% =11-20 mins.
Customer Satisfaction					
Overall satisfaction rated as very satisfied	91%	81%	87%	87%	
Average time spent in a depot	8.0 mins.	7.7 mins.	8.4 mins.	8.0 mins.	
Performance Indicators	2024 Actual	2023 Actual	2022 Actual	2021 Actual	2020 Actual
Public Awareness					
Individuals aware of the deposit/refund program	96%	96%	96%	96%	98%
Individuals who believe that recycling beverage containers has significant impact on the environment	65%	65%	66%	66%	60%
Individuals aware of the deposit amount	52%	52%	47%	47%	52%
Customer Awareness					
Individuals aware of the industry brand	82%	85%	77%		
Depots					
Number of universal depots in Alberta	100%	100%	99.9%	100%	100%
Number of permits in development	1	1	1	TBD	TBD
Performance Measures	2024 Target	2024 Actual	2026 Target	2027 Target	2028 Target
Number of universal depots in Alberta (by classification)	Rural: 132 Urban: 36 Metro: 51	Rural: 134 Urban: 36 Metro: 51	Rural: 134 Urban: 36 Metro: 51	Rural: 136 Urban: 35 Metro: 50	Rural: 13 Urban: 36 Metro: 51
Number of communities with a depot	65%	65%	66%	66%	60%

Objective 5

SYSTEM EFFICIENCY AND EFFECTIVENESS

BCMB is dedicated to finding ways to improve system efficiency and effectiveness. As Alberta's deposit return system regulator, we seek to reduce system costs by cutting red tape and encouraging innovation and adaption among Alberta's system stakeholders.

Projects Supporting Objective 5

- Disaster Recovery & Business Continuity
- Service Agreement Committee
- GS1 Integration

Key Strategies

Innovation

Encourage innovation and continuous improvement.

Responsiveness

Demonstrate responsiveness to changing needs.

Technology

Capitalize on technological advancement.

Cost Effective

Operate a system that is cost effective.



Performance Metrics:

Performance Measures	2024 Target	2024 Actual	2026 Target	2027 Target	2028 Target
Technology					
Depots utilizing Electronic R-Bill (eR-bill) reporting	75%	64%	75%	75%	75%
Percentage of reporting that uses eR-bill	87%	84%	90%	90%	95%
Depots utilizing Quality Control Monitoring System (QMS)	95%	91%	95%	95%	95%
Depots utilizing Point of Return software	85%	75%	85%	85%	85%

Performance Indicators	2024 Actual	2023 Actual	2022 Actual	2021 Actual
Net cost for the recycling consumer in cents per container	2.20	2.20	2.40	1.80
Ranking of comparable deposit jurisdictions	1	1	1	1

Performance Indicators	2024 Actual	2023 Actual	2022 Actual	2021 Actual	2020 Actual
Labour seconds per container at depots	5.59	4.16	4.17	4.24	4.36

FINANCIALS



**In November 2025, BCMB's Board of Directors
approved the 2026-2028 Financial Plan.**

The plan contains the following insights:

1. BCMB estimates that sales volumes between 2026 and 2028 to grow 1% each year, while the operating fee will continue to be held at a rate of \$0.0017 per container sold in Alberta.
2. Most expenditure lines are forecast to increase by 2% to 3% annually for the 2027 and 2028 fiscal years, reflecting projected inflationary pressures.
3. To counter higher than expected vacancies related to the 2025 forecast, the 2026 salaries and benefit expenditures include a 5% decrease from base salary estimates.
4. The Handling Commission Review (HCR) began in February 2025 and is expected to be completed by Spring 2026. The total estimated cost of \$515,000 will be funded out of BCMB's Operating Reserve Fund which will be replenished over a 4-year period.
5. BCMB is expected to have a surplus of \$199,900 at the end of 2025 and a positive variance of \$853,000. Contributing factors include:
 - a. 2025 Revenues above target by \$61,700 due to investment earnings and higher than expected compliance fees issued to various stakeholders.
 - b. Personnel vacancies and role reassessment resulted in a positive variance of \$293,900 in salaries and benefits.
 - c. At the time of the 2025 budget finalization, the Depot Mapping and Siting Criteria on Pilot Projects contained a \$240,000 assumption for equipment purchases. It has since been changed to an operating fee model.
 - d. Management continues to manage against the budget to obtain efficiency across all areal while maximizing outreach and output.

Statement of Operations

2026-2028 Revenues (table 1)

Revenues	2025 Forecast	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Container fees	\$4,484,800	\$4,484,800	\$4,501,700	\$4,546,700	\$4,592,200
Interest and other	\$210,200	\$180,000	\$150,000	\$140,000	\$130,000
Compliance Fees	\$65,600	\$38,400	\$56,800	\$53,200	\$53,200
Permit Fees	\$17,400	\$12,000	\$15,600	\$20,000	\$30,000
Registration Fees	\$6,700	\$7,800	\$7,200	\$7,200	\$7,200
Total Revenues	\$4,784,700	\$4,723,000	\$4,731,300	\$4,767,100	\$4,812,600

2026-2028 Operating Expenditures (table 2)

Operating Expenditures	2025 Forecast	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Salary and Benefits	\$2,316,500	\$2,610,400	\$2,470,100	\$2,479,200	\$2,547,500
Professional Fees	\$779,900	\$1,143,100	\$839,100	\$782,800	\$850,700
Office	\$221,700	\$245,800	\$244,900	\$251,400	\$253,700
Information Technology	\$164,700	\$167,900	\$165,400	\$170,400	\$177,500
Depreciation	\$160,000	\$160,800	\$163,200	\$164,500	\$153,300
Communications	\$138,600	\$151,600	\$149,500	\$170,000	\$147,500
Honoraria & Board Expenses	\$131,500	\$146,300	\$134,700	\$133,500	\$133,700
Travel	\$102,000	\$138,400	\$117,200	\$125,300	\$119,300
Meetings	\$83,100	\$98,900	\$121,100	\$110,200	\$95,100
Insurance and Licenses	\$65,000	\$72,500	\$80,800	\$83,400	\$85,700
Training and Development	\$27,100	\$25,000	\$43,000	\$43,000	\$43,000
Bad Debts	\$9,700	\$5,400	\$8,000	\$8,000	\$8,000
Total Operating Expenditures	\$4,199,800	\$4,966,100	\$4,537,000	\$4,521,700	\$4,615,000
Reserve Fund Expenditures	\$385,000	\$410,000	\$130,000	-	-
Total Expenditures	\$4,584,800	\$5,376,100	\$4,667,000	\$4,521,700	\$4,615,000

Statement of Operations

2026-2028 Excess of Revenues Over (Under) Expenditures (table 3)

Excess of Revenues over (under) Expenditures	2025 Forecast	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Excess of revenues over (under) expenditures	\$199,900	(\$653,100)	\$64,300	\$245,400	\$197,600

2026-2028 Revenues (table 4)

Operating Fee	2025 Forecast	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Estimated volumes sold	2,621,832,347	2,638,117,647	2,648,050,670	2,674,531,177	2,701,276,489
Estimated operating fee	\$0.0017	\$0.0017	\$0.0017	\$0.0017	\$0.0017

2026-2028 Capital Expenditures (table 5)

Capital Expenditures	2025 Forecast	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Operational expenditures	\$10,100	\$20,600	\$18,800	\$18,800	\$18,800
Project expenditures	\$10,600	\$-	\$-	\$-	\$-