

# Recycling Council of Alberta

## Strategic Plan

Updated January 2005



*Recycling Council  
of Alberta*

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## **Foreword**

The Recycling Council of Alberta's Strategic Plan serves the following purposes:

- To clarify what the organization is about.
- To produce a common understanding of the organization among all parties.

The Strategic Plan brings together the RCA's mission, objectives and goals in a format designed to facilitate the pursuit of these goals.

The Strategic Plan guides the organization in the pursuit of the RCA's mission.

The Strategic Plan is intended to be dynamic, and as a result will be continually evolving, reviewed and updated on a regular basis.

The Strategic Plan does not go into great detail with respect to detailed plans or action steps, based on the understanding that these plans and details will be developed and implemented by the staff or committees who undertake each objective.

The Strategic Plan is a tool which requires the ongoing efforts of participants to make it work.

## **Mission Statement**

*The Recycling Council of Alberta exists*

*“To promote and facilitate waste reduction, recycling, and resource conservation in the Province of Alberta.”*

To meet our mission we will strive towards the following goals:

### Leadership & Advocacy

Encourage policy that facilitates waste reduction, recycling and resource conservation.

### Industrial, Commercial and Institutional

Encourage and assist the IC&I and C&D sectors to responsibly manage their waste stream, assume product stewardship, increase recycled content and conserve resources.

### Market Development

Encourage Market Development for recycled materials and waste reduction products & services.

### Communications

Raise awareness, educate and encourage responsibility for waste reduction, recycling and resource conservation.

### Organizational

Enhance the effectiveness of the RCA in pursuit of our goals and objectives.

## 1. Leadership & Advocacy

Encourage policy that facilitates waste reduction, recycling and resource conservation.

### Objectives:

- 1.1. Maintain a strong and diverse membership.
- 1.2. Develop strategic alliances and partnerships.
- 1.3. Develop proactive policies on strategic issues.
- 1.4. Present RCA position to key influencers and monitor results.

#### 1.1. Maintain a strong and diverse membership.

Action Steps	Responsibility
1.1.1 Establish membership goals.	Executive Committee; Board

#### 1.2. Develop strategic alliances and partnerships.

Action Steps	Responsibility
1.2.1. Develop political connections (Executive Directors, ADMs, Mayors, Politicians, government bureaucrats).	All committees, Executive Director
1.2.2. Increase strategic representation on boards, panels, etc.	Executive Committee
1.2.3. Establish a federal government Board liaison.	Executive Committee
1.2.4. Increase involvement at government functions. e.g. speaking engagements.	All committees through Board

#### 1.3. Develop proactive policies on strategic issues.

Action Steps	Responsibility
1.3.1. Maintain a policy committee (to develop external policies).	Executive Committee
1.3.2. Respond to current issues with RCA policy.	Leadership/ Advocacy Committee

#### 1.4. Present RCA position to key influencers and monitor results.

Action Steps	Responsibility
1.4.1. Develop political connections (all levels).	Executive Committee

## 2. Industrial, Commercial and Institutional

Encourage and assist the IC&I and C&D sectors to responsibly manage their waste stream, assume product stewardship, increase recycled content and conserve resources.

### Objectives:

- 2.1. Promote ICI waste stewardship and reduction.
- 2.2. Promote construction and demolition waste reduction.
- 2.3. Encourage design-for-environment.
- 2.4. Recognize excellence in product stewardship.

#### 2.1. Promote IC&I waste stewardship and reduction.

Action Steps	Responsibility
2.1.1. Maintain IC&I Committee.	Executive Committee
2.1.2. Conference IC&I stream.	IC&I / Communications committee
2.1.3. IC&I corner in newsletter and website.	IC&I / Communications committee
2.1.4 Present best practices / case studies to influence key stakeholders / decision makers, procurement	
2.1.5 Respond to key challenges of priority waste streams (drywall, paint, wood) as they arise, identify barriers / opportunities	

#### 2.2. Promote construction and demolition waste reduction and recycling.

Action Steps	Responsibility
2.2.1. Develop partnerships with key stakeholders, e.g. Action on Waste, C&D industry.	IC&I Committee
2.2.2. Pursue C&D workshops.	IC&I Committee
2.2.3 Develop Waste Exchange/s	

#### 2.3. Encourage design-for-environment.

Action Steps	Responsibility
2.3.1. Develop strategic alliances with industry stewardship groups, e.g. TRMA / AUOMA / Dairy Council, etc.	Board Members assigned to designated Stewardship Groups
2.3.2. IC&I Task Team – partnerships with industry, municipalities and government.	ICI Committee
2.3.3. Pull together resource tool kit: – Research – Benchmarking – Info gathering	ICI Committee

#### 2.4. Recognize excellence in product stewardship.

Action Steps	Responsibility
2.4.1. Continue Rs of Excellence industry awards.	Communications committee

### 3. Market Development

Encourage Market Development for recycled materials and waste reduction products & services.

#### Objectives:

- 3.1. Update RCA information on existing products and services.
- 3.2. Identify and promote “3Rs” products and services.
- 3.3. Encourage “Buy-Recycled”

#### 3.1. Update RCA information on existing products and services.

Action Steps	Responsibility
3.1.1. Create and update database of products with recycled materials.	Executive Director

#### 3.2. Identify and promote “3Rs” products and services.

Action Steps	Responsibility
3.2.1. Feature new products and services in the Connector.	Communications Committee
3.2.2. Conference, exhibitor booths and sessions - target new products and services.	Communications Committee
3.2.3. Debunk myths through newsletter articles, conference sessions.	Communications Committee
3.2.4. Produce membership directory and product guide.	Market Development Committee
3.2.5. Provide Research Project Management – Project developments promoting 3Rs	Market Development Committee

#### 3.3. Encourage “Buy-Recycled”.

Action Steps	Responsibility
3.3.1. Monitor and evaluate adherence to internal procurement policies.	Executive Director, Executive Committee
3.3.2. Make available sample procurement policies.	Executive Director
3.3.3. Establish presence at major purchasing events, e.g. PMAC.	Market Development Committee
3.3.4. Develop partnerships with other market development organizations, e.g. ESAA, other RCs.	Market Development Committee

#### 4. Communications

Raise awareness, educate and encourage responsibility for waste reduction, recycling and resource conservation.

##### Objectives:

- 4.1. Deliver key messages and information, which support strategic objectives, to target audiences.
- 4.2. Develop and deliver education & networking initiatives.
- 4.3. Assist other committees to communicate key concepts and messages.

##### 4.1. Deliver key messages and information, which support strategic objectives, to target audiences.

Action Steps	Responsibility
4.1.1. Define tools, e.g. newsletter, info packages, conference, website, media.	Communications Committee
4.1.2. Identify audiences, based on strategic plan.	Communications Committee
4.1.3. Identify audience needs.	Communications Committee
4.1.4. Define key messages.	Communications Committee
4.1.5. Design and implement communications plan. Identify partnerships.	Communications Committee

##### 4.2. Develop and deliver education & networking initiatives.

Action Steps	Responsibility
4.2.1. Investigate opportunities for – manuals – workshops – seminars – conferences	Communications Committee

##### 4.3. Assist other committees to communicate key concepts and messages.

Action Steps	Responsibility
	Communications Committee

#### 5. Organizational

Enhance the effectiveness of the RCA in pursuit of our goals and objectives.

##### Objectives:

- 5.1. Achieve and maintain financial sustainability.
- 5.2. Maintain an adequate level of resources to ensure continued and effective operation.
- 5.3. Improve organizational efficiency.
- 5.4. Focus Board, Committees and staff on strategic objectives and performance indicators.
- 5.5. Provide good financial management and accountability (Audit Committee).

**5.1. Achieve and maintain financial sustainability.**

<b>Action Steps</b>	<b>Responsibility</b>
5.1.1. Develop revenue plan based on strategic objectives.	Executive Committee
5.1.2. Pursue and develop appropriate revenue-generating opportunities, e.g. investigate potential workshops on current issues.	Strategic Planning, Executive Committees
5.1.3. Develop transparent fee structure-package.	Executive Committee

**5.2. Maintain an adequate level of resources to ensure continued and effective operation.**

<b>Action Steps</b>	<b>Responsibility</b>
5.2.1. Develop resource plan based on strategic objectives (Business Plan).	Executive Committee
5.2.2. Refine Financial Systems.	Treasurer, Executive Committee
5.2.3. Develop Human Resource Strategy.	Executive Committee

**5.3. Improve organizational efficiency.**

<b>Action Steps</b>	<b>Responsibility</b>
5.3.1. Review roles, responsibilities and functions of the board.	Executive Committee
5.3.2. Evaluate committee structure & responsibilities.	Executive Committee
5.3.3. Review staff / contractor roles & responsibilities.	Executive Committee

**5.4. Focus Board, Committees and staff on strategic objectives and performance indicators.**

<b>Action Steps</b>	<b>Responsibility</b>
5.4.1. Align resources & objectives (prioritize).	Executive Committee
5.4.2. Committees develop and implement action plans with performance indicators.	All committees
5.4.3. Quarterly review.	Board / all committees

**5.5 Provide good financial management and accountability (Audit Committee).**