



STRATEGIC PLAN 2018-2023

Summary

This document sets out a five-year strategic plan for the Recycling Council of British Columbia (RCBC) for the years 2018 through 2023. The plan was developed by the RCBC Board of Directors in collaboration with the senior staff.

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Vison

• "A World Without Waste"

Mission

 "RCBC facilitates the exchange of ideas and knowledge that enable efficient solutions to eliminate waste"

RCBC STRATEGIC GOALS

Goal 1
 Continuous improvement in waste elimination
 Increased participation by BC citizens in waste reduction practices
 Engaged and diverse membership
 Stable Funding



• Continuous Improvement in Waste Elimination

DEFINITION

In promoting this goal, RCBC will emphasize business models designed to produce more durable goods, reduce use and disposable products, and expand the sharing economy to eliminate redundant consumption

Outcomes

- Progressive government policy instruments that move waste elimination up the Pollution Prevention Hierarchy at all points.
- Progressive movement upward in the Pollution Prevention Hierarchy within the framework of a circular economy.
- Expansion of stewardship programs under the BC Recycling Regulation and improvements to existing programs under the Regulation.
- Easier access to curbside collection, organics diversion, and EPR programs.
- Collaboration with Canada-wide recognition instruments that focus on companies/organizations actively working to eliminate waste.

- •Measured weight of municipal solid waste going to disposal as reported to the Province of BC.
- •Increased and improved access for BC communities to curbside collection and stewardship programs based on criteria such as time and distance.
- Products on CCME's phase 2 list added under the Recycling Regulation.



 Increased participation by BC citizens in waste reduction practices

DEFINITION

BC citizens are increasingly educated and informed of their options, to increase their participation in circular consumption, waste diversion, reuse, and recycling.

Outcomes

- Expanded RCBC leadership and information dissemination role
- Greater targeted awareness in BC about waste issues and progressive reduction measures based on the Pollution Prevention Hierarchy, circular economics, and a sustainable future for all.
- Accurate and current understanding of public education and information needs, maintained on an ongoing basis.
- Collaborative partnerships that facilitate education of all BC citizens.

- Increased rates of recycling for regulated products as measured by stewardship agencies in their annual reports.
- Measured weight of municipal solid waste going to disposal as reported to the Province of BC.



• Engaged and diverse membership.

DEFINITION

RCBC members represent all levels of the waste hierarchy (reduce, reuse, recycle, recover, and residuals management) and are actively engaged in achieving the Council's vision of a world without waste.

Outcomes

- Diversified member composition.
- Development of collaborative relationships within "reuse, repair, remake" sectors
- •Improved member benefits and value propositions.
- •Members engaged in addressing key policy issues.

- •Number of RCBC Conference delegates
- Number of partnerships/collaborations including round tables, coalitions, working groups, stewards, etc.
- Number of members: new and renewals by sector



• Stable Funding

DEFINITION

RCBC develops and maintains revenue streams from a variety of sources that provide both a solid financial foundation, and alignment with its goals and mission.

Outcomes

- •Improved relationships with current funding partners.
- •Diversified and expanded budget composition.

- Number of revenue sources
- Increase/decrease per revenue source
- Revenue generated as compared to approved budget
- Budget year-to-year comparison (last 5)

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OVERVIEW

These strategic goals are consistent with RCBC's purpose, as defined in section two (2) of its Constitution (see appendix A). They focus on RCBC's vision to eliminate waste by promoting both waste prevention and the principles of a circular economy (see appendix B) as the organization's contribution to combat global climate change. These goals also reflect the continued expansion of the Recycling Regulation by the B.C. Ministry of Environment (MoE) to cover the consumer products identified by the Council of Canadian Ministers of Environment (CCME) Canada-Wide Action Plan. It is expected the MoE will also work to increase organics diversion, focus greater attention on diverting waste in the ICI sector, and facilitate measures to ensure continuous improvement of existing EPR programs.

RCBC's strategic goals, viewed in context with the aforementioned MoE initiatives, are consistent with the Council's public information function and its role as a facilitator of progressive policy dialogue (Appendix C identifies the organization's activities, programs and services). Over the past decade, RCBC has positioned itself as the strategic public information and education hub for recycling and waste reduction in BC. During the five-year span of this strategic plan, the organization will reinforce that role as a primary means to progress towards the first three goals in this plan.

Goals number one and two are particularly germane to the public information function of RCBC, as that service will be the primary tactic applied. Towards that effort, RCBC will support industry and other stakeholder organizations by providing a central, one-stop education and information source to develop good practices for waste prevention province wide. RCBC will act as the mechanism to facilitate the move towards strategic policy initiatives that fall within the first two goals. RCBC senior and line staff members are set to refocus their attention to identify and develop opportunities in which that exchange of ideas and information can be the engine that drives the organization towards continuous improvement of information services and the generation of effective waste prevention solutions.

The third RCBC goal, to expand its community, can provide the Council with greater opportunity to accomplish the first two goals through support of a larger set of stakeholders involved in higher-level activities such as reuse, repair and remanufacturing in its various forms. RCBC will also strive to demonstrate and improve its value proposition for membership and increase the member base to new or underrepresented sectors.

This plan addresses these priorities and presents a set of related outcomes and performance indicators on which the organization will focus until 2023 or the plan is revised to reflect changing circumstances and opportunities.

Appendix A

RCBC Constitution Overview Section 2.0

- 2.0 The purposes of the Council are to:
 - 2.1 Maintain an association of groups and individuals interested in environmental sustainability, including waste management, recycling and pollution prevention in British Columbia and elsewhere.
 - 2.2 Promote solutions to waste management by the reduction, re-use, and recycling of waste materials.
 - 2.3 Promote solutions for environmental sustainability and pollution prevention by advocacy and education.
 - 2.4 Instigate effective environmental and waste management practices.
 - 2.5 Advocate the reduction of pre and post-consumer waste.
 - 2.6 Investigate systems for the extraction and use of waste materials.
 - 2.7 Research markets for secondary resource materials.
 - 2.8 Seek domestic and industrial uses for secondary materials.
 - 2.9 Consult with government, industry, and others on initiatives for environmental sustainability including waste management, recycling and pollution prevention.
 - 2.10 Assist current, and promote new, waste reduction and environmental opportunities and endeavors in British Columbia and elsewhere.
 - 2.11 Recommend procedures compatible with environmental sustainability.
 - 2.12 Advise on fiscal, funding, and business systems to members.
 - 2.13 Provide information services.
 - 2.14 Communicate with organizations having similar purposes.

Appendix B

Organization Overview

RCBC is Canada's oldest recycling and sustainability-related recycling organization. Formed in 1974 as a marketing consortium for community-based non-profit recycling groups, RCBC is now a multi-sectoral non-profit organization that provides information about Zero Waste, recycling and waste prevention policies and programs in British Columbia. As well, it raises awareness about the direct linkages between solid waste management and the broader issues of sustainability, such as the environmental responsibility of producers and consumers to manage the full life cycle of products as a principle of Zero Waste and circular economy. Sustainable management of full product life cycle, a process that begins at the product design stage, is a cornerstone principle of the circular economy, a concept which RCBC has adopted as an overarching strategy to eliminate waste.

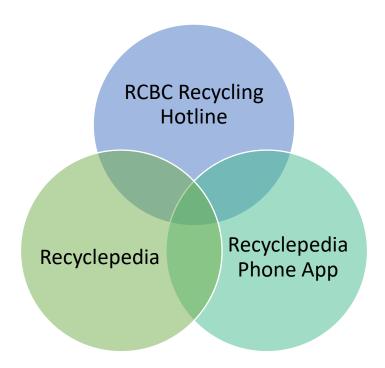
In its effort to eliminate waste, RCBC participates in the development of public policy, providing a forum for members and the public to express opinions on product stewardship, waste management, reuse, recycling, and related issues to various levels of government. Due to their parallel pursuit of waste-reduction goals, RCBC has aligned itself with the National Zero Waste Council (NZWC), as well as other related organizations, to support the development of a circular economy as a systems-thinking approach to economic and environmental sustainability.

A systems-thinking approach is consistent with the diversity of RCBC's membership, board, and committees, which are comprised of people from government, business large and small, non-profit organizations, as well as individuals. In other words, a representative group of the whole system of recycling and waste reduction in B.C.

Appendix C

Activities, Programs and Services

Primary Public Information and Education Tools



The Hotline is fielded by the team of trained-and-knowledgeable information officers who staff RCBC's toll-free, province-wide service. With a comprehensive database at their fingertips, operators provide information about recycling, waste prevention and environmentally sound end-of-life management of virtually every material or product sold in B. C. This same database is the central source for the online Recyclepedia search engine and as well as that for the BC Recyclepedia and the recently developed National Recyclepedia phone app. In 2012, RCBC began providing a set of public information services under a group agreement to the members of the Stewardship Agencies of B.C.

FACT

RCBC's primary tools receive more than 180,000 contacts a year

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Annual Conference

• RCBC's annual conference brings together governments, small-and-medium enterprises, industry, academia, non-profit groups, and individuals, providing exchanges of information that have led to ground-breaking waste reduction and sustainability policy directions and programs in British Columbia.

Contract Services

•In order to fund its operations RCBC offers contract services for a fee. In general, these services relate both to the RCBC's mission, and its strategic objectives. Examples of these services would include the expansion of the Recyclepedia app to facilitate recycling information for programs in other regions across Canada. RCBC has moved to meet more of its budget needs through contract services as a way to move away from grant dependency and develop financial independence and greater control of its fiscal capacity.

Special Events

 RCBC participates within special events that meet the criteria of its mission either on its own accord or in partnership with other organizations.
 Webinars and community events produced by the NZWC are examples of the latter, while the Trailer Trashed Film Competition is an example of the former.

Partnerships

• RCBC works with businesses, industry stewards, local and senior governments, as well as other partners, by providing public education and information. Within that process, it collects data to assist in the improvement of existing programs. It also develops policy and suggests initiatives on which to base new programs or assist the continuous improvement of those programs currently providing service.

Waste Reduction Week in Canada

• RCBC is an integral part of Canada's National Waste Reduction Week and a founding member of the national steering committee, providing program development and delivery throughout B.C. as well as developing the Waste Reduction Handbook used by Waste Reduction Week participants nation wide.

Publications

• RCBC offers a range of topical publications in electronic format that support member communications and information, waste reduction program initiatives and policy development. These include the ReCap e-newsletter, fact sheets and discussion papers. RCBC also maintains a comprehensive web site providing information on waste reduction and sustainability issues, education materials, and links to related sites.

Social Media

•RCBC staff develop communications on a range of zero waste issues through a variety of social media platforms. From FAQ Fridays to training videos for stewardship organizations, staff members develop and produce effective communications products designed to further the organizational mission and its strategic goals.

Policy Development

•Through its Board, Policy Committee and policy working group system, RCBC helps facilitate the development of policy in British Columbia based on the principles of Zero Waste and circular economy by providing a multi-sectoral forum that brings together governments, businesses, environmental non-profit groups and other stakeholder groups in a respectful and collaborative environment.

Appendix D

Performance Metrics

A dashboard of metrics will be developed, baselined, then track to measure the areas identified within the table below.

Goals	Performance Indicators			
Goal 1	Tonnes of Waste per capita	Community Curbside collection and Stewardship Program Access	CCME Phase 2 Products Added to the Recycling Regulation	
Metric	Tonnes total and by regional district	Baselined number of communities with greatest distance to depots by miles/minutes	Products added to Recycling Regulation	
Goal 2	Increase in Regulated Products Collection Rates	Decrease in Tonnes Per Capita of Waste		
Metric	Year-to-year collection rates	Annual waste rates by community and/or by province as a whole		
Goal 3	RCBC Conference Delegates	Collaborative Relationships	Members by Sector	
Metric	Annual delegates	Groups interacting with RCBC	Members by Sector	

Sample results

Goals	Performance Indicators			
Goal 1	Tonnes of Waste per capita by regional district	Community Curbside collection and Stewardship Program Access	CCME Phase 2 Products Added to the Recycling Regulation	
Metric	Tonnes total and by regional district	Baselined number of communities with greatest distance to depots by miles/minutes	Products added to Recycling Regulation	
Goal 2	Increase in Regulated Products Collection Rates	Decrease in Tonnes Per Capita of Waste		
Metric	Year-to-year collection rates by program	Annual waste rates by community and/or by province as a whole 2.3 million tonnes or 522 kg per person		
Goal 3	RCBC Conference Delegates	Collaborative Relationships	Members by Sector	
Metric	Annual delegates	Groups interacting with RCBC	Members by sector	



CONTACT

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