APPENDIX A

Blue Box Program Transition Plan Consultation Report



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1. INTRODUCTION

1.1 Background

The transition of the Blue Box Program to full producer responsibility was initiated by a direction letter from the Minister of Environment, Conservation and Parks (MECP) in August, 2019, to make industry responsible for both the funding and operation of residential recycling in the province.

The Minister's letter directed Stewardship Ontario to submit a Blue Box Program Transition Plan (Transition Plan) to the Resource Productivity and Recovery Authority (RPRA) by August 31, 2020 (deadline extended from June 30, 2020 due to COVID-19). It is expected that RPRA will approve the plan by December 31, 2020.

The direction letter also stated the Transition Plan must include:

A detailed report of SO's communications with affected parties and the public during the development of the plan.

A detailed report of how SO has met the consultation requirements of subsection 14(13) of the WDTA during the development of the plan, including:

- A list of the stewards, municipalities, Indigenous peoples, service providers and other affected parties that were consulted during the development of the plan.
- A summary of comments received by SO from affected parties.
- A report of how the comments were considered by SO in the development of the plan.

This report outlines the communications activities and consultation approach Stewardship Ontario undertook when developing the Blue Box Program Transition Plan, as well as summarizes all the feedback received.

1.2 Stakeholder Groups

Stewardship Ontario communicated and consulted with stakeholders from the following groups when developing its Transition Plan:

- Obligated packaging and printed paper stewards and steward trade associations
- Municipalities, First Nation communities and municipal associations
- Waste management industry
- Environment non-government organizations
- Stewardship Ontario employees

2. STAKEHOLDER COMMUNICATION

While developing the Transition Plan, Stewardship Ontario communicated with stakeholders through email notifications, website news posts and a dedicated Blue Box Program Transition Plan webpage.

2.1 Email Notifications

Email notifications were sent to stakeholders via Stewardship Ontario's mass email distribution software to provide updates and invite them to the consultation webinars.



The below chart shows the emails that were sent to stakeholder groups throughout the development of the Transition Plan. Please note: CSSA-related emails (steward newsletters and MCD notices) were sent to a higher number of individuals because they also included stewards from the other provincial stewardship programs.

Date	Stakeholder Group(s)	Subject and Link to Email	Number Sent To	Open Rate	Click Rate
August 12, 2019	Stewards	Advisor report outlines transition to full producer responsibility for Ontario's Blue Box Program	2,483	32%	20%
August 15, 2019	All	Stewardship Ontario receives Minister's direction letter to begin Blue Box transition	2,556	33%	16%
October 2, 2019	Stewards	2019 Q3 CSSA newsletter	3,186	34%	14%
November 19, 2019	All	MECP hosting webinar on development of new Blue Box Regulation	2,797	26%	-
December 19, 2019	Stewards	2019 Q4 CSSA newsletter	3,668	30%	11%
March 6, 2020	Stewards	2020 Q1 CSSA newsletter	3,659	28%	10%
March 19, 2020	All	Register for the Blue Box Wind Up Plan consultation webinars	3,764	28%	36%
April 4, 2020	All	Postponed: Blue Box Transition Plan consultation webinars	3,831	28%	7%
April 9, 2020	All	Minister grants extension for submitting Blue Box Program Transition Plan to RPRA	3,844	27%	7%
May 19, 2020	All	Blue Box Program Transition Plan consultation webinars rescheduled	3,841	31%	36%
May 27, 2020	All	Reminder: Blue Box Program Transition Plan consultations on June 16 and 17	3,851	27%	24%
June 1, 2020	Stewards	2020 Q2 CSSA newsletter	2,513	29%	12%
June 10, 2020	All	Reminder: Blue Box Program Transition Plan consultations on June 16 and 17	3,831	26%	23%



Date	Stakeholder Group(s)	Subject and Link to Email	Number Sent To	Open Rate	Click Rate
June 15, 2020	All	Reminder: Blue Box Program Transition Plan consultations this week	3,819	25%	23%
June 17, 2020	All	Blue Box Program Transition Plan consultation materials available	4,102	26%	21%
June 18, 2020	All	Join CSSA for a Consultation on the Material Cost Differentiation Methodology	5,073	22%	19%
June 23, 2020	All	Material Cost Differentiation Methodology Consultation: June 25, 2020	5,070	23%	20%
June 26, 2020	All	Material Cost Differentiation Methodology Consultation Materials Available	5,150	23%	10%
June 29, 2020	All	Blue Box Program Transition Plan: Consultation Q&As and Feedback Reminder	4,092	21%	17%
July 2, 2020	All	MCD Consultation Q&As and Program Fee Calculators Now Available	5,138	20%	13%
July 13, 2020	All	Blue Box Program Transition Plan: Feedback Requested by July 15	4,063	21%	11%
July 13, 2020	All	Feedback on the MCD Methodology Requested by July 23	5,213	21%	10%

2.2 Website Updates

All updates regarding the Transition Plan were posted as news items and featured on the homepage of the Stewardship Ontario website.

As well, Stewardship Ontario created a Blue Box Program Transition Plan webpage (<u>StewardshipOntario.ca/BlueBox-Transition</u>) on its website where it housed all information, updates and consultation materials for stakeholders to easily access. Throughout the development of the Transition Plan, the webpage had:

- 2,676 page views
- 2,377 unique visitors

3. CONSULTATION APPROACH

While developing the Transition Plan, Stewardship Ontario was committed to transparent communication and meaningful consultations with its stakeholders. Stewardship Ontario conducted three stakeholder-specific consultation webinars, as well as one-on-one meetings with certain stakeholder groups to gather feedback and address specific concerns and questions.



3.1 Consultation Webinars

Three stakeholder-specific webinars took place in June. During these webinars, Stewardship Ontario presented its proposals for the Transition Plan and encouraged stakeholders to submit feedback.

- June 16, 2020, 10 12 p.m.: Steward consultation
 - o 475 registrants
 - o 310 attendees
- June 16, 2020, 1 3 p.m.: Municipal, First Nations communities and waste management industry consultation
 - o 367 registrants
 - o 250 attendees
- June 17, 2020, 1 3 p.m.: Environmental non-government organization (ENGO) consultation
 - 112 registrants
 - o 70 attendees

Please note: registrant and attendee metrics represent each individual who attended a consultation. More than one individual may have attended from an organization, and some individuals may have attended more than one consultation. A complete list of organization's Stewardship Ontario consulted with can be found in Section 6 of this report.

The webinar presentations, replays and Q&As were emailed to all stakeholders and made available on the <u>Blue Box Program Transition Plan webpage</u>. A full list of stakeholders Stewardship Ontario consulted with can be found in <u>Section</u> 6 of this report.

Canadian Stewardship Services Alliance (CSSA) held a consultation on the Material Cost Differentiation (MCD) Methodology for packaging and paper stewardship program stewards in British Columbia, Saskatchewan, Manitoba and Ontario. All Stewardship Ontario Blue Box stakeholders were invited to participate in the consultation to learn about the Methodology so they could submit feedback on Stewardship Ontario's proposal to adopt the Four-Step Fee Methodology and MCD Methodology during transition.

3.2 One-on-one Consultation Meetings

After the broad consultation webinars, Stewardship Ontario met with stakeholder groups to review the Transition Plan proposals specific to them and answer any questions. The below table outlines the one-on-one meetings that occurred during the consultation period.

Date of Meeting	Stakeholder Group	Attendees
June 29, 2020	Steward trade associations	 Canadian Consumer Specialty Products Association (CCSPA) Canadian Federation of Independent Grocers (CFIG) Canadian Franchise Association Canadian Vehicle Manufacturers' Association (CVMA) Chemistry Industry Association of Canada Cosmetics Alliance Canada Electronics Product Stewardship Canada (EPSC) Food & Consumer Products Of Canada (FCPC) Restaurants Canada Retail Council of Canada (RCC)



Date of Meeting	Stakeholder Group	Attendees
June 29, 2020	Waste management associations	Ontario Waste Management Association (OWMA)Miller Waste
July 6, 2020	ENGOs	Environmental DefenceRecycling Council of OntarioToronto Environmental Alliance
July 7, 2020	Municipal representatives	MICP Committee Members:Association of Municipalities of Ontario (AMO)City of Toronto
July 10, 2020	Newspaper industry	News Media Canada

4. CONSULTATION FEEDBACK

4.1 Feedback Approach

Feedback on Stewardship Ontario's Transition Plan proposals was requested by July 15, 2020. Feedback could be provided via email to consultation@stewardshipontario.ca or via the feedback form on the Blue Box Program Transition Plan webpage. All feedback received was carefully considered as the Transition Plan was developed and finalized.

4.2 Summary of Feedback Received

Stewardship Ontario received 28 written feedback submissions from stakeholders, as well as additional verbal feedback during one-on-one meetings and comments during the consultation webinars.

The 28 written feedback submissions were received from the following stakeholders:

Steward Community

- Canadian Beverage Association
- Canadian Consumer Specialty Products Association
- Costco Canada
- CropLife
- Electronics Product Stewardship Canada
- Food & Consumer Products of Canada
- Keurig Dr. Pepper
- Lutron Electronics Co Inc.
- News Media Canada
- Premier Tech Home & Garden
- Retail Council of Canada
- Scotts Canada
- Van de Water-Raymond 1960 Ltd.

Municipalities and First Nations Communities

- City of Hamilton
- City of Kenora
- City of Ottawa



- · City of Toronto
- County of Simcoe
- Niagara Region
- Region of Peel
- The Association of Municipalities of Ontario, the City of Toronto, the Regional Public Works Commissioners of Ontario and the Municipal Waste Association
- Township of Bonnechere Valley
- Township of Perry
- York Region

ENGOs

- Canadian Association of Recycling Industries
- Environmental Defence Canada, Toronto Environmental Alliance, Citizens' Network on Waste Management and HEJ! Support

Packaging Associations

Carton Council of Canada

Other

Pollock Environmental

All feedback received is summarized below, organized by topic in relation to the Minister's direction letter.

4.3 Demonstrating Transparency and Meaningful Consultation

Steward feedback:

Stewards were supportive of the extension being granted by the Minister to submit the Transition Plan to RPRA by August 31, 2020 instead of June 30, 2020 in light of the COVID-19 situation. Some stewards, however, commented that the consultation process should be paused until the province returns back to normal. It was also recommended that Stewardship Ontario consider ways to encourage a more interactive dialogue during the consultation webinars, as well have more opportunities to consult.

Municipal feedback:

It was recommended that Stewardship Ontario should provide for more interactive dialogue and sharing of questions and feedback during the webinars.

How this feedback was considered in the Transition Plan:

Stewardship Ontario will take these recommendations into consideration when planning future events related to the Transition Plan.

Relevant section in Transition Plan: Section 3

4.4 Supporting Competition and Preventing Conflict of Interest

4.4.1 Supporting Competition

Steward feedback:

Stewards supported Stewardship Ontario's approach to protecting stewards' confidential information. According to stewards, confidential business information includes such things as managers' names, emails, and phone numbers from a steward company which should not be included on any public registry. It was also recommended that solicitation lists



should not be provided by RPRA to undisclosed third parties for the purpose of soliciting business from stewards. Stewards also requested that Stewardship Ontario inform stewards when there has been a request from RPRA for steward-specific information.

Municipal feedback:

Municipalities suggested that information, intellectual property and knowledge collected by CSSA in the operation and support of Stewardship Ontario should be shared publicly.

How this feedback was considered in the Transition Plan:

Stewardship Ontario will take all necessary steps to ensure confidential business information remains protected throughout the transition. The plan has also been revised to clarify that Stewardship Ontario's inventory of intellectual property will include material that was compiled by CSSA on behalf of Stewardship Ontario.

Relevant section in Transition Plan: Section 5

4.4.2 Addressing Conflict of Interest

Steward feedback:

Stewards indicated that they were confident Stewardship Ontario staff have the expertise to meet the requirements of managing the Transition Plan. It was suggested that the Code of Conduct be reviewed to ensure consultants adhere to the same standards as Stewardship Ontario staff.

Municipal feedback:

Municipal governments supported the emphasis being placed on ensuring the avoidance of a real or perceived conflict of interest. There was some concern raised over the Material Cost Differentiation (MCD) Methodology initiative due to it being run by CSSA staff.

How this feedback was considered in the Transition Plan:

The Transition Plan has been revised to clarify that the code of conduct applies to Board members, employees and consultants, including any that are brought on after the plan is approved. The plan has also been revised to clarify the purely technical (non-decision making) role that CSSA has played with respect to Stewardship Ontario's consideration of the adoption of MCD.

Relevant section in Transition Plan: Section 4

4.5 Demonstrating Fairness to Stewards and Protecting Consumers

Steward feedback:

It was suggested that Stewardship Ontario preserve the integrity of the Blue Box Program until transition is complete. This includes maintaining auditing and compliance activities and closely reviewing steward reports to detect any material discrepancies, while also maintaining all efforts to pursue free-riders until transition is completed.

ENGO feedback:

ENGOs were interested in ensuring that consumer interests are protected during transition and that all communities have the same level of access to recycling services as they do now.

How this feedback was considered in the Transition Plan:

Stewardship Ontario will continue to operate its steward services function (including steward review and audit) on a "business as usual" basis throughout transition.



Relevant section in Transition Plan: Section 6

4.6 Maintaining Program Performance During Transition

4.6.1 Program Performance

Municipal feedback:

Municipalities were very supportive of maintaining program performance during transition. They encouraged maintaining a reasonable level of continuity with existing municipal recycling programs to avoid any negative impacts to municipal waste management programs. It was noted that reducing the recycling program service level would be a disincentive for many residents which could lead to additional materials being sent to landfill and higher costs imposed on municipalities.

How this feedback was considered in the Transition Plan:

Stewardship Ontario appreciates the broad-based support for Stewardship Ontario's, RPRA's and CIF's plans in regard to maintaining program performance.

Relevant section in Transition Plan: Section 7

4.6.2 Market Development Initiatives

Steward feedback:

Most stewards supported Stewardship Ontario's proposal to not pursue new market development initiatives during transition.

Municipal feedback:

Municipalities suggested that Stewardship Ontario continue market development initiatives during the transition period to improve current conditions in the recycling industry, assist with rebuilding Ontario's economy and ensure a strong recycling infrastructure post-transition. It was also noted that market development initiatives are important to ensure continued markets for materials that post challenges to the system.

ENGO feedback:

ENGOs were also in favour of continuing market development initiatives in order to support improved recycling in Ontario. They suggested Stewardship Ontario work with producers to develop a plan for transitioning any ongoing projects to appropriate producers and/or PROs in 2026.

Packaging association feedback:

The one packaging association that submitted feedback noted that it made sense to stop market development efforts during transition.

How this feedback was considered in the Transition Plan:

Stewardship Ontario is mindful of the challenges facing the recycling system in Ontario. However, since Stewardship Ontario will not have a role in the future recycling system, it must remain agnostic about how the system should be structured and managed in the future. To engage in market development activities that assume future system needs, the impact of which would be felt almost entirely post-transition is not consistent with Stewardship Ontario's restricted role. Also, Stewardship Ontario's plans are consistent with municipal recommendations to wind up the CIF, (i.e. not to initiate new projects) which have widespread support among municipal stakeholders.

Relevant section in Transition Plan: Section 7.2.5

4.6.3 Promotion and Education Initiatives

Municipal feedback:

Municipalities supported the continuation of promotion and education efforts throughout transition. They recommended stewards be responsible for providing ongoing promotion and educational materials for the Blue Box Program to reinforce positive consumer behaviours required to maintain program performance.

ENGO feedback:

ENGOs supported Stewardship Ontario's plans to continue promotion and education initiatives during the transition period to maintain public confidence, sorting behaviour, and system performance.

Packaging association feedback:

The one packaging association that submitted feedback also agreed with continuing promotion and education efforts during transition in order to reinforce consumer behaviours, stating this is particularly important given the rise in contamination levels and the loss of consumer confidence that the system has experienced in recent times.

How this feedback was considered in the Transition Plan:

Stewardship Ontario appreciates the broad support that exists for it to continue its proposed promotion and education efforts throughout transition.

Relevant section in Transition Plan: Section 7.2.4

4.7 Windup of the CIF

Steward feedback:

No comments were received from stewards on the windup of the Continuous Improvement Fund (CIF). One steward requested additional detail regarding exactly how much stewards have contributed to the CIF since its inception.

Municipal feedback:

Municipal governments found the proposed approach by the CIF Committee to complete the windup of this fund to be reasonable. It was recommended that intellectual property assets including previous research projects, pilot studies and training materials completed under the auspices of the CIF continue to be readily available to municipalities.

How this feedback was considered in the Transition Plan:

Stewardship Ontario notes the broad support that exists for the windup plan developed by CIF.

Relevant section in Transition Plan: Section 7.2.3

4.8 Timelines for Transition and Related Costs

Steward feedback:

Stewards were concerned about dual reporting requirements to both Stewardship Ontario and future PROs being very complex. It was noted that the proposed reporting deadlines are unrealistic and would be difficult to meet given that they would have to prepare two reports (one for Stewardship Ontario and one for the PRO under the new framework). Some stewards expressed concern about changes to the filing deadlines under the mistaken understanding that filing deadlines were being shortened from the normal May deadline to a March deadline. Stewards that submitted feedback on this topic suggested Stewardship Ontario hold a consultation on steward reporting timelines before making any final decisions.

Municipal feedback:



Municipalities had questions about the rationale for paying the Steward Obligation in any given year based on costs in the Datacall from two years prior. They noted that the proposed method does little to protect municipal taxpayers should there be a continued increase in recycling program costs later in the transition period. It was requested that Stewardship Ontario and RPRA provide documentation and a rationale for this approach.

How this feedback was considered in the Transition Plan:

With regard to submission deadlines, stewards will continue to have until the end of May to complete their <u>prior year reports</u>; however, deadlines for applying for <u>prior-year adjustments</u> will need to be truncated so that a final fee schedule can be published. Stewardship Ontario is committed to making transition as easy as possible, with steward reporting remaining the same. A clearer explanation of changes to reporting deadlines which impact only the timelines to make revisions to prior reports, can be found in Section 9 of the BBPTP. Stewardship Ontario does not have any influence over how stewards will report to future PROs. This will be determined in the new regulation released by the MECP.

Stewards began paying their obligation the year the program began in 2004. In order to begin payments to participating communities in 2004, the Blue Box Program plan set out to calculate municipal costs for 2004 on best available information from prior years. The data used to determine the steward obligation was refined and improved in subsequent years, but has always been calculated using information from the most recent Datacall report, as contemplated in the Transition Plan. A participating community that transitions at the end of 2023 will have participated in the program for 20 years and will have received payments from Stewardship Ontario for 20 years.

Relevant section in Transition Plan: Section 9 and 10

4.9 Ensuring Continuity of Funding for Municipalities and First Nation Communities

Municipal feedback:

Municipalities noted that the Transition Plan proposals highlight numerous potential risks that could impact the financing of the program (i.e. new Ministerial direction letters, delay of Regulation etc.). Municipalities agree that it is prudent to ensure sufficient contingency funds to manage any potential issues.

How this feedback was considered in the Transition Plan:

Stewardship Ontario has always ensured prudent management of its finances to ensure that it meets its obligations and will continue to do so.

Relevant section in Transition Plan: Section 7.2.1

4.10 Determining Steward Fees During Transition

4.10.1 Material Cost Differentiation (MCD) Methodology

Steward feedback:

The steward community was generally supportive of implementing the MCD Methodology to replace the Activity Based Costing (ABC) mechanism currently used. Some suggested that the Methodology be implemented using a phased-in approach to help mitigate its cost impacts to all material categories. There were some concerns that the Methodology was too complex to implement during transition. Concerns were also expressed about the timing and administrative burden associated with changing stewards' reporting categories to align with the more granular material categories required under MCD. It was mentioned during the consultations that steward reporting will remain the same; however, in later stages of implementing the Methodology there may be changes to the material categories.

One trade association suggested the Methodology not be adopted as it would just add to the complexity of transition.



News Media Canada considered the MCD Methodology in detail. Overall, they expressed concern over the impact the MCD Methodology would have on their share of the obligation and have questioned some of the assumptions underlying the Methodology, noting that it overburdens the newsprint category. While they agreed the MCD guiding principles seemed fair, they suggested an additional principle around contamination costs being fairly allocated between materials. They also suggested that fulsome examples be provided for all material categories in order to better understand the how the system will work for each material.

Municipal feedback:

Municipal governments were strongly opposed to Stewardship Ontario's proposal to implement a new fee setting methodology during transition. They said that this change in methodology would directly impact municipal budgets and costs of the program to residents. Also, they noted that making a significant change in the fee setting methodology at this time would introduce more uncertainty and complexity for all stakeholders in an already complex and challenging transition process. The methodology proposed would also significantly increase the proportion of in-kind compensation that municipalities receive through the Steward Obligation.

Packaging association feedback:

One packaging association submitted feedback in support of the replacement of the Activity Based Costing (ABC) methodology used for allocating system costs with the MCD Methodology.

How this feedback was considered in the Transition Plan:

The Transition Plan proposes the adoption of the Four-Step Fee and MCD methodologies as its process for determining steward fees. That said, in order to mitigate the impact of this change on stakeholders (both newsprint stewards and municipalities) who may be adversely impacted by this change, Stewardship Ontario proposes that the methodology be implemented over a two-year period to ease the transition, with 2021 fees based on a blend of the Three Factor Formula/ABC Methodology and the Four-Step Fee/MCD methodologies before adopting the full Four-Step Fee/MCD methodologies in 2022.

Relevant section in Transition Plan: Section 7.2.6

4.11 How Reserve Funds Will be Applied to Offset Transition Costs and Steward Fees

Steward feedback:

There were varying views related to reserve funds. Some stewards suggested the money be returned to stewards promptly, while others were supportive to returning the market development funds in 2023 and general reserve funds in 2025, holding money back as a contingency. It was recommended that the Transition Plan include options for returning surplus funds to stewards.

Municipal feedback:

Municipalities encouraged Stewardship Ontario to use the market development funds to continue market development initiatives related to challenging materials.

ENGO feedback:

ENGOs did not support returning market development funds to stewards. They suggested these funds be use to improve recycling education, collection, processes or markets through new initiatives. ENGOs also suggested Stewardship Ontario consult with stewards on opportunities to invest in research and development to boost recycling content levels in plastic packaging and improve end markets for mixed broken glass.

How this feedback was considered in the Transition Plan:

Stewardship Ontario is sympathetic to the desire of some stewards that it reduce fees as soon as possible and as a result



of the feedback received will propose to return market development funds in 2021. However, with respect to the General Reserve, Stewardship Ontario cannot at this stage commit to reducing its operating capital as early as 2023. Stewardship Ontario will review its forecasts annually with a view to determining whether it is in position to accelerate the return of a portion of the General Reserve prior to 2025. Many factors could affect pressures on the General Reserve including steward adjustments, bankruptcies and increases in the scope and activities of the wind up. These will be monitored carefully as they affect the General Reserve in positive/negative ways.

Relevant section in Transition Plan: Sections 6 and 13

5. CONCLUSION

As reflected above, the feedback received during consultations on the Blue Box Program Transition Plan was carefully considered and extremely useful to Stewardship Ontario as the plan was finalized. Stewardship Ontario's proposed Transition Plan was submitted to RPRA by the August 31, 2020 deadline, as directed by the Minister.

6. STAKEHOLDERS CONSULTED WITH

A total of 460 organizations participated in consultations during the development of the Blue Box Program Transition Plan. These organizations are listed in the table below.

Company	Stakeholder Group
3M Canada	Steward
A&W Food Services of Canada Inc	Steward
A. Lassonde Inc.	Steward
A.M. Jensen Limited	Steward
AbbVie	Steward
ACH Food Companies, Inc	Steward
Active Tire & Auto Centre Inc.	Other
Adonis Group Inc.	Steward
AHAM	Trade Association
Algonquins of Pikwakanagan Ontario First Nation	First Nations Community
ANB Canada Inc	Steward
Apotex Inc.	Steward
Aquaterra Corporation	Steward
ARYZTA Ltd.	Steward
Association of Municipalities of Ontario	Municipal Association
Atron Electro Industries Inc.	Steward
BASF Corporation	Other
Bearskin Airlines	Steward
Beausoleil First Nation	First Nations Community
Beckwith Township	Municipality
Bell Canada	Steward
Bell Mobility	Steward
Benefect	Other
Benjamin Moore & Co.	Steward



Best Buy Canada Blount Canada Ltd Steward Blousky Strategy Group Bluewater Recycling Association Bluewater Recycling Association BMW Canada Inc. Steward Boehringer Ingelheim Boster Juice Bose Ltd Boset Ltd Boston Pizza International Brock University Bruce Area Recycling Bruce Area Recycling Bushnell Corporation of Canada C&D Steward CB. Powell Ltd. Campbell Soup Canadian Association Canadian Everage Association Canadian Franchise Association Canadian Franchise Association Canadian Health Food Association Canadian Plastics Industry Association Canadian Springs Carton Council Canada Canadian Steward Canadian Plastics Industry Association Canadian Free Corporation Canadian Free Corporation Canadian Franchise Association Canadian Health Food Association Canadian Health Food Association Canadian Plastics Industry Association Canadian Prings Canadian Steward Canadian Prings Canadian Free Corporation Canadian Health Food Association Canadian Health Food Association Canadian Plastics Industry Association Canadian Vehicle Manufacturers Association Canadian Vehicle Manufacturers Association Carton Council Canada Packaging Association Carton Council Canada	Company	Stakeholder Group
Bluesky Strategy Group Bluewater Recycling Association BMW Canada Inc. Boehringer Ingelheim Booster Juice Booster Juice Bose Ltd Boston Pizza International Brock University Bruce Area Recycling Bruce Area Recycling Bruce Area Recycling Bruce Area Recycling Bushnell Corporation of Canada C&D Steward C&B Canadian Limited C.B. Powell Ltd. Campbell Soup of Canada Canadian Association Canadian Franchise Association Canadian Health Food Association Canadian Plastics Industry Association Canadian Plastics Industry Association Canadian Tire Corporation Canadian Canada Canada Canbrell Sung Association Canadian Plastics Industry Association Canadian Plastics Industry Association Canadian Trace Association Canadian Prompet Sunguation Canadian Plastics Industry Association Canadian Plastics Industry Association Canadian Plastics Industry Association Canadian Trace Association Canadian Plastics Industry Association Canadian Plastics Industry Association Canadian Trace Association Canadian Trace Association Canadian Plastics Industry Association Canadian Tire Corporation Canadian Springs Steward Canadian Tire Corporation Canadian Plastics Manufacturers Association Trade Association Canadian Plastics Industry Association C	Best Buy Canada	Steward
Bluewater Recycling Association BMW Canada Inc. Steward Booster Juice Steward Booset Juice Steward Bose Ltd Steward Bose Ltd Boston Pizza International Brock University Steward Cappell Corporation of Canada Steward C&D Steward C&D Steward C&D Steward Campbell Soup Steward Campbell Soup of Canada Steward Campbell Soup of Canada Steward Canadian Association of Recycling Industries ENGO Canadian Beverage Association First Nations Community Canadian Beverage Association First Nations Community Canadian Environmental Law Association Trade Association Trade Association Canadian Franchise Association Trade Association Canadian Health Food Association Trade Association Canadian Health Food Association Steward Canadian Plastics Industry Association Canadian Plastics Industry Association Canadian Springs Steward Canadian Tire Corporation Canadian Tire Corporation Canadian Vehicle Manufacturers Association Trade Association Canadian Vehicle Manufacturers Association Trade Association Canadian Steward Canadian Vehicle Manufacturers Association Trade Association Canadian Steward Canadian Vehicle Manufacturers Association Trade Association Canadian Steward Canadian Tire Corporation Steward Canadian Vehicle Manufacturers Association Trade Association Tr	Blount Canada Ltd	Steward
BMW Canada Inc. Boehringer Ingelheim Boster Juice Steward Bose Ltd Bose Ltd Boston Pizza International Brock University Brock University Bruce Area Recycling Bruce Area Recycling Bruce Area Recycling Bushnell Corporation of Canada C&D Steward C&B CAB Canadia Limited CB. Canadia Steward Canadian Association Canadian Ervironmental Law Association Canadian Health Food Association Canadian Plastics Industry Association Canadian Springs Canadian Syrings Canadian Syrings Canadian Tire Corporation Canadian Trac Capropration Canadian Trac Corporation Canadian Plastics Industry Association Canadian Trac Capropration Canadian Trac Capropration Canadian Trac Capropration Canadian Trac Capropration Canadian Syrings Canadian Trac Corporation Canadian Trac Corporation Canadian Vehicle Manufacturers Association Canadian Vehicle Manufacturers Association Canadian Vehicle Manufacturers Association Canadaes Recovery Waste Management Cattelli Central Frontenac Township Municipality Chapman's Ice Cream Municipality Chapman's Ice Cream Municipality Chapman's Ice Cream Municipality	Bluesky Strategy Group	Other
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Chatham-Kent Municipality	Chapman's Ice Cream	Steward
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	Chemistry Industry Association of Canada	Trade Association



Chudleighs Ltd CIBC Steward Citi Cards Canada Inc. Citizens' Network on Waste Management Other City of Barrie Municipality City of Belleville Municipality City of Brantford Municipality City of Brantford Municipality City of Elleville Municipality City of Clarence-Rockland Municipality City of Guelph Municipality City of Hamilton Municipality City of Hamilton Municipality City of Kawartha Lakes Municipality City of Kawartha Lakes Municipality City of Markham Municipality City of North Bay City of North Bay City of North Bay City of Orillia Municipality City of Orillia Municipality City of Peterborough Municipality City of Sarnia Municipality City of Sarria Municipality City of Sarria Municipality City of Timmins Municipality City of Toronto City of Toronto, Solid Waste Management Services Municipality City of Vaughan Municipality City of Vaughan Municipality City of Toronto, Solid Waste Management Services Municipality City of Steward Cloore Leaf Seafoods Coumbia Sportswear Canada Compass Minerals Steward Constantine Legal Other Constro Wholesale Canada Ltd Steward Constantine Legal Other Constro Wholesale Canada Ltd Steward Continuous Improvement Fund Costro Wholesale Canada Ltd Steward Continuous Improvement Fund Costro Wholesale Canada Ltd Steward Continuous Improvement Fund Costro Wholesale Canada Ltd	Company	Stakeholder Group
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City of Brantford City of Brockville City of Clarence-Rockland City of Guelph City of Guelph City of Guelph City of Hamilton City of Hamilton City of Hamilton City of Kawartha Lakes City of Kawartha Lakes City of Kingston City of Kingston City of Markham City of Markham City of Markham City of North Bay City of Orillia City of Otlawa City of Otlawa City of Peterborough City of Peterborough City of Foronto City of Thunder Bay City of Toronto City of Toronto, Solid Waste Management Services Clorox Cleanfarms Clorox Clorox Clorox Clored Constantine Legal Continuous Improvement Fund CIF Constantine Legal Continuous Improvement Fund CICIP City of Cellinica Cuty of Deterborule Municipality City of Sarnia Clorox Cleanfarms Clorox Cleanfarms Concord Premium Meats Ltd. Continuous Improvement Fund CIF	City of Barrie	Municipality
City of Brockville City of Clarence-Rockland City of Guelph City of Hamilton City of Hamilton City of Kenora City of Kenora City of Kingston City of Municipality City of Municipality City of Singston City of Municipality City of Markham City of Markham City of North Bay City of North Bay City of Orillia City of Orillia City of Orillia City of Pembroke Municipality City of Pembroke City of Peterborough City of Sarnia Municipality City of Sarnia Municipality City of Sarnia Municipality City of Toronto City of Toronto Municipality City of Sarnia Municipality City of Toronto Municipality City of Windsor Municipality City of Steward Cloearfarms Other Clorox Steward Clover Leaf Seafoods Steward Colombia Sportswear Canada Steward Condmbia Sportswear Canada Steward Concord Premium Meats Ltd. ConstantineLegal Other Continuous Improvement Fund CIF	City of Belleville	Municipality
City of Clarence-Rockland City of Elliot Lake Municipality City of Guelph Municipality City of Hamilton Municipality City of Kawartha Lakes Municipality City of Kawartha Lakes Municipality City of Kenora Municipality City of Kingston Municipality City of London Municipality City of Markham Municipality City of North Bay Municipality City of Orillia Municipality City of Orillia Municipality City of Orillia Municipality City of Pembroke Municipality City of Peterborough Municipality City of Sarnia Municipality City of Stratford Municipality City of Thunder Bay Municipality City of Thunder Bay Municipality City of Toronto Municipality City of Windsor Municipality City of Waughan Municipality City of Steward Cleanfarms Other Cleanfarms Other Clorox Steward Colower Leaf Seafoods Steward Colower Leaf Seafoods Steward Colower Leaf Seafoods Steward Colompass Minerals Steward Condpass Minerals Steward Condpass Minerals Other Continuous Improvement Fund CIF	City of Brantford	Municipality
City of Elliot Lake City of Guelph City of Hamilton City of Kawartha Lakes Municipality City of Kawartha Lakes Municipality City of Kenora City of Kingston Municipality City of London Municipality City of Markham Municipality City of Markham Municipality City of Orillia City of Orillia Municipality City of Orillia Municipality City of Orillia Municipality City of Pembroke Municipality City of Pembroke Municipality City of Sarnia Municipality City of Stratford Municipality City of Thunder Bay Municipality City of Toronto Municipality City of Toronto Municipality City of Toronto Municipality City of Toronto, Solid Waste Management Services Municipality City of Windsor Municipality City of Windsor Steward Cloeanfarms Clorox Steward Clover Leaf Seafoods Steward Condmass Minerals Steward Continuous Improvement Fund CIF	City of Brockville	Municipality
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City of Hamilton City of Kawartha Lakes Municipality City Of Kenora Municipality City of Kingston Municipality City of London Municipality City of Markham Municipality City of North Bay Municipality City of Orillia Municipality City of Orillia Municipality City of Pembroke Municipality City of Sarnia City of Sarnia Municipality City of Stratford Municipality City of Thunder Bay Municipality City of Toronto Municipality City of Toronto, Solid Waste Management Services Municipality City of Windsor City of Windsor Cleanfarms Other Clorox Steward Columbia Sportswear Canada ConstantineLegal Continuous Improvement Fund Municipality City of Continuous Improvement Fund Municipality City of Continuous Improvement Fund Municipality CIF	City of Elliot Lake	Municipality
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City of Markham City of North Bay City of Orillia Municipality City of Ottawa Municipality City of Pembroke Municipality City of Peterborough City of Sarnia Clty of Stratford City of Thunder Bay City of Timmins Municipality City of Toronto City of Toronto, Solid Waste Management Services Municipality City of Waughan City of Windsor CKF Inc. Cleanfarms Clover Leaf Seafoods Columbia Sportswear Canada Constantine Legal Continuous Improvement Fund Municipality Municipality CIF	City of Kingston	Municipality
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City of Ottawa City of Pembroke City of Peterborough City of Sarnia Municipality City of Sarnia Municipality City of Stratford Municipality City of Thunder Bay Municipality City of Timmins Municipality City of Toronto Municipality City of Toronto, Solid Waste Management Services Municipality City of Vaughan Municipality City of Windsor Municipality CKF Inc. Steward Cleanfarms Other Clorox Steward Clover Leaf Seafoods Steward Columbia Sportswear Canada Compass Minerals Concord Premium Meats Ltd. ConstantineLegal Other Continuous Improvement Fund Municipality Municipality Municipality Municipality Steward Other CIF	City of North Bay	Municipality
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ConstantineLegal Other Continuous Improvement Fund CIF	Compass Minerals	Steward
Continuous Improvement Fund CIF	Concord Premium Meats Ltd.	Steward
	ConstantineLegal	Other
Costco Wholesale Canada Ltd Steward	Continuous Improvement Fund	CIF
Steward Steward	Costco Wholesale Canada Ltd	Steward



Company	Stakeholder Group
County of Brant	Municipality
County of Dufferin	Municipality
County of Peterborough	Municipality
County of Simcoe	Municipality
County of Wellington	Municipality
Crayola Canada	Steward
CRC Industries, Inc.	Steward
CropLife Canada	Trade Association
Crossmark Canada	Steward
CUPE	Other
D&G Laboratories Inc	Steward
D&H Canada ULC	Steward
Dairy Queen	Steward
Danby Products	Steward
Danone Canada	Steward
Dart Container	Steward
Dell Canada Inc	Steward
Diana's Seafood delight inc.	Steward
Dillon Consulting Ltd.	Other
District Municipality of Muskoka	Municipality
Dorel Juvenile Canada	Steward
Dormer Laboratories Inc.	Steward
Duracell	Steward
Dural	Other
Earnscliffe	Other
Éco Entreprises Québec	Other
EcoCompass	Other
Economical INsurance	Steward
Edwardsburgh Cardinal Township	Municipality
EFS PLASTICS	Other
Electronics Product Stewardship Canada	Trade Association
Emterra Group	Waste Management
Enbridge Gas Inc.	Steward
Environmental Defence	Other
EPI	Steward
Epson America Inc.	Steward
Eunomia Research & Consult, INC.	Other
exp	Other
FaithLife Financial	Steward
Farm Boy Company Inc.	Steward



Company	Stakeholder Group
FCA	Steward
FCC	Steward
Ferring Inc.	Steward
FIGR	Steward
Fine Choice Foods Ltd.	Steward
Finica Foods	Steward
Food & Consumer Products Of Canada	Trade Association
Freud Canada, Inc.	Steward
Fromagerie Coopérative St-Albert Inc.	Steward
Front of Yonge Township	Municipality
Fruit of the Loom	Steward
fujifilm holdings america corp	Steward
Gambles Ontario Produce Inc.	Steward
Garant GP	Steward
Garth Hickle Consulting	Other
Gary Garland Consulting	Other
Gay Lea Foods Co-operative Ltd.	Steward
General Mills Canada	Steward
General Motors of Canada	Steward
Genuine Health	Steward
Georgian Bluffs	Municipality
GFL	Waste Management
GKPC	Steward
Global Automakers of Canada	Trade Association
Golder	Other
Golder Associates	Other
GoodLife fitness	Steward
Goodyear Canada Inc.	Steward
Goulais River LSB	Municipality
GOURMET TRADING CO LTD	Steward
GRACE FOODS CANADA INC	Steward
Gracious Living Corporation	Steward
Greater Sudbury Utilities	Other
Green VI	Other
Greenhawk	Steward
Greenview Environmental Management Limited	Other
Guy Perry & Associates	Other
Haldimand County - Environmental Operations	Municipality
Halton Region	Municipality
HAWKESBURY JOINT RECYCLING	Municipality



Company	Stakeholder Group
НВС	Steward
HDR	Other
Henkel of America, Inc	Steward
HEXO Corp	Steward
HFC International Prestige Inc.	Steward
Holt Renfrew	Steward
Howick Township	Municipality
Hudson's Bay Company	Steward
Ice River Springs	Other
Ice River Springs Water Co. Inc	Steward
I-D Foods Corp	Steward
Independent	Other
Iovate Health Sciences International Inc.	Steward
Iroquois Falls	Municipality
Janssen (J&J)	Steward
Johnson & Johnson	Steward
JVCKENWOOD Canada	Steward
Kapuskasing Moonbeam Landfill Site Management Board	Municipality
Kelleher Environmental	Other
Keurig Dr Peppeer Canada	Steward
Kia Canada	Steward
Kidcentral Supply Inc	Steward
kidcentral.ca	Steward
KitchenCraft	Steward
Kohl & Frisch Limited	Steward
Krikorian Co. Ltd	Steward
L.H. Gray & Son Limited	Steward
Lactalis (Parmalat) Canada	Steward
Lambton College	Steward
Lasko Products/Air King America	Steward
Lee Valley Tools	Steward
LEGO Systems Inc	Steward
Lenovo	Steward
Lexmark International, Inc.	Steward
LG Electronics Canada, Inc.	Steward
LINCit	Other
Lindt	Steward
Lindt & Sprungli Canada	Steward
Loblaws Inc.	Steward



LONG & MCQUADE Lontours Canada Ltd Love Environment Lovel Drugs Steward LOWE'S Canada LOYALIST CONNESS LOWE'S Canada LOYALIST Public Affairs LOYALIST OWNESS LOWE'S Canada LOYALIST Public Affairs LOYALIST OWNESS LOWE S CANAGA LOYALIST PUBLIC AFfairs LOYALIST OWNESS LOYAL	Company	Stakeholder Group
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	Municipalité Alfred & Plantagenet	Municipality
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	Municipality of Central Elgin	Municipality



Company	Stakeholder Group
Municipality of Dysart et al	Municipality
Municipality of Grey Highlands	Municipality
Municipality of Hastings Highlands	Municipality
Municipality of Highlands East	Municipality
Municipality of Huron Shores	Municipality
Municipality of Kincardine	Municipality
Municipality of Magnetawan	Municipality
Municipality of North Grenville	Municipality
Municipality of Powassan	Municipality
Municipality of South Dundas	Municipality
Municipality of Trent Lakes	Municipality
Municipality of West Grey	Municipality
Municipality of West Nipissing	Municipality
Muskoka Roastery Coffee Co.	Steward
National Presto Industries, Inc.	Steward
NATIONAL Public Relations	Other
Nespresso Canada	Steward
Nestle Canada	Steward
Nestle Purina	Steward
Nestle Water Canada	Steward
News Media Canada	ENGO
Niagara Region	Municipality
Nissan Canada Inc.	Steward
Norfolk County	Municipality
Northumberland County	Municipality
OCAD University	Steward
Ogemawahj Tribal Council	First Nations Association
Omron Healthcare	Other
Ontario Lottery & Gaming	Steward
Ontario Waste Management Association (OWMA)	Waste Management
Орру	Steward
Ottawa Valley Waste Recovery Centre	Municipality
Owens Corning	Steward
Oxford County	Municipality
Papineau-Cameron Township	Municipality
Partylite Gifts, LTD.	Steward
PepsiCo	Steward
Pharmasave	Steward
Policy Integrity	Other
Pollock Environmental	Other



Postmedia Network Inc PPEC Packaging Association PPG Steward Premier Tech Home & Garden Premier Tech Home & Garden Premier Tech Ltd. Steward Prestone Products Corp. Steward Prestone Products Corp. Steward Proter & Gamble Inc. Quinte Waste Solutions RJ. Burnside & Associates Limited RBC RBC Steward RBI Steward Recycling Council of Ontario Red Bull Canada Respoin of Durham Region of Durham Region of Peel Region of Waterloo Regional Municipality Regional Municipality of Waterloo Regional Municipality of Waterloo Resideo Resource Productivity and Recovery Authority Restaurants Canada Steward Restource Productivity and Recovery Authority RPRA Restaurants Canada Restaurants Canada Steward Restource Productivity and Recovery Authority RPRA Restaurants Canada Steward Restource Productivity and Recovery Authority Reproductivity and Recovery Authority Reproductivity and Resource Productivity and Resource	Company	Stakeholder Group
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SC Johnson Steward Scotts Canada Ltd. Steward Scout Environmental Other Sheridan College Steward	Ryse Solutions	Waste Management
Scotts Canada Ltd.StewardScout EnvironmentalOtherSheridan CollegeSteward	S&F Food Importers	Steward
Scout Environmental Other Sheridan College Steward	SC Johnson	Steward
Sheridan College Steward	Scotts Canada Ltd.	Steward
	Scout Environmental	Other
Shurtape Steward	Sheridan College	Steward
	Shurtape	Steward



Company	Stakeholder Group
Silva Custom Furniture	Steward
Simply Good Foods Canada, Inc.	Other
Sir	Steward
Six Nations of the Grand River	First Nations Community
Sleep Country Canada	Steward
Smucker Foods of Canada Corp.	Steward
Sony of Canada Ltd.	Steward
St. Clair Township	Municipality
Staples Canada	Steward
Stewardship Ontario	Stewardship Ontario
Stikeman Elliott	Other
Strategy Matters Inc.	Other
Stratford Festival	Steward
Sun-Rype Products Ltd	Steward
Sussex Strategy Group	Other
Swissmar Ltd.	Steward
T&T Supermarket Inc	Steward
Tay Valley Township	Municipality
TERRA Greenhouses	Steward
Terrapure	Waste Management
Tetra Tech Canada Inc.	Other
The CIF	Other
The Co-operators	Steward
The Corporation of the Town of Renfrew	Municipality
The Corporation of the Township of North Frontenac	Municipality
The Dominion of Canada General Insurance Company	Steward
The Home Depot	Steward
The Nation Municipality	Municipality
The Shopping Channel	Steward
Tim Hortons	Steward
Tlmex Group	Steward
TMF Foods - Lou's Kitchen	Steward
TOMRA	Waste Management
Toronto and Region Conservation Authority	Other
Town of Arnprior	Municipality
Town of Aylmer	Municipality
Town of Carleton Place	Municipality
Town of Cochrane	Municipality



Company	Stakeholder Group
Town of Englehart	Municipality
Town of Espanola	Municipality
Town of Fort Frances	Municipality
Town of Gananoque	Municipality
Town of Goderich	Municipality
Town of Greater Napanee	Municipality
Town of Newmarket	Municipality
Town of Parry Sound	Municipality
town of Perth	Municipality
Town of Plympton-Wyoming	Municipality
Town of Prescott	Municipality
Town of Saugeen Shores	Municipality
Town of Smiths Falls	Municipality
Town of Spanish	Municipality
Town of The Blue Mountains	Municipality
Town of Whitchurch-Stouffville	Municipality
Township of Addington Highlands	Municipality
Township of Admaston/Bromley	Municipality
Township of Algonquin Highlands	Municipality
Township of Armour	Municipality
Township of Augusta	Municipality
Township of Baldwin	Municipality
Township of Beckwith	Municipality
Township of Bonfield	Municipality
Township of Chatsworth	Municipality
Township of Chisholm	Municipality
Township of Drummond/North Elmsley	Municipality
Township of Edwardsburgh Cardinal	Municipality
Township of Evanturel	Municipality
Township of Georgian Bluffs	Municipality
Township of Greater Madawaska	Municipality
Township of King	Municipality
Township of Limerick	Municipality
Township of Machar	Municipality
Township of Malahide	Municipality
Township of Matachewan	Municipality
Township of McNab/Braeside	Municipality
Township of Minden Hills	Municipality
Township of North Glengarry	Municipality
Township of O'Connor	Municipality



Company	Stakeholder Group
Township of Perry	Municipality
Township of Sables-Spanish Rivers	Municipality
Township of South Frontenac	Municipality
Township of South Glengarry	Municipality
Township of South Stormont	Municipality
Township of Southgate	Municipality
Township of Southwold	Municipality
Township of Terrace Bay	Municipality
Township of the Archipelago	Municipality
Township of Whitewater Region	Municipality
Tree of Life Canada	Steward
Twp of Brudenell, Lyndoch and Raglan	Municipality
UAP INC	Steward
uccmm	First Nations Community
UNFI Canada Inc.	Steward
Unica Insurance	Steward
Unilever Canada	Steward
United Townships of Head, Clara & Maria	Municipality
University of Waterloo	Steward
University of Western Ontario	Steward
Valpak	Steward
VHS	Steward
Village of Burk's Falls	Municipality
Village of Point Edward	Municipality
Walmart	Steward
Waste Watch Ottawa	ENGO
Waste Watch Ottawa (WWO)	ENGO
Wawanesa Mutual Insurance Company	Steward
Wentworth Technologies	Other
West Elgin	Municipality
West Park Healthcare Centre	Steward
Western University	Steward
Whole Foods Market	Steward
Wikwemikong Unceded Territory	First Nations Community
Wrigley	Steward
Yamaha Canada Music Ltd	Steward
Yamaha Motor Canada	Steward
York Region	Municipality
York University	Steward