

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

Date	Stakeholder Group(s)	Subject and Link to Email	Number Sent To	Open Rate	Click Rate
June 15, 2020	All	<a href="#">Reminder: Blue Box Program Transition Plan consultations this week</a>	3,819	25%	23%
June 17, 2020	All	<a href="#">Blue Box Program Transition Plan consultation materials available</a>	4,102	26%	21%
June 18, 2020	All	<a href="#">Join CSSA for a Consultation on the Material Cost Differentiation Methodology</a>	5,073	22%	19%
June 23, 2020	All	<a href="#">Material Cost Differentiation Methodology Consultation: June 25, 2020</a>	5,070	23%	20%
June 26, 2020	All	<a href="#">Material Cost Differentiation Methodology Consultation Materials Available</a>	5,150	23%	10%
June 29, 2020	All	<a href="#">Blue Box Program Transition Plan: Consultation Q&amp;As and Feedback Reminder</a>	4,092	21%	17%
July 2, 2020	All	<a href="#">MCD Consultation Q&amp;As and Program Fee Calculators Now Available</a>	5,138	20%	13%
July 13, 2020	All	<a href="#">Blue Box Program Transition Plan: Feedback Requested by July 15</a>	4,063	21%	11%
July 13, 2020	All	<a href="#">Feedback on the MCD Methodology Requested by July 23</a>	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 ([StewardshipOntario.ca/BlueBox-Transition](https://StewardshipOntario.ca/BlueBox-Transition)) 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
  - 475 registrants
  - 310 attendees
- **June 16, 2020, 1 – 3 p.m.:** Municipal, First Nations communities and waste management industry consultation
  - 367 registrants
  - 250 attendees
- **June 17, 2020, 1 – 3 p.m.:** Environmental non-government organization (ENGO) consultation
  - 112 registrants
  - 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 [Blue Box Program Transition Plan webpage](#). A full list of stakeholders Stewardship Ontario consulted with can be found in [Section 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	<ul style="list-style-type: none"> <li>• Canadian Consumer Specialty Products Association (CCSPA)</li> <li>• Canadian Federation of Independent Grocers (CFIG)</li> <li>• Canadian Franchise Association</li> <li>• Canadian Vehicle Manufacturers' Association (CVMA)</li> <li>• Chemistry Industry Association of Canada</li> <li>• Cosmetics Alliance Canada</li> <li>• Electronics Product Stewardship Canada (EPSC)</li> <li>• Food &amp; Consumer Products Of Canada (FCPC)</li> <li>• Restaurants Canada</li> <li>• Retail Council of Canada (RCC)</li> </ul>



Date of Meeting	Stakeholder Group	Attendees
June 29, 2020	Waste management associations	<ul style="list-style-type: none"> <li>Ontario Waste Management Association (OWMA)</li> <li>Miller Waste</li> </ul>
July 6, 2020	ENGOS	<ul style="list-style-type: none"> <li>Environmental Defence</li> <li>Recycling Council of Ontario</li> <li>Toronto Environmental Alliance</li> </ul>
July 7, 2020	Municipal representatives	MICP Committee Members: <ul style="list-style-type: none"> <li>Association of Municipalities of Ontario (AMO)</li> <li>City of Toronto</li> </ul>
July 10, 2020	Newspaper industry	<ul style="list-style-type: none"> <li>News Media Canada</li> </ul>

## 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](mailto: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 RPR 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 RPR 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 **prior year reports**; however, deadlines for applying for **prior-year adjustments** 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 RPR 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



Company	Stakeholder Group
Best Buy Canada	Steward
Blount Canada Ltd	Steward
Bluesky Strategy Group	Other
Bluewater Recycling Association	Municipality
BMW Canada Inc.	Steward
Boehringer Ingelheim	Steward
Booster Juice	Steward
Bose Ltd	Steward
Boston Pizza International	Steward
Brock University	Steward
Brockville	Municipality
Bruce Area Recycling	Municipality
BSH Home Appliances Ltd	Steward
Bushnell Corporation of Canada	Steward
C&D	Steward
C&J Clark Canada Limited	Steward
C.B.Powell Ltd.	Other
Campbell Soup	Steward
Campbell Soup of Canada	Steward
Canadian Association Of Recycling Industries	ENGO
Canadian Beverage Association	First Nations Community
Canadian Consumer Specialty Products Association	Trade Association
Canadian Environmental Law Association	ENGO
Canadian Franchise Association	Trade Association
Canadian Health Food Association	Trade Association
Canadian Hickory Farms, Ltd.	Steward
Canadian Medical Association	Steward
Canadian Plastics Industry Association	Packaging Association
Canadian Springs	Steward
Canadian Tire Corporation	Steward
Canadian Vehicle Manufacturers Association	Trade Association
Canon Canada Inc.	Steward
CANPREV NATURAL HEALTH PRODUCTS	Steward
Carton Council Canada	Packaging Association
Cascades Recovery	Waste Management
Catelli	Steward
Central Frontenac Township	Municipality
Chapman's Ice Cream	Steward
Chatham-Kent	Municipality
Chemistry Industry Association of Canada	Trade Association



<b>Company</b>	<b>Stakeholder Group</b>
Chudleighs Ltd	Steward
CIBC	Steward
Citi Cards Canada Inc.	Steward
Citizens' Network on Waste Management	Other
City of Barrie	Municipality
City of Belleville	Municipality
City of Brantford	Municipality
City of Brockville	Municipality
City of Clarence-Rockland	Municipality
City of Elliot Lake	Municipality
City of Guelph	Municipality
City of Hamilton	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 Ottawa	Municipality
City of Pembroke	Municipality
City of Peterborough	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	Steward
Compass Minerals	Steward
Concord Premium Meats Ltd.	Steward
ConstantineLegal	Other
Continuous Improvement Fund	CIF
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
HBC	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 Peppere 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



Company	Stakeholder Group
LONG & MCQUADE	Steward
Lontours Canada Ltd	Steward
Love Environment	Other
Lovell Drugs	Steward
LOWE'S Canada	Steward
Loyalist Public Affairs	Other
Loyalist Township	Municipality
Lush Handmade Cosmetics	Steward
Lutron Electronics Co., Inc.	Steward
LVMH FRAGRANCE BRANDS	Steward
Makita Canada Inc.	Steward
Mapei Inc	Steward
Maple Leaf Foods	Steward
Maricann Inc.	Steward
Mary Kay Cosmetics	Steward
Mattel Canada	Steward
Mattice - Val Côté	Municipality
McConnell Weaver Strategic Communication	Other
McKesson Canada	Other
MECP	MECP
Medical Pharmacies Group	Steward
Melitta Canada	Steward
Mentholatum	Steward
Metro Ontario Inc.	Steward
MFOA	Municipal Association
Minute Maid Canada	Steward
Mississippi Mills	Municipality
Mitsubishi Motor Sales	Steward
Mitsubishi motor sales of Canada, INC	Steward
MMSCAN	Steward
Moen	Steward
Mohawk College	Steward
Mondelez	Steward
Movado Group	Steward
MPS Group	Other
Multi-Material Stewardship Manitoba Inc.	Other
Municipal Waste Association	Municipal Association
Municipalité Alfred & Plantagenet	Municipality
Municipality of Calvin	Municipality
Municipality of Central Elgin	Municipality



<b>Company</b>	<b>Stakeholder Group</b>
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
Oppy	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



Company	Stakeholder Group
Postmedia Network Inc	Steward
PPEC	Packaging Association
PPG	Steward
Premier Tech Home & Garden	Steward
Premier Tech Ltd.	Steward
Prestone Products Corp.	Steward
Procter & Gamble Inc.	Steward
Quinte Waste Solutions	Municipality
R.J. Burnside & Associates Limited	Other
RBC	Steward
RBI	Steward
Recycling Council of Ontario	ENGO
Red Bull Canada	Steward
Regal	Steward
Region of Durham	Municipality
Region of Peel	Municipality
Region of Waterloo	Municipality
Regional Municipality of Durham	Municipality
Regional Municipality of Waterloo	Municipality
Renin Canada Corp	Steward
Resideo	Steward
Resource Productivity and Recovery Authority	RPPRA
Restaurants Canada	Trade Association
Retail Council of Canada	Trade Association
Rexall	Steward
Ripley's Aquarium of Canada	Steward
RLGA	Steward
Robins Environmental	Other
Rogers Communications	Steward
RSE	Steward
Rustoleum Canada	Steward
RW Consumer Products Ltd.	Steward
RWDI	Steward
Ryse Solutions	Waste Management
S&F Food Importers	Steward
SC Johnson	Steward
Scotts Canada Ltd.	Steward
Scout Environmental	Other
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





<b>Company</b>	<b>Stakeholder Group</b>
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