



Beverage Container Management Board

Three Year Business Plan

January 1, 2014 to December 31, 2016

Table of Contents

Table of Contents	2
I..... Accountability Statement.....	3
II..... The BCMB's Contribution To Environmental Quality In Alberta.....	4
III ... Innovative, Convenient and Cost-Effective Beverage Container Recycling .	6
IV... Operating Principles	9
V Today's Environment for Beverage Container Recycling	10
VI... 2014 – 2016 BCMB Goals, Objectives and Strategies	13
VII.. Financial Plan.....	29
VIII Monitoring and Evaluation	33

I

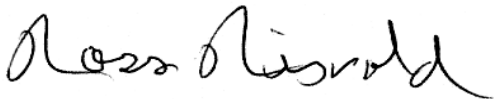
Accountability Statement

The Beverage Container Management Board's (BCMB) Business Plan for the period January 1, 2014 through December 31, 2016 was prepared in accordance with the requirements of the Beverage Container Recycling Regulation, as amended, which was enacted under the *Environmental Protection and Enhancement Act* and the organization's bylaws. All of the BCMB's existing and proposed policies and procedures as of November 2013 and all of the Board's accountability obligations and relationships have been considered in preparing this Budget and Business Plan. As well, the Government of Alberta's and Department of Environment and Sustainable Resource Development's Business Plans and priorities were taken into account in the development of the BCMB's Business Plan.

The BCMB is committed to achieving the planned results laid out in this Business Plan.

Approved by the Board of Directors:

Beverage Container Management Board



Per: Ross Risvold
Chair

//

The BCMB's Contribution to Environmental Quality in Alberta

The BCMB is a not-for-profit association formed by representatives of Alberta beverage manufacturers, container depots and the public (environmental organizations, municipalities and interested citizens)¹. It is charged with the responsibility of administering and delivering a system for collecting and recycling and/or reusing beverage containers² in the province within policy parameters established by the Minister of Alberta Environment and Sustainable Resource Development.

Since its inception on December 1, 1997, the BCMB has worked to ensure that Albertans have access to a convenient and cost-effective system for recycling and reusing used beverage containers. The BCMB exists to:

- optimize beverage container recycling and reuse by diverting material from landfills, reducing the environmental impacts of beverage container use and providing manufacturers with a source of clean, recyclable materials or reusable containers.
- govern and administer the beverage container recycling and reuse system. In this regard the BCMB has the responsibility to:
 - register all beverage containers sold and/or distributed within the province of Alberta;
 - set both the criteria for establishing new beverage container depots and depot operating standards;
 - approve the establishment of new depots, issue permits, monitor ongoing depot operations for their effectiveness and service quality, and cancel or suspend permits for non-compliance with approval conditions or operating standards;
 - oversee aspects of the agreements between beverage manufacturers or the Collection System Agent (CSA)³ and depots or retailers related to the manner and frequency of container collections and the associated payments;

¹ The BCMB has a sixteen member Board of Directors. Fifteen are voting members – five each from the beverage manufacturing sector, the depot sector and the public. One is a non-voting member who represents the Alberta Government.

² This is referred to as Alberta's beverage container management system.

³ The CSA – the Alberta Beverage Container Recycling Corporation (ABCRC) – is currently the Collection System Agent for all non-refillable beverage containers in Alberta. Refillable containers are managed by Collection Service Providers (CSPs).

- assess the operations of the CSA appointed by manufacturers and approve their choice;
- develop and implement a process for setting the amounts that a manufacturer or the Collection Service Agent/Collection Service Provider pays to the depot for container collection (handling commissions); and
- set fees paid by manufacturers or depots for permits, registrations or the operations of the BCMB.

The BCMB's members are dedicated to overseeing and enhancing Alberta's beverage container management system. The BCMB has developed and implemented policies, administrative mechanisms and programs to effectively meet its objectives. This continues to be a priority; however, the BCMB will also continually review its programs, seek improvements to services and look for innovative ways to benefit the public by:

- pursuing initiatives that improve container recycling return rates;
- reducing the environmental impact or footprint of operating the beverage container management system;
- ensuring that the beverage container management system operates in a cost effective and transparent manner;
- effectively governing and managing Alberta's beverage container management system; and
- improving accountability to the public and the Ministry of Environment and Sustainable Resource Development (the Ministry) through effective measurement and monitoring of performance.

III

Innovative, Convenient and Cost-Effective Beverage Container Recycling

A. The BCMB's Vision and Mission

The BCMB's vision is to be *"the leader in stewarding beverage containers to minimize their impact on the environment"*. The vision anticipates a beverage container management system with:

- higher return rates (85 percent or better);
- greater public participation;
- convenient, cost effective container collection;
- strong alignment among system stakeholders;
- consistent high levels of service from depots;
- consistent, fair and firm enforcement of depot and CSA/CSP standards; and
- financial transparency.

Consistent with its vision, the BCMB's mission is to *"govern a leading beverage container management system that is innovative, accessible and cost effective"*.

B. The BCMB's Mandate

The Beverage Container Management Board was incorporated under the *Societies Act* as a management board under the Beverage Container Recycling Regulation pursuant to Section 175(jj) of the *Environmental Protection and Enhancement Act* on December 1, 1997. By Order in Council 505/2008 dated October 22, 2008, the Beverage Container Recycling Amendment Regulation extended the Beverage Container Recycling Regulation (BCRR) to October 31, 2013. The BCRR is currently under review as part of the Government of Alberta's regular and ongoing review of Alberta regulations.

The BCMB operates in accordance with the Society Act Bylaws set by the membership, as well as the following by-laws set by the Board:

- *Beverage Container Management Board Administrative By-law;*
- *Beverage Container Management Board Fee By-law;*
- *Beverage Container Management Board Administrative Compliance By-law;*
- *Beverage Container Management Board Handling Commission Criteria By-law; and*
- *Beverage Container Management Board Uniform Code of Accounts Compliance By-law.*

The BCMB's programs and goals support the priority placed by the Alberta Government on policies, programs, services, strategies and performance measurements related to sustainable environmental management. The BCMB is a leader in the development of policy and programs that better enable and lead the recycling of beverage containers in Alberta. The key outcome of beverage container recycling is the minimization of waste through the reuse and recycling of beverage containers.

One of the two stated goals for Alberta Environment and Sustainable Resource Development is the achievement of the Province's desired environmental outcomes for air, land, water and biodiversity. To this end, its 2014-2016 Business Plan speaks to an objective of waste reduction with a specific expectation for reducing the number of kilograms of municipal solid waste per capita to landfills.

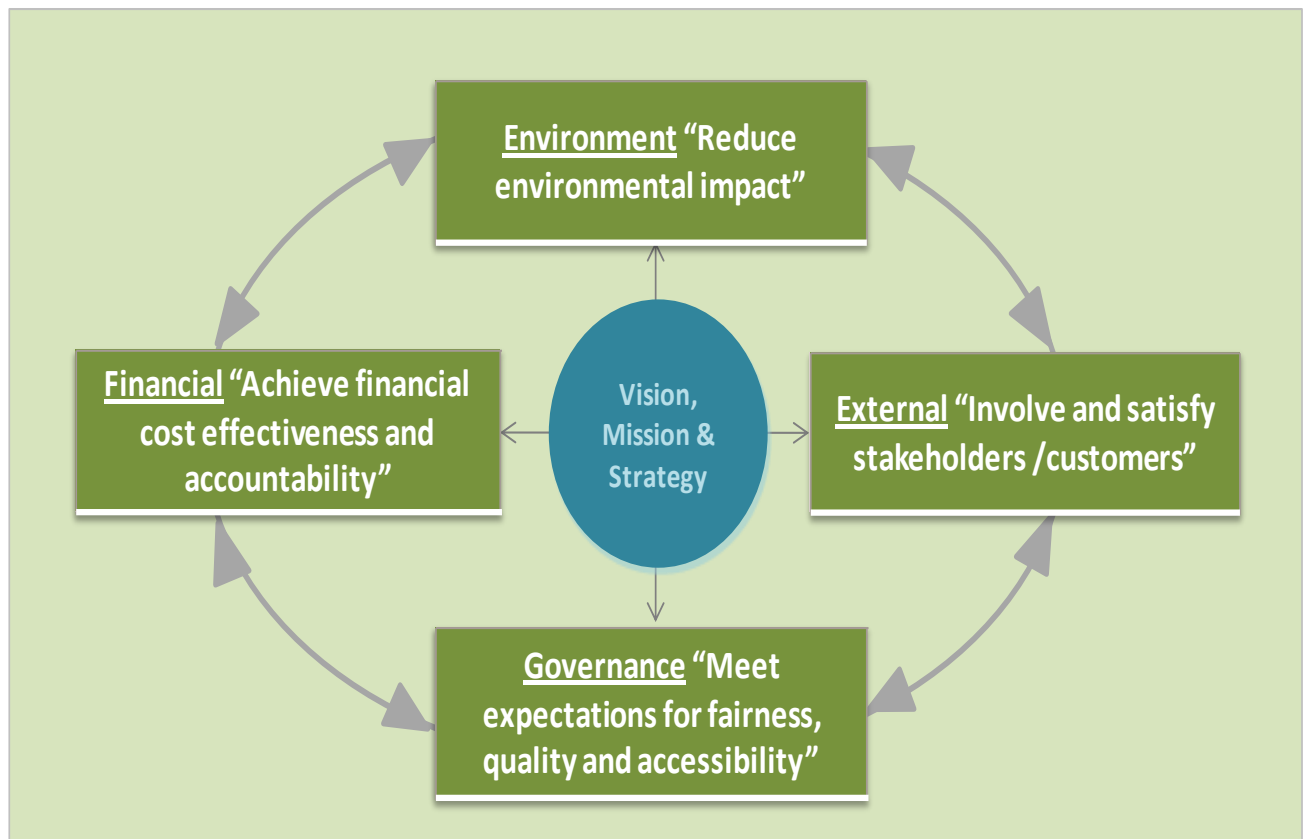
The BCMB goals are aligned with this objective. The BCMB's stated mandate from its incorporating documents is to *"establish, maintain and administer a waste minimization and recycling program for beverage containers."* It achieves this by realizing its four goals for Alberta's beverage container management systems (see Exhibit III-1 on page 8):

1. A reduced environmental impact by (i) achieving and maintaining a beverage container return rate that is 85 percent or greater, and (ii) minimizing the systems' environmental footprint;
2. Financial cost effectiveness, accountability and transparency;
3. Wide-ranging public and consumer awareness of and participation in a system that meets their expectations and results in satisfaction; and
4. Accessible, quality service that complies with legislation and the BCMB's standards for operations.

The BCMB's by-laws and policies, as well as information on beverage container recycling programs can be found at <http://www.bcmb.ab.ca/home/>

Exhibit III-1

BCMB goals for the beverage container management system



IV

Operating Principles

In delivering its mandate and objectives, the BCMB adheres to five principles that guide its policies, operations and relations with stakeholders:

1. **Environmental Protection** – The BCMB is committed to the protection of the environment by removing beverage containers from the waste stream and by requiring that beverage container recycling and reuse activities have a minimal impact on the environment.
2. **Public Service** – The BCMB recognizes its obligation to serve the public interest by applying its expertise and knowledge in beverage container recycling and reuse and in business management to the enhancement of the environment.
3. **Accountability** – The BCMB is accountable to the Ministry, beverage container management system stakeholders, beverage consumers and Albertans. As a result, the BCMB is committed to processes that are transparent and fair.
4. **Excellence in Customer Service** – The BCMB is committed to service standards for system customers that will encourage participation in container recycling and reuse, while recognizing the need for a cost effective beverage container management system.
5. **Innovation** – The BCMB encourages innovation in all aspects of beverage container use and recycling.

V

Today's Environment for Beverage Container Recycling

A. Contributing to a Sustainable Environment

One foundation for beverage container recycling and reuse is the public's increasing awareness of the natural environment and their impact on it as consumers. This is reflected in public concern over waste and litter management. Issues such as climate change and energy conservation are also raising environmental awareness and inspiring activity and attention on the importance of reuse and recycling of containers. As a consequence, there are increasing expectations on government, the beverage industry and others for the responsible use and recycling of the resources used in beverage container manufacturing.

Meeting these increasing expectations can be partly framed in terms of the extent that beverage container recycling is understood and practiced by Albertans. This is commonly captured by the container return rate and the extent of recycling and reuse that occurs. In today's environment, there are challenges and opportunities associated with increasing return rates. These include:

- increasing the extent to which beverage containers are recycled by (i) industrial, commercial and institutional organizations, and (ii) consumers in multi-family residential developments; and
- maintaining awareness of the importance of and approach to beverage container recycling in Alberta – particularly in view of the Province's growth and the number of new Albertans.

Alberta and the BCMB are committed to the objective of environmental protection through beverage container recycling. To this end, the Government of Alberta has set the goal of achieving an overall 85 percent return rate for beverage containers. This is an overriding priority for the BCMB and achieving it will go a long way towards ensuring that the use of beverage containers and the associated recycling activities have a minimal impact on the environment.

The strategic directions and activities identified in the BCMB's 2014 – 2016 Business Plan have been developed with the primary goal of achieving the targeted 85 percent beverage container return rate.

B. Enhancing the BCMB's Core Responsibilities

The BCMB has established the core competencies required to administer the beverage container management system – registering containers and manufacturers; permitting and monitoring depots;

setting handling commissions; and overseeing aspects of the relations between manufacturers, depots, the CSA and the CSP. While competencies and the task of achieving the targeted 85 percent return rate for containers are important, the BCMB must also refine its governance such that it enables and supports continued improvement and a beverage container collection system that is innovative, accessible and cost effective for Albertans.

In 2008, the Government of Alberta completed its review of the BCRR and provided the BCMB with the renewed authority to fulfill its mission. Today, as in coming years, it's important for the organization to work with the CSA, CSP and depots to review, clarify and improve on their respective roles and accountabilities. There is an increased expectation of leadership from the BCMB and in this regard the BCMB must focus on:

- delivering on all process responsibilities, particularly processes involving compaction, collection and auditing of beverage containers, handling commissions, joint communications and compliance;
- leveraging partnerships to enhance its capability in exercising its mandate; and
- Quality outcomes that are supported by performance measurement.

The BCMB's 2014 – 2016 Business Plan contains the strategic priorities that will ensure continued delivery of core functions, improved governance and leadership, and an effective partnership between depots and manufacturers.

C. Expanding and Strengthening the Beverage Container Recycling System

Alberta is well known as a leader in Canada's beverage container recycling industry. Many bottle depots are using leading-edge technology and automation as the industry strives to offer its customers the most efficient and effective return process possible.

The BCMB is nearing its goal of an 85 percent return rate in Alberta, the highest in Canada, though growing beverage sales make that goal more challenging to reach. The BCMB continues to work with industry to improve the return rate as we reach an annual record of two billion containers returned to depots for recycling.

This type of growth makes it imperative that the BCMB, depots, the CSA, the CSPs and industry stakeholders work together to expand and strengthen the beverage container recycling system. A number of related initiatives are being considered or are underway.

- Efforts are being concentrated on opening more depots in Calgary.

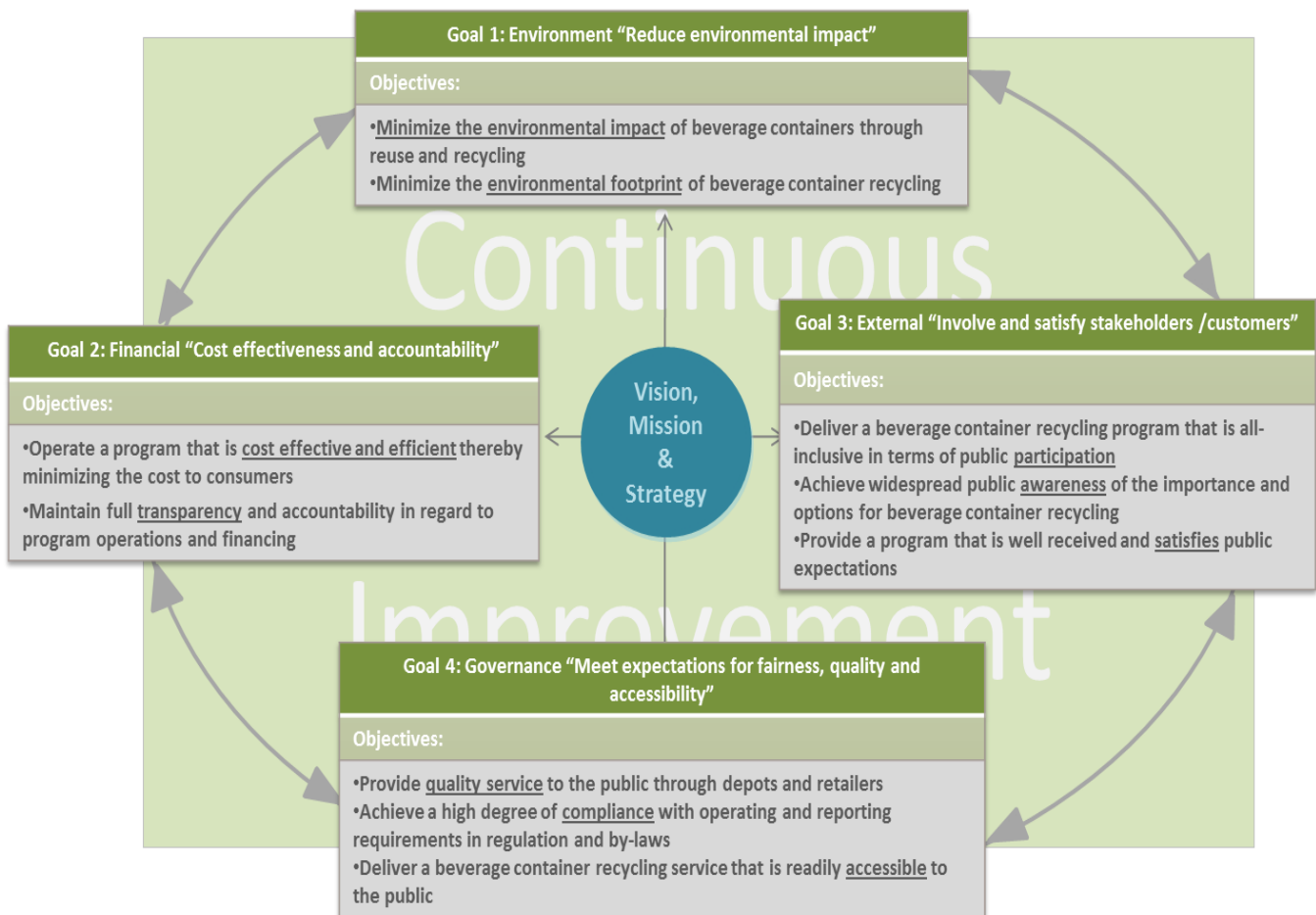
- Innovations such as swipe-card technology are being explored to allow the public to return beverage containers to depots 24/7 and 365 days a year, particularly in densely populated metro areas.
- Audits on metro Material Recovery Facilities (MRFs) are being considered to determine their impact on the beverage container recycling industry.
- Consideration is being given to 'in-person' surveys instead of telephone surveys to measure the public's experiences at depots and to determine why they do/do not recycle.
- Industry is looking at how to provide post-secondary students with opportunities to recycle beverage containers and recover their deposit as they often do not have easy access to a bottle depot.
- Industry is working on enhancing its relationship with municipalities.

VI

2014 – 2016 BCMB Goals, Objectives and Strategies

Exhibit VI-1 summarizes the BCMB's goals and objectives over the next three-year planning period.

Exhibit VI-1 BCMB 2014 – 2016 Goals and Objectives



In order to progress towards its goals, the BCMB has identified and committed to strategies aimed at improving program delivery and outcomes.

Goal 1

REDUCE ENVIRONMENTAL IMPACT

The BCMB recognizes the overriding importance of protecting and enhancing Alberta's environment through minimizing the number of beverage containers discarded as litter, diverting beverage containers from the waste stream and enabling the reuse of containers and use of recycled container materials – all in a manner that is environmentally responsible. Board members and stakeholders together strive to attain the Government of Alberta's goal of an 85 percent container return rate through the beverage container recycling system. This is the most fundamental measure of the program's achievements and is driving many of the Board's actions over the next three years.

In 2013, the Board investigated and addressed many of the specific issues and barriers affecting the beverage container return rate. Concerted efforts were made to:

- improve our understanding of the source of the remaining beverage container waste in landfills.
 - Two generator based waste audits were contracted by the BCMB in 2012. They revealed that the Industrial, Commercial, Institutional and Multi-family (ICI&M) sectors were the highest contributors to beverage container waste in the landfills. A second generator based waste audit was conducted to attempt to identify areas in the ICI sector in particular that were low-performing. A communications plan was developed to reach these sectors and improve their recycling activities.
 - Preparations and planning for a shopping mall/food court waste audit also occurred. The audits occurred at two large malls in Edmonton and evaluated the consumer's preference for location and type of recycling bin, as well as the collection, sorting and recycling processes used in these malls. The goal is to develop information that supports recycling by consumers and businesses and that identifies preferred infrastructure and collection methods. A report on the findings will be available in the winter of 2013-14.
- conduct research into the ICI&M sectors to obtain a clear understanding of who is included in these sectors and to identify their barriers to recycling. The Joint Marketing Committee (JMC), with participating members from ABCRC, ABDA and the BCMB, supported ABCRC in developing a comprehensive on-line Resource Room. The site, www.lovetorecycle.ca, was launched in August 2013. It matches Albertans who want to start or improve a recycling program with the resources they need. Content includes a searchable list of bin vendors/styles and a similar list of "hauling" services provided by charities and professional haulers, including depot operators. The site provides other interesting content including an Environmental Impact Calculator that converts the number of beverage containers collected into greenhouse gas (GHG) savings and weight diverted from landfills.
- build and strengthen relationships with the CSA, using its resources and experience in container

recycling operations, communications and awareness. Some BCMB supported initiatives include:

- Educational Science Grants to encourage ingenuity in beverage container recycling or reuse on the part of Alberta's youth;
 - the Recycling Infrastructure Program (RIP) which funds and supports depots as they place new beverage container recycling infrastructure in their communities; and
 - the Community Champions Program which supports the distribution of specialized (indoor and outdoor) recycling bins to Community Champions Partners (CCP). The bins are strategically placed in order to provide more accessible and convenient out-of-home recycling opportunities. This program connects businesses, non-profit and charitable organizations, and municipalities with their local depots. It provides important financial and social benefits to communities, with an ultimate goal of diverting beverage containers from landfills.
- work with the CSA, CSPs and depots in the analysis of the existing return rates in order to identify specific strengths and weaknesses in beverage container recycling programs.
 - provide continued support to the Alberta Bottle Depot Association (ABDA) in an effort to set-up point of return (POR) software in Alberta depots. The software provides an automated count of containers that can be viewed by the consumer on a monitor. POR systems increase consumer confidence in the accuracy of the refund provided by a depot and streamline financial processes.
 - continue to evaluate depot inspection process and evaluation criteria. The BCMB has worked with the ABDA to develop a "permit matrix tool" that provides consistent depot evaluation criteria needed in permit renewal discussions. Depot operators receive one to five year permits, depending on their performance over the length of their previous permit. The permit matrix tool, inspection forms and other information are available to depot operators on the BCMB website.
 - capitalize on the Board's benchmarking and analysis of leading practices in beverage container recycling, including the release of a Depot Health and Safety Best Practices Manual and enhanced emergency protocol communication methods for the depot network.
 - produce external signs for each depot. The sign features the ABDA trademarked logo "DEPOT *it's worth it*". The signs must be posted in plain view on the outside of each depot by April 2014. Compliance Officers are currently working with depot operators to have the signs delivered and posted appropriately. Maintenance and posting of the sign will be included in the depot inspection process and scoring system as of April 2014.
 - use the *Beverage Container Recycling Innovation Fund* to leverage investments by the beverage industry and depots that can lead to improved container returns or system cost efficiencies.

Goal 1 **Strategies, performance measures and targets**

Over the next three years, the Beverage Container Management Board will:

A. Improve return rates. The BCMB will continue to develop and implement partnerships, recycling campaigns and technologies that will increase the proportion of beverage containers returned to depots. Examples of initiatives include:

- research into best practices and the infrastructure needed to increase beverage container recycling at multi-unit family housing complexes. Partnering with the Canadian Home Builders Association, BCMB Administration will develop a pilot project that incorporates recycling facilities in a multi-family housing unit. The project would be piloted over a two year period with the goal of developing (i) a “best practices” manual that may contribute to standards for recycling facilities in future builds, and (ii) information on where to access recycling infrastructure.
- beverage container recycling programs and initiatives such as the Recycling Infrastructure Program, Community Champions Program, Every Empty Counts (container recycling in schools), brochures and guides for the public, depot promotional materials/handouts, educational exhibits (Telus World of Science), and industry presence at events (Go Green Team) and conferences throughout Alberta.
- continued work by two industry committees⁴ on best operating practices as well as on communications and marketing campaigns that can better reach and inform the public about the recycling and reuse of beverage containers.

B. Increase depot responsibility and accountability for recycling. This year the BCMB will focus on the responsibility and accountability of depots by developing web-based software to streamline the depot inspection process. Compliance Officers will be able to enter compliance results while the inspection is occurring. They will also be able to access all information pertaining to a specific depot while in the field and email depot operators immediately with the results of the inspection process, past audits and permit information. This will enhance access to information for both the depot operator and Compliance Officers, and will result in more meaningful communication regarding depot and BCMB expectations and responsibilities.

C. Develop a consistent, high quality beverage container recycling brand. The BCMB will continue to work with industry stakeholders to introduce common signage that features the depot logo in all depots, at events, on infrastructure such as bins and trailers, and within publications.

⁴ The Return Rate Committee and Joint Marketing Committee both involve representatives of the BCMB, Alberta Beverage Container Recycling Corporation (ABCRC) and Alberta Bottle Depot Association (ABDA).

D. Total Recycling Benefits. In partnership with the Alberta Recycling Management Authority (ARMA) and Alberta Used Oil Management Association (AUOMA), the BCMB will seek to develop a return rate study that is national in scope. The study will compare Canadian recycled product return rates to those in Alberta.

E. Waste Characterization Audits. Coordinating and initiating waste audits that identify the source, type and quantity of beverage containers reaching landfills or being recycled through alternative methods (not being processed through depots).

- Joint Delegated Administrative Authority waste audits -the BCMB will partner with ARMA and AUOMA to conduct further Alberta waste audits that will focus on multi-family, industrial, commercial and institutional waste streams and provide knowledge that supports targeted beverage container recycling initiatives.
- Glass container audits at Material Recovery Facilities (MRFs) - glass containers recycled in blue box or blue bag programs that are processed by MRFs are currently not returned to depots due to the breakage in transportation and inability to sort beverage from other glass containers. Determining the quantity of glass beverage containers that are recycled but not returned to depots for a refund will help the industry better understand the recycling habits of Albertans, the quantity of containers processed by MRFs and the Alberta beverage container recycling return rate. This will assist in focusing industry initiatives, developing communications plans with municipalities and reporting on the Alberta return rate.

GOAL 1 - REDUCE ENVIRONMENTAL IMPACT

Performance Measurers and Objectives ⁵	2012 % of total # of containers returned to depots (1.94 billion)	Actual 2012	Target 2013	Estimate 2013	Target 2014	Target 2015	Target 2016
Objective: Environmental Impact							
Overall return rate	100% ⁶	82.4%	84.0%	83.1%	83.7%	84.4%	85.0%
Return rate by container type:							
Aluminum	46.3%	87.7%	88.5%	88.7%	89.2%	89.6%	90.0%
Bi-metal	0.3%	78.8%	88.7%	82.9%	83.6%	84.3%	85.0%
Glass	8.7%	90.5%	93.2%	89.9%	90.6%	91.3%	92.0%
Glass (Refillable)	6.7%	92.8%	95.0%	93.4%	93.3%	93.1%	93.0%
Other Plastics	29.2%	76.3%	78.9%	77.1%	78.1%	79.1%	80.2%
Polycoat	8.8%	67.1%	72.0%	69.1%	70.8%	72.5%	74.2%
Objective: Program Environmental Footprint							
Environmental Benefits resulting from recycling activities					TBD	TBD	TBD

Goal 2

COST EFFECTIVENESS AND ACCOUNTABILITY

The BCMB recognizes that it must operate cost effectively and efficiently in order to minimize program costs to consumers. This requires that the costs of collection be reduced through innovations that involve (i) the simplification of collection processes (e.g. less handling, fewer sorts and compaction) and (ii) the use of technology that may be new to the depots or to the CSA.

In 2013, the Board investigated and addressed some of the specific issues and opportunities related to improvements in cost effectiveness and efficiency by:

- benchmarking leading practices in beverage container recycling as a source of options for improving cost effectiveness, including initial discussions into redevelopment of industry auditing processes;

⁵ The 2013 estimates and 2014-16 targets are based on data available at the time of printing. Target rates consider the Board's direction for the system and provide a reasonable forecast of recoveries by container type.

⁶ Reflects the total number of containers (1.94 billion containers) returned and the breakdown of containers by type

- coordinating the negotiation of compaction processes;
- entering Phase II of the pilot project for the use of counting and sorting technologies with depots and with the CSA to better understand potential benefits or considerations for the industry;
- continuing to work with industry partners to discuss and develop an industry Quality Monitoring System that will be used by the BCMB, the CSA and the depot network to monitor, track, report and enhance current system processes and services;
- conducting an annual Depot Satisfaction Survey to identify the depot operators' overall experience and satisfaction with the CSA; and
- leading discussions and negotiations on the development of the CSA By-law.

Goal 2 ***Strategies, performance measures and targets***

Over the next business planning period, the Beverage Container Management Board will:

A. Improve container collection system process efficiency. In consultation with the ABCRC and the ABDA, the BCMB will move forward with research to define best practices, policies and audit processes for beverage containers shipped to the ABCRC by depots. Specific attention will also be paid to defining new methods to audit compacted containers.

B. Explore efficiencies through capital intensive technologies. Promising technologies can enhance consumer convenience, improve container return rates and reduce costs. Examples of those currently being considered include:

- **Swipe Card Technology / Quick Drop Services** - an industry initiative to pilot alternative collection methods using a "quick-drop service" approach and swipe card technology. The pilot project will engage current depot operators in the development of a business plan for providing consumers with the opportunity to drop off containers at alternative sites and use a swipe card to identify themselves and receive their refund.

The quick drop alternative site would have limited staffing and ideally extend depot hours of operation. It would be located in high-density or convenient-to-access locations. Consumers would be paid through a web-based program that is operated by the depot operator. Collection and counting of the containers will be the responsibility of the depot operator. The goal of the pilot is to provide high quality service and increased accessibility to the consumer, while expanding the depot operators' business and connection to the community.

- **Automated container counting and sorting equipment** – equipment provided by Anker Anderson and installed in two Alberta depots will be assessed for an additional year. Additional information is required to complete the evaluation of the equipment and to determine servicing needs.

- Compaction - continued coordination of an initiative to promote the use of compaction technologies and determine the appropriate handling fees associated with compaction of beverage containers.

C. Actively monitor program effectiveness. The BCMB will continue to enhance the effectiveness of the ABCRC in its capacity as a key agent in delivering beverage container recycling program. To this end, the development of a Collection System Agent By-law and Collection System Agent Operating Agreement will continue. The implementation of the By-law and Agreement will help define the content of the ABCRC's current annual Operating Plan, Service Agreement between the ABCRC and ABDA, and evaluation and reporting criteria applied to the CSA.

The BCMB will continue to conduct the annual Depot Satisfaction Survey. The survey is completed by depot operators to evaluate their experience with the performance and effectiveness of the ABCRC.

D. Beverage Container Innovation Fund. The BCMB will continue its mandate of exploring and introducing innovative methodology to enhance the efficiency and effectiveness of beverage container recycling. The BCMB is also looking within its own operations to increase efficiencies and decrease its environmental footprint.

E. Operational Review Program. Together with the ABCRC and ABDA, the BCMB will develop an Industry Quality Monitoring Program aimed at improving the overall accuracy, process and communications within the beverage container management system. Once developed, the system will be used to communicate within the industry; access required services; address complaints; track, report and evaluate outcome measures; and enhance performance standards.

The BCMB will develop a case management system to record and manage depot files including advanced reporting and statistically sound data collection methods. The web-based inspection reports and Quality Monitoring System will link directly to the case management system.

GOAL 2 - COST EFFECTIVENESS AND ACCOUNTABILITY ⁷						
Performance Measures and Objectives	Actual 2012	Target 2013	Estimate 2013	Target 2014	Target 2015	Target 2016
Objective: Cost Effectiveness and Efficiency⁸						
Net system cost in dollars per unit recovered	0.0193	0.0242	0.0211	0.0232	0.0249	0.0268
Net cost in dollars by container type: ⁹						
Aluminum	0.0049	0.0070	0.0070	0.0075	0.0083	0.0094
Bi-Metal	0.0515	0.0669	0.0447	0.0467	0.0537	0.0606
Glass	0.0698	0.0752	0.0709	0.0718	0.0736	0.0757
Plastics	0.0266	0.0320	0.0304	0.0323	0.0337	0.0349
Polycoat	0.0202	0.0247	0.0207	0.0246	0.0305	0.0380
Achievement of BCMB budget objective	Budget met	Budget met	Budget met	Budget met	Budget met	Budget met
Objective: Transparency						
System financial reporting requirements met (CSA, depot annual and financial reports)	Complete	Complete	Complete	Complete	Complete	Complete
BCMB financial reporting requirements met (quarterly/annual report, business plan)	Complete	Complete	Complete	Complete	Complete	Complete

⁷ The 2012 actual and 2013 estimate are based on the ABCRC's 2012 Annual Report and their current forecast of costs and revenues for 2013. The 2014 through 2016 target costs are based on the ABCRC 2013 forecast adjusted to reflect the Board's target return rates. Other variables (inflation, commodity prices, exchange rates, etc.) are assumed to remain constant.

⁸ Actual costs will be sensitive to changes in key assumptions. These need to be considered when reading or using the targets:

- Financial inputs (costs and revenue) may change with inflation or deflation;
- A change in the return rate of any material stream can impact the available revenue;
- Commodity prices reflect global markets and are affected by a wide range of variables;
- The commodity prices for Aluminum, PET, Tetra and Gable Top containers are all paid in US dollars and are sensitive to exchange rates which can change significantly on a daily basis.

⁹ The costs associated with the collection of refillable glass beer bottles are fully incorporated into the consumer cost of the product. BDL, which is responsible for the collection of these refillable glass bottles, also distributes full cases of beer as part of its operations. This business model means that operational costs are not solely attributable to either distribution or collection.

Goal 3**PROVIDE GOVERNANCE THAT MEETS EXPECTATIONS FOR FAIRNESS, QUALITY AND ACCESSIBILITY**

Consumers are more likely to use recycling facilities that are convenient to access, clean and efficient. They also want to be confident of the accuracy of their refund and the system integrity. Assurances in this regard are, in part, an outcome of the BCMB's core responsibilities as laid out in the Beverage Container Recycling Regulation and in the corresponding By-laws and Policies. In this respect the Board has solid processes and competent staff in place to govern, manage and/or take action in:

- registering containers as well as retailer, distributor and manufacturer compliance with the regulation;
- setting criteria for new beverage container depots and depot operating standards;
- establishing new depots and monitoring depot operations for their compliance, effectiveness and service quality;
- monitoring the operations of the CSA appointed by manufacturers;
- establishing the process for setting handling commissions; and
- reviewing operating and financial risks.

In 2013 the BCMB responded to a review of key operating and financial risks by:

- continuing to test servers, system back-ups and by improving internal computer and communication systems;
- assessing human resource policies and compensation;
- working towards developing a CSA Continuity Plan and an industry emergency communications plan;
- redeveloping the Mystery Shopper Program and negotiating with the ABDA regarding acceptable variance on Mystery Shopper audits;
- reviewing and redesigning the beverage container registration database. The database is being streamlined to allow for quick and accurate searches for containers and will be available to depots and the public via the BCMB web site;
- forming two sub-committees to develop the Beverage Container Registration By-law, the Beverage Container Depot Application By-law and the Beverage Container Depot Operation and Administration By-law;
- working with the City of Calgary to address the difficulties for depot operators in obtaining zoning for depots and by communicating and presenting to municipalities on the availability of infrastructure and the opportunity to partner with local depots to achieve recycling goals; and

- initiating the 2014 Handling Commission Review (HCR) process (approved at April 9, 2013 Board meeting). The HCR provides opportunity for interested parties to discuss and negotiate handling commissions within the industry. The process has been streamlined by legal counsel and the Handling Commission Review Task Force. Numerous policies and procedures have been updated and amended to assist parties during this process. It is anticipated that the new handling commissions will be brought before the BCMB Board of Directors at the April 2014 board meeting.

Goal 3

Strategies, performance measures and targets

Over the planning period, the Beverage Container Management Board will:

- A. Evaluate and improve the Handling Commission Review process.** The 2014 Handling Commission Review commenced in April 2013. The process is led by BCMB legal counsel and includes all identified interested parties and the Data Collection Agent (DCA). It is anticipated that the new handling commissions will be brought before the BCMB Board of Directors at the April 2014 board meeting.
- B. Improve depot acceptance by municipalities.** Depots attempting to relocate or new depots attempting to secure zoning in metropolitan areas often experience difficulties in obtaining zoning permits. In 2014, the BCMB will roll-out a new communications plan to help educate municipalities on the status and sophistication of the depot network and the importance of locating depots in areas accessible to the public.
- C. Ensure that depot standards promote efficiency and effectiveness.** Through annual regional meetings hosted by the BCMB, the industry has an opportunity to encourage best practices; roll-out new pilots or programs; provide updates, educational and training opportunities; introduce staff and network within the industry; tour depot facilities; and view technology in operation. Regional meetings also provide an opportunity for communications, public events and a survey of the depot network on their satisfaction and areas for improvement.
- D. Improve container registration process.** The beverage container registration database and process of registering containers will continue to be assessed and apparent weaknesses addressed. In partnership with the ABDA, ABCRC and Alberta Gaming and Liquor Commission (AGLC), the BCMB will continue to develop a beverage container registration database that will be accessible to the public via the BCMB website. The database will streamline searching for products and allow depot operators to confirm that products are registered with the BCMB prior to accepting the product at their depot. Some areas of improvement include the clarity of container registration guidelines, the ease of finding specific containers within the database and the use of technology that is accessible on all devices, including mobile phones.

E. Improve the assessment of the BCMB and system-wide risks. The BCMB will continue to define risks and develop action plans to mitigate these risks. Beginning in 2014, the BCMB will undertake the hiring of an independent, third party consultant to complete a Root Cause Analysis (RCA) of threats to the beverage container recycling industry in Alberta. RCA solves problems by attempting to identify and correct the root causes of events, as opposed to simply addressing their symptoms. By focusing correction on root causes, problem recurrence can be prevented. This in-depth review will include depot operations, permits and collection of containers; CSA operations, reporting, security requirements and auditing processes; and BCMB By-laws, policies and procedures.

GOAL 3 - PROVIDE GOVERNANCE THAT MEETS EXPECTATIONS FOR FAIRNESS, QUALITY & ACCESSIBILITY						
Performance Measures and Objectives	Actual 2012	Target 2013	Estimate 2013	Target 2014	Target 2015	Target 2016
Objective: Quality of Service						
Progress on business plan goals and targets	Goals Achieved	Goals Achieved	Goals Achieved	Goals Achieved	Goals Achieved	Goals Achieved
Number of consumer depot service complaints	110	<250	129	<150	<150	<150
Average number of inspections per depot	1.5	2	2	2	2	2
Number of retail locations inspected	111	150	137 ¹⁰	150	175	200
Number of Mystery Shopper Audits	163 ¹¹	350	382	400	400	400
Objective: Compliance						
Compliance Rating (% of depots scoring >80% on depot inspections)	68% ¹²	90% of depots to score 80% or higher	66%	70% of depots to score 80% or higher	75% of depots to score 80% or higher	80% of depots to score 80% or higher
Compliance Rating (from retail inspections, % of retail locations inspected that meet requirements) ¹³	n/a	60%	50%	60%	70%	80%
Compliance Rating (from CSA) ¹⁴	n/a	n/a	n/a	TBD	TBD	TBD
Compliance Rating (BCMB regulatory requirements)	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant
Objective: Accessibility of Service						
Average travel time to a depot (from consumer survey)	51%<10min 34%=11-20 min.	50%<10min 35%=11-20 min.	48%<10min 34%=11-20 min. ¹⁵	50%<10min 35%=11-20 min.	50%<10min 35%=11-20 min.	50%<10min 35%=11-20 min.
Number of Depots in Alberta ¹⁶	212	218	218	222	224	226
Number of bins outside depots ¹⁷						
(i) Community Champions (# bins)	22,996	23,000	18,000	21,000	21,000	21,000
(ii) Recycling Infrastructure Partnership (# bins)	37,563	37,000	22,342	30,000	30,000	30,000

¹⁰ Retail inspections have been focused on educating retailers on the deposit advertising policy.

¹¹ Total number of Mystery Shopper Audits are down for 2012 as the summer Recycling Council of Alberta (RCA) program was discontinued. The Mystery Shopper Program is currently being redeveloped to ensure accuracy and to introduce a year-round program through the RCA.

¹² A new depot inspection form was developed in 2012 which better reflects a depot's overall performance compared to older versions of the inspection form. The statistic represents inspections conducted on 205 depots or 85% of the depot network.

¹³ From January 1, 2013 to October 1, 2013, Compliance staff completed 119 retail inspections. Targeting of 'problem' retail locations will result in lower compliance achievement initially, with improvements expected in 2015 and 2016.

¹⁴ Currently under development. Development of statistic to occur within the parameters of the CSA By-law and Operating documents.

¹⁵ 48% of people surveyed in 2013 who visited a depot in the last six months said it takes them less than 10 minutes to get to a depot and 34% of people interviewed said it takes between 11 and 20 minutes.

¹⁶ Includes only universal depots. There are currently 21 Class D permits and one satellite depot in Magrath.

¹⁷ Formerly collected as a rolling number. Estimated 2013 number includes only bins distributed in 2013. Bins provided to community in previous years cannot be confirmed as still accessible to the public.

Goal 4**INVOLVE, INFORM AND SATISFY STAKEHOLDERS/
CUSTOMERS**

The BCMB recognizes that in order for it to be successful, beverage container recycling must be widely accepted and operated to a standard that satisfies Albertans. Accountability to the Ministry, the public and stakeholders is also paramount and requires clear measurement of progress and achievements, and transparent and thorough reporting. In this regard, the Board plans to place continued emphasis on the quality of its business plans and annual reports, and on its dialogue with Albertans. In 2013 the BCMB:

- coordinated and monitored beverage container industry public awareness events such as depot grand openings, marketing and branding programs (e.g. trailer and bin wraps, and distribution of beverage container recycling posters);
- commissioned the Ipsos Reid Annual Public Survey regarding beverage container recycling performance and experience within Alberta depots;
- introduced a Depot Exit Interview Survey. The survey was conducted at 29 depots in Edmonton and Calgary. Nearly 800 people were interviewed regarding their experience at, accessibility to and suggested improvements for their depot. The survey will be conducted every second year to benchmark successes and areas for improvement within the depot system;
- redeveloped its web site to enhance user experience, and provide up-to-date and required information for manufacturers, depot operators, stakeholders and the public. Other enhancements include: a postal code map to assist with searching for a depot, an events calendar, news feeds and access to a password protected web site for the BCMB Board of Directors. When completed, the beverage container registration database will be accessible via the BCMB web site; and
- completed its Balance Scorecard.

Goal 4***Strategies, performance measures and targets***

Over the planning period, the Beverage Container Management Board will:

- A. Seek public assessments of performance and continue improvement of performance reporting.** The BCMB will complete the annual public survey of beverage container recycling performance. The results from this survey are used as annual benchmarks for the BCMB and industry performance. Occurring every second year, the Depot Exit Interview Survey will be conducted at Alberta depots to assess the public's perception of the "depot experience" with a goal of enhancing customer service, communications and accessibility of

service for the public. In addition, the BCMB will embark on surveying Albertans who purchase beverage containers but do not recycle them. Information from the survey will be used to assist the industry in quantifying barriers for current non-recyclers and to increase programming and innovation to better reach those Albertans.

The BCMB will continue to prepare and enhance the Annual Report, Three-Year Business Plan and communications materials, such as public brochures and the web site. The web site will be used to communicate with industry (announcements, emergency protocol, suspicious containers, etc.) and to provide manufactures and depots with access to items related to their business, such as forms, new policies and by-laws, and a calendar of industry events.

GOAL 4 - INVOLVE, INFORM & SATISFY STAKEHOLDERS/CUSTOMERS						
Performance Measures and Objectives	Actual 2012	Target 2013	Estimate 2013	Target 2014	Target 2015	Target 2016
Objective: Public participation						
Participation rate	92%	91%	91% ¹⁸	94%	94%	94%
Number of school and special programs	445	450	944 ¹⁹	450	450	450
Objective: Public awareness						
Individuals aware of program	97%	97%	98% ²⁰	97%	97%	97%
Number of public awareness events held ²¹	212	200	150	200	200	200
Dollars spent on awareness activities ²²	0.85 million	0.85 million	0.85 million	0.85 million	0.85 million	0.85 million
Objective: Public satisfaction						
Overall public satisfaction rating ²³						
Overall	73%	79%	81%	83%	85%	85%
Convenience	79%	83%	82%	84%	85%	85%
Pleasantness	67%	76%	80%	82%	85%	85%
Objective: Stakeholder satisfaction²⁴						
Depots (overall satisfaction with CSA) ²⁵	93% moderately to highly satisfied	94% moderately to extremely satisfied	94% moderately to extremely satisfied	94% moderately to extremely satisfied	95% moderately to extremely satisfied	95% moderately to extremely satisfied
Depots (overall satisfaction with BCMB) ²⁶	n/a	n/a	TBD	TBD	TBD	TBD
Industry	n/a	n/a	TBD	TBD	TBD	TBD

¹⁸ 91% of Albertans returned beverage containers to a bottle depot, as reported in the 2013 Ipsos Reid Survey.

¹⁹ Includes the number of schools and partners involved in ABCRC's Every Empty Counts and Community Champions Program and does not include individual depot events.

²⁰ A maximum of 98% of survey respondents report that they have recycled beverage containers in the past six months.

²¹ Includes only ABCRC Go Green Team events, not individual depot events.

²² Includes ABCRC and BCMB expenditures on awareness and related programs.

²³ As reported in the 2013 Ipsos Reid Public Survey.

²⁴ The BCMB will be monitoring stakeholder satisfaction utilizing surveys and outcome measures.

²⁵ 2013 Depot Satisfaction Survey Results: percentage of respondents that score satisfaction as a 4, 5, 6, or 7 on a scale of 1 to 7.

²⁶ To be included in the depot satisfaction survey at the 2014 Regional Meetings.

VII

Financial Plan

A. Description and Status of Revenue Sources

The expected 2014 to 2016 (three year) operating revenue for the BCMB is summarized in Exhibit VII-1. The BCMB receives its operating revenue from four sources:

- **Container Fees.** A fee (surcharge) is collected on each container returned. As of January 1, 2014 the fee will be \$0.0011 per container. Estimated 2014 container fee revenue will be approximately \$2.3 million.
- **Depot Fees.** These include both permitting fees and levies for non-compliance. It is expected that annual BCMB revenue from these sources will continue to total \$60,000.
- **Product registration fees.** A \$5.00 fee is charged for each registered container and based on the numbers of registered containers it is expected that the BCMB's annual total revenue from these sources will continue to be \$40,000.
- **Interest and other.** This consists primarily of interest on the operating bank balance. It is expected that the 'interest and other' revenue will be \$25,750 in 2014 and decline modestly as bank balances are reduced in 2015 and 2016.

Exhibit VII-1 BCMB revenue projections

	2013 Forecast	2014	2015	2016
Container fees	\$2,263,068	\$2,320,776	\$2,379,956	\$2,440,645
Depot fees	70,650	60,000	60,000	60,000
Product registration fees	42,296	40,000	40,000	40,000
Interest and other	40,852	25,750	20,750	18,750
Total Revenue	\$2,416,866	\$2,446,526	\$2,500,706	\$2,559,395

B. Program delivery and administrative expenditures

Expenses are incurred by the BCMB as it delivers programs and pursues its mandate and objectives. The estimated annual expenditures for 2014 through 2016 are provided in Exhibit VII-2 and Exhibit VII-3.

Exhibit VII-2 2014 – 2016 planned expenditures

	2013 Forecast	2014	2015	2016
Administrative and Management Expenses				
Payroll	\$909,023	\$1,047,831	\$1,079,266	\$1,111,644
Staff training	25,687	30,000	30,000	30,000
Board Directors' honoraria and expense	208,261	230,000	230,000	230,000
Professional Fees	507,428	364,500	341,000	341,500
Advertising	84,703	110,000	110,000	110,000
Travel	81,350	94,000	94,000	94,000
Office	176,432	199,000	205,000	211,000
HR Review	-	20,000	-	20,000
Insurance and licenses	16,559	17,000	18,000	19,000
Miscellaneous	6,103	5,000	5,000	5,000
Depreciation	35,166	36,000	36,000	36,000
Mystery Shopper	74,633	100,000	100,000	100,000
Depot Information System	11,310	20,000	36,000	36,000
Total Administrative and Management	\$2,136,655	\$2,273,331	\$2,284,266	\$2,344,144
Project Expenses				
Reduced Environmental Impact	151,925	270,000	270,000	260,000
Cost Effectiveness and Accountability	80,356	325,000	275,000	235,000
Governance that Meets Expectations for Fairness, Quality and Accessibility	108,227	685,000	245,000	195,000
Involve, Inform and Satisfy Stakeholders	66,656	50,000	50,000	20,000
Total Project	407,164	1,330,000	840,000	710,000
Excess (Deficit) Revenue over Expenditures	(126,953)	(1,156,805)	(623,560)	(494,749)
Net Assets	\$4,050,472	\$2,893,667	\$2,270,107	\$1,775,358
Net Asset Target				
Restricted for: Wind-up Costs	1,096,372	1,096,372	1,096,372	1,096,372
Unrestricted for: Operating Reserve	275,000	275,000	275,000	275,000
Net Asset Target	\$1,371,372	\$1,371,372	\$1,371,372	\$1,371,372
Net Assets Excess versus Target	\$2,679,100	\$1,522,295	\$898,735	\$403,986

Exhibit VII-3 2014 – 2016 Planned Project Expenditure Detail

BCMB Goals	2013 Forecast	2014	2015	2016
Goal 1 – Reduced Environmental Impact				
a. Improve return rates “away from home”	\$ 15,000	\$ 45,000	\$ 50,000	\$ 50,000
b. Increase depot responsibility and accountability for recycling	-	25,000	20,000	10,000
c. Develop a consistent high quality beverage container recycling brand	18,525	25,000	25,000	25,000
d. Total Recycling Benefits	-	25,000	25,000	25,000
e. Waste Characterization Audits	118,400	150,000	150,000	150,000
Total Goal 1	151,925	270,000	270,000	260,000
Goal 2 – Cost Effectiveness and Accountability				
a. Improve container collection system process efficiency	-	25,000	25,000	25,000
b. Explore efficiencies through capital intensive technologies	-	100,000	100,000	100,000
c. Actively monitor program effectiveness	-	-	-	-
d. Implement computer technologies that improve efficiency and financial controls	27,932	-	-	-
e. Beverage Container Innovation Fund	-	100,000	100,000	100,000
f. Operational Review Program	52,424	100,000	50,000	10,000
Total Goal 2	80,356	325,000	275,000	235,000
Goal 3 – Governance that Meets Expectations for Fairness, Quality and Accessibility				
a. Evaluate and Improve the Handling Commission review process	89,363	400,000	50,000	-
b. Improve depot acceptance by municipalities	-	20,000	20,000	20,000
c. Ensure that depot standards promote efficiency and effectiveness	10,864	15,000	15,000	15,000
d. Improve container registration process	8,000	100,000	10,000	10,000
e. Improve the assessment of BCMB and system-wide risks	-	150,000	150,000	150,000
Total Goal 3	108,227	685,000	245,000	195,000
Goal 4 – Involve, Inform and Satisfy Stakeholders				
a. Seek public assessment of performance and continue improvement of performance reporting	26,163	50,000	50,000	20,000
b. Review and enhance transparency	40,493	-	-	-
Total Goal 4	66,656	50,000	50,000	20,000
Total Projects	\$ 407,164	\$ 1,330,000	\$ 840,000	\$ 710,000

The Board intends to retain net assets at a level adequate to cover: (i) \$1,096,372 in potential wind-up costs and (ii) \$275,000 in an operating reserve.

C. Fiscal responsibility and efficiency

All BCMB expenses not directly allocated to projects are considered administrative expenses. Minimization of these expenses is an important goal for the BCMB. The available funds are retained as cash and are therefore invested conservatively – as a result capital has been preserved to avoid any capital market volatility.

VIII Monitoring and Evaluation

A. Monitoring and Evaluation Overview

The BCMB monitors its results and compares them to accountability targets or performance measures established for each facet of the beverage container recycling system. The measures are aligned with our goals of:

- positively impacting the environment.
- achieving financial effectiveness and accountability.
- providing quality and accessible service.
- involving and satisfying stakeholders and consumers.

Exhibit VIII-1 provides an overview of each goal and the groupings of performance measures used. The core mandate for the Board is environmental – an aspect of performance that also receives the greatest weighting (40%). The financial facet is second (25%) followed by governance, and public and consumer response (17.5% each).

Exhibit VIII-1 **BCMB performance measures and their relative weighting**

Environmental	<ul style="list-style-type: none">• Environmental Impact• Program Environmental Footprint
Financial	<ul style="list-style-type: none">• Cost Effectiveness and Efficiency• Transparency
Governance (Internal)	<ul style="list-style-type: none">• Quality of Service• Compliance• Accessibility of Service
Public and Consumer (External)	<ul style="list-style-type: none">• Participation• Awareness• Satisfaction

The scoring system is rated on a scale of 1 to 5:

5 – Work meets standard of excellence	• Work exceeds standard expectations, exceptional level of dedication and effort is present
4 – Work exceeds acceptable standards	• Work has met the expectations required, and has demonstrated extra effort in research and performance
3 – Work meets acceptable standards	• Work has met the expectations of the outlined objectives and goals
2 – Work needs improvement	• Some of the stated objects and goals were met, however insufficient amount of information was present
1 – Work does not meet expectations	• Stated objectives and goals were not achieved, minimal work present

The measures are based on the Environment Canada October 2007 document “Performance Measurement and Reporting for Extended Producer Responsibility Programs”, on the practices of other similar organizations in North America and on Board deliberations. While the framework and most of the measures have been agreed to by the Board, some of the specific objectives, measures and targets still require definition or are being tracked for the first time.

Following is more detail on the measures.

Environmental Measures

Through new initiatives and continuous improvements on current processes, the BCMB works to increase the positive environmental impact of recycling in Alberta. Environmental performance measures focus on two objectives: (i) ensuring a positive and significant environmental impact in Alberta as a result of beverage container recycling, and (ii) evaluating the environmental footprint of the recycling program itself. In line with the high level of significance of BCMB’s environmental impact, the environmental measures receive the greatest weighting in the balanced scorecard.

Financial Effectiveness and Accountability Measures

The primary financial measure is the net system cost per container defined as the total expenses of the ABCRC and BCMB less material revenues and unredeemed deposits divided by the number of containers returned. Cost efficiency is measured for individual container types and for the overall system.

The measure reports the net cost to beverage consumers and, as a result it is an appropriate measure of overall financial effectiveness. It is important to keep in mind that of the factors in the equation, only the total expenses of the ABCRC and BCMB, and the unredeemed deposits (or number of containers returned) are affected by the BCMB beverage container recycling system. Aside from their influence on the quality (consistency and purity) of containers processed, the recycled material revenues are not directly influenced by the Board. Over the planning period, net costs are expected

to increase – primarily a result of reduced unclaimed deposits.

Measures of Quality of Service That is Accessible

The BCMB has several measures of business (internal) performance that focus on ensuring that consumers are provided with high quality, accessible services. A number of the performance measures are used for evaluating the BCMB including progress on business plan goals and targets, and the numbers of stakeholder (public) service complaints, depot inspections, retail inspections and mystery shopper audits. The BCMB has developed a comprehensive depot rating system that builds on current depot inspections and rates each Alberta depot according to specific achievement guidelines. The measure is represented as a percentage of depots achieving 80 percent or higher. These scores are used to benchmark and guide improvement.

The BCMB will also report on the incidence of compliance (or non-compliance) resulting from its own activities and that result from depot and retail inspections and CSA compliance. CSA compliance will be defined and evaluated in connection with the development of the CSA By-laws and CSA Operating Agreement.

Accessibility of service is an important determinant of the return rate and participation rates. Benchmarking customer accessibility to depots and access to recycling infrastructure defines, in part, accessibility to beverage container recycling in Alberta. Convenient access to depots to return beverage containers is measured against depot siting criteria and available infrastructure programs and grants.

Measures of Stakeholder/Customer Involvement and Satisfaction

The BCMB benchmarks public awareness and participation in the program, as well as consumer and stakeholder satisfaction through a periodic public survey. This will include questions that allow the public to rate their satisfaction with the current system and indicate their participation level. Participation is measured in the annual survey, in-person depot exit interview surveys and through the number of special programs.

B. Evaluation Outcome

At their 2013 Board Business Planning Session, the BCMB Directors evaluated their performance in achieving each objective. The Directors utilized electronic voting systems to score the level of success of all items in relation to BCMB outcome measures as reported in the 2014-2016 Business Plan. The scores were then weighted by objective and goal, resulting in a final evaluation score. The evaluation scores were reviewed by the BCMB Directors at the October 2013 board meeting confirming an overall scoring rate as *meeting to exceeding acceptable standards*. The BCMB Board of Directors will continue to evaluate the BCMB's performance and progress at the annual Board Business Planning Session.