



STRATEGIC PLAN

April 1, 2017 to March 31, 2020

Who We Are

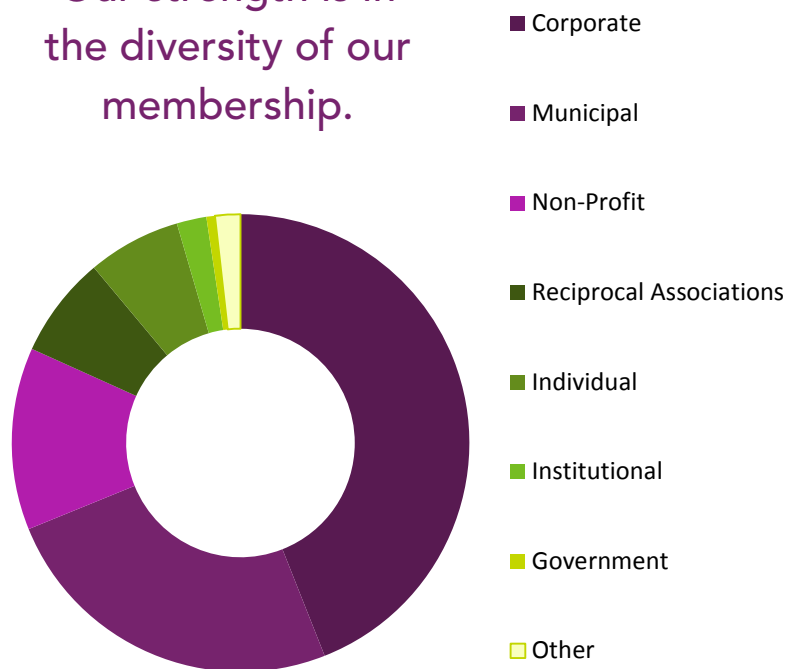
The Recycling Council of Alberta (RCA) is a multi-sectoral non-profit organization that has advanced waste prevention and recycling in Alberta through its diverse membership since 1987. RCA is a collective voice dedicated to achieving Zero Waste in the province through strategies that focus on reduction, reuse, recycling and resource conservation. The RCA plays a vital role in building awareness around local, regional and province wide waste management efforts that result in critical environmental and climate protection outcomes.

RCA provides tools and resources, industry news and trends, educational workshops and conferences, legislative advocacy and a resourceful network of people and organizations that work together to support important policies and programs. RCA continues to be a solid foundation for waste reduction and recyclers in Alberta.

Our Membership

RCA is fortunate to have an enthusiastic, committed and knowledgeable membership. Our members come from all sectors of the industry — collection, processing, manufacturing, consulting, education and outreach, government, and nonprofits. Members are key participants on the board, as well as essential contributors to our 'working' and 'advisory' teams. It is only through the generous support of members and partners that the Recycling Council can successfully continue reaching its goals.

Our strength is in the diversity of our membership.



Our Plan

The RCA Board of Directors has developed a framework to align board strategic priorities, goals and objectives with its vision and mission. This plan marks a shift in the expectations and accountability of the organization, and begins to define actions that provide clarity on anticipated outcomes and measurements. The plan strives to demonstrate alignment from mandate to end reporting, ensuring our efforts are supported by the board, members and all stakeholders.



The Board initiated this process in 2014 through an organizational rebranding exercise that gathered input from members regarding the value and experience that all of our stakeholders can count on from the RCA. As a result, the organization was able to characterize our culture, which was valuable in terms of confirming our vision and mission. In 2016, the Board recognized the need to update the organization's strategic plan to ensure its relevance as we moved forward on our path. Committees were invited to provide input on organizational structure and priorities. The Board used this feedback to inform discussions through a strategic planning workshop. These efforts identified a strong continuity between the Board and member's vision for the RCA.

Our Vision

Create a pathway to a zero waste Alberta.

Our Mission

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

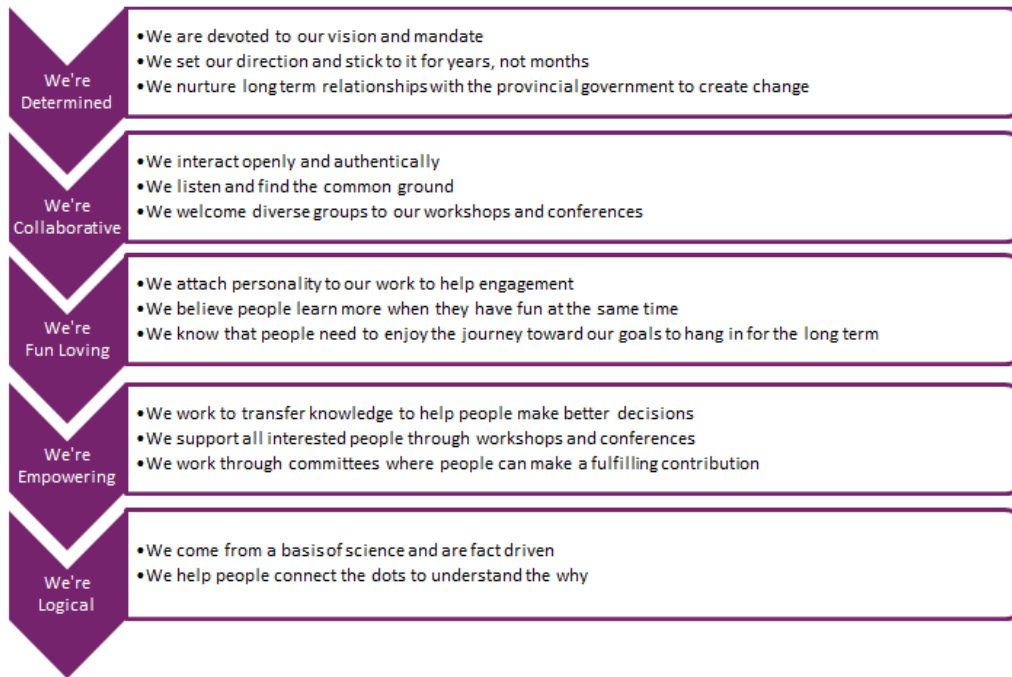
A Pathway is a way of achieving a specified result; a course of action. We are action orientated in our path forward.

Zero Waste is our reason for being. We are purposeful in our actions to facilitate change where people, business and government alter attitudes and practices to prevent waste, rather than being satisfied to manage it.

Our Culture

The following are principles, values and behaviors that the Recycling Council of Alberta follows in pursuit of the mission. Our advantage comes from the core strengths we deliver. We support our advantage by choosing actions and making decisions that reinforce and strengthen our organization.

Our Values



Our Advantages

| Connectors | Focus on Results | Source of Expertise | Intractable Principles | Advocates for All Stakeholders |
|--|--|--|--|--|
| <ul style="list-style-type: none"> • We help members network • We bring diverse groups together for dialogue and learning • We create a community of like minded individuals from across the province | <ul style="list-style-type: none"> • We apply current trends and knowledge to our recommendations • We capture our planned actions in a working document - the strategic plan • We adapt to changes in the industry and province to remain practical and relevant | <ul style="list-style-type: none"> • We have highly qualified and well regarded members • We are an organization that people call on looking for answers • We are a resource of information that we distribute and archive for future reference | <ul style="list-style-type: none"> • We have a long history of consistently advancing the waste hierarchy • We adhere to our principles regardless of the relationships we have and people we speak to • We are not afraid to have difficult conversations around who we are and what we believe in | <ul style="list-style-type: none"> • We keep an end-to-end industry perspective • We speak with one voice for the industry as a whole • We understand the realities of the industry and support organizations through difficult decisions |

2017-2019 Strategic Priorities

To provide direction, the RCA Board of Directors has identified five priority areas on which the organization will focus over the next 3 years. Goals, objectives and action plans that will be used to establish how the mission will be used to achieve the vision.

| Objectives | | Action Steps | |
|--|--|--|---------------------------------|
| Goal 1: Enhance the effectiveness of the RCA in pursuit of our goals and objectives. | | | |
| Governance & Accountability | <ul style="list-style-type: none"> • Build a diverse and strong membership. • Improve organizational efficiency. • Maintain an adequate level of resources to ensure continued and effective self-sufficient operations. • Focus board, project teams and staff on strategic objectives and actions. | <ul style="list-style-type: none"> • Attract and retain a robust and representative membership. • Review roles, responsibilities and functions of the board and staff. • Develop a succession plan for board and staff. • Develop revenue plan based on strategic objectives. • Set terms of reference for project teams, and develop a reporting structure with performance targets to support success. | Executive Team & Administration |
| Goal 2: Encourage policy and initiatives that increase resource conservation, waste reduction, reuse and recycling | | | |
| Alliances, advocacy & policy | <ul style="list-style-type: none"> • Develop and maintain strategic alliances and partnerships. • Advocate RCA goals to all levels of government to encourage the development of provincial policy. • RCA is viewed as reliable, trustworthy and expert in the field. • Embrace and promote Circular Economy principles. | <ul style="list-style-type: none"> • Develop political connections; facilitate change and the development of new policy. • Influence the creation of a province-wide EPR program for packaging. • Continue to promote and facilitate a provincial Ag plastics program. • Align with other potential policy initiatives and partnerships. • Create opportunities to stimulate discussion around circular economy | Board of Directors |

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| Goal 3: Encourage and assist the ICI sector to responsibly manage their waste stream, assume product stewardship, increase recycled content and conserve resources. | | | |
| ICI Outreach | <ul style="list-style-type: none"> Promote RCA vision and mission within the ICI sector. Engage the ICI sector in waste stewardship and reduction practices. | <ul style="list-style-type: none"> Provide outreach and information services for the ICI sector. Host ICI workshops on key issues Quantify and qualify best practices for ICI sector. Advocate for and facilitate an enhanced provincial waste measurement system. | Project Teams |
| Goal 4: Support the development and ongoing recycling and waste reductions programs in communities and municipalities across Alberta. | | | |
| Community Outreach | <ul style="list-style-type: none"> Support and encourage RCA membership in communities in Alberta. Encourage communities to develop more aggressive waste reduction and diversion practices. | <ul style="list-style-type: none"> Expand regional workshops and training opportunities. Develop best practices examples and share business cases. | Project Teams |
| Goal 5: Raise awareness, educate and encourage responsibility for waste reduction, recycling and resource conservation. | | | |
| Educate & Communicate | <ul style="list-style-type: none"> Deliver key messages and information, which support strategic objectives to target audiences. Develop and deliver education and networking initiatives. Be the "go to" for recycling information. | <ul style="list-style-type: none"> Publish a newsletter with current and relevant information. Develop a robust and effective Ambassador program. Continue to host a successful annual conference. Deliver workshops on topics outside other project teams. Raise awareness about waste issues through public campaigns and events (ie. Feeding 5000 initiative) Provide media training and outreach for board and administration. Develop a social media strategy | Project Teams |

Our Commitment

As the RCA Board of Directors, we commit to leading this strategic plan on behalf of the organization in order to advance our vision and mission in the province of Alberta. We will be inclusive of all of our stakeholders, and will remain accountable to our membership.