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**BRITISH COLUMBIA USED OIL  
MANAGEMENT ASSOCIATION  
(BCUOMA)**

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**THREE-YEAR BUSINESS PLAN**

**2011 – 2013**

**JUNE 2011**



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## 1 ACCOUNTABILITY STATEMENT

The British Columbia Used Oil Management Association's (BCUOMA) Business Plan for the period January 1, 2011 through December 31, 2013 was prepared having regard to the intent and requirements of:

- The *Environmental Management Act (SBC 2003) CHAPTER 53* (the Act);
- The *Recycling Regulation* (B.C. Reg 995/2004)(the "Regulation"); and
- BCUOMA's Stewardship Plan for Used Oil, Antifreeze, Oil Filters, and Oil and Antifreeze Containers.

BCUOMA is committed to achieving the projected results laid out in this Business Plan.

Approved by the Board of Directors,  
British Columbia Used Oil Management Association



## 2 EXECUTIVE SUMMARY

The *Recycling Regulation*, replacing the *Post-Consumer Residual Stewardship Program Regulation*, was brought into law on October 7, 2004. It continues to require that the Brand-owners of used oil, oil filters and plastic oil containers have their own stewardship plan in place or join an association that will carry out the duties of a Brand-owner under the Regulation.

On July 22, 2003, the BCUOMA began to facilitate the collection of used oil, oil filters and oil containers. The Environmental Handling Charge (EHC) began being collected by the Association July 1, 2003. The Return Incentive (RI) and Infrastructure Development Incentive (IDI) began being paid to registered Collectors and Processors August 1, 2003. A December 2009 amendment to the Regulation required that a stewardship plan be implemented for automotive antifreeze and antifreeze containers effective July 1, 2011.

Strategies for the 2011 fiscal year reflect BCUOMA's overall goal to encourage cost effective, responsible environmental handling of used oil and antifreeze materials in British Columbia. To fulfill its mandate, BCUOMA will continue to focus on four key objectives:

- Accountability to Brand-owners.
- Optimal recovery rates.
- Informed and participating end users.
- Environmentally responsible management of used oil and antifreeze materials.

BCUOMA achieves these objectives through a framework that employs a Return Incentive (RI) and Infrastructure Development Incentive (IDI) funded through an Environmental Handling Charge (EHC). Core processes are identified to ensure that the Program can be delivered in an efficient and effective manner.



### 3 BACKGROUND

BCUOMA is a not-for-profit organization incorporated under the Societies Act (British Columbia) with membership open to all Brand-owners (as defined in the Regulation) of oil materials and antifreeze materials as of July 1, 2011. A multi-stakeholder Board of Directors manages BCUOMA, with representatives from manufacturing, retailing, local government, and other non-government organizations.

BCUOMA's mandate is to manage a program to facilitate the collection, management and recycling of used oil and antifreeze materials. Included in this program is the collection and recycling of used oil and antifreeze containers up to and including the 30 litre size container.

BCUOMA's program, resulting from extensive British Columbia industry consultation, features the following elements:

- Funded through an Environmental Handling Charge (EHC) placed on Brand-owners.
- Registered private sector Collectors rewarded through Return Incentives (RI) that are set for each of the used oil and antifreeze materials in each of the eleven zones of the Province.
- Freight-equalized Zone RIs are intended to ensure collection in all areas of the Province.
- An Infrastructure Development Incentive (IDI) is paid to registered plastic oil and antifreeze container Processors.
- Effective July 1, 2011, BCUOMA is paying return collection facility operators \$0.10/l for their used oil if they collect used oil, oil filters and oil containers from the do-it-yourselfer at no charge and \$0.15/l for their used antifreeze, if they collect used antifreeze and antifreeze containers.

The combined Stewardship Plan for used oil and antifreeze materials was approved by the Director of the Ministry of Environment on April 15, 2011. Section 6 of the Regulation requires that producers conduct a review of approved stewardship plans at five year intervals. The next review of the combined used oil and antifreeze BCUOMA stewardship plan must be completed by November 25, 2014.

As part of BCUOMA's responsibilities, BCUOMA has prepared this Business Plan to guide its actions, decisions and policies. This Business Plan presents the broad strategic direction for BCUOMA, and charts out specific program strategies and goals for the current year and the subsequent two years.



## **4 MISSION AND MANDATE**

### **4.1 VISION**

BCUOMA's vision is a sustainable used oil and antifreeze material recycling program that is cost effective, self-sufficient, environmentally and socially responsible and strives to be a model of excellence.

### **4.2 MISSION**

BCUOMA's mission is to manage a cost effective and environmentally sustainable program, on behalf of Brand-owners, for the collection and recycling of used oil and antifreeze materials in British Columbia and to meet the regulatory requirements of the Ministry of Environment.

### **4.3 MANDATE**

#### **Core Business 1: Program Management**

BCUOMA develops and implements programs that encourage the private sector to collect and process used oil and antifreeze materials in an environmentally acceptable manner.

#### **Core Business 2: Communications**

BCUOMA informs stakeholders in all market sectors of the need and benefit of returning used oil and antifreeze materials for recycling.

#### **Core Business 3: Funds Management**

BCUOMA effectively and efficiently manages EHC, RI and IDI funds to fulfill its mandate.

## **4.4 PROGRAM FRAMEWORK**

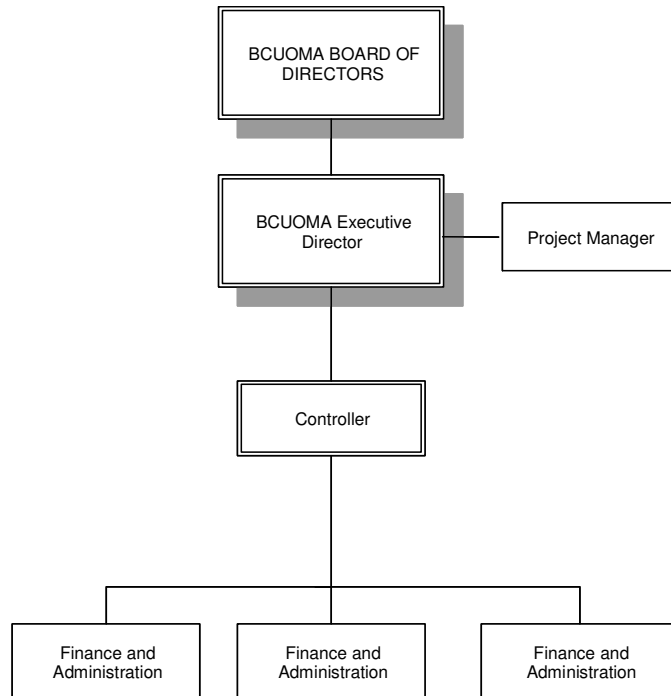
The following principles are reflected in BCUOMA's Program:

1. The Program is based on the user pay concept. The Program ensures that a fair distribution of the costs associated with collection and recycling of used oil and antifreeze materials is tied to the point of sale for the consumer/generator, rather than on the material return.
2. The Program supports only those end uses that provide landfill diversion and environmentally sound recovery/reuse options. Road oiling, land filling, and used oil furnaces are not acceptable end uses under this Program.
3. The Program enhances the collection of used oil and antifreeze materials in those markets not adequately serviced, without negatively impacting the collection and servicing of those markets that are well serviced today.



## 4.5 ORGANIZATIONAL CHART

The following section outlines the current operational structure of BCUOMA.



The following section describes the key roles outlined in the organizational chart above:

**Board of Directors**—provides a governance and oversight function.

**Executive Director**—is responsible for co-ordinating all activities of BCUOMA. The Executive Director is directly accountable to the Board of Directors and is responsible for operations management, financial management, communications, staff management and general administrative oversight.

**Controller**—is responsible for the financial management and reporting for BCUOMA, including implementing accounting and reporting controls.

**Project Manager**—is responsible for overseeing BCUOMA as an outsourcing engagement for Grant Thornton and for maintaining communication to ensure that the service is meeting needs and expectations.



## **5 OBJECTIVES, GOALS AND PERFORMANCE MEASURES**

BCUOMA's mandate, vision and mission give rise to a number of objectives that are useful in guiding BCUOMA through day-to-day operations and in carrying out short-term to mid-term business planning. Specific objectives lead to the development of goals, strategies and performance measures that give BCUOMA the ability to drive its activities and measure its progress in accordance with its stewardship plan and the Regulation.

BCUOMA has identified the following four key objectives:

- Accountability to Brand-owners.
- Optimal recovery rates.
- Informed and participating end users.
- Environmentally responsible management of used oil and antifreeze materials

Within each of the objectives a number of goals are identified which define BCUOMA's priorities and provide a basis against which BCUOMA's performance are measured. Strategies and performance measures (targets) aimed at achieving these specific goals are also included to help direct BCUOMA.

### **5.1 ACCOUNTABILITY TO BRAND-OWNERS**

#### **5.1.1 EQUITABLE TREATMENT FOR ALL BRAND-OWNERS**

The BCUOMA works to ensure equitable participation of all Brand-owners. The BCUOMA's role is to perform, on behalf of each Member, certain duties required under the Regulation and stewardship plan.

#### **5.1.2 MAXIMIZE THE COLLECTION OF EHCs**

The EHC is collected on the sale of oil, antifreeze, oil filters, and oil and antifreeze containers. Through enhanced public education and communication with brand-owners and current registrants with Alberta Used Oil Management Association (AUOMA), Saskatchewan Association for Resource Recovery Corp. (SARRC), Manitoba Association for Resource Recovery Corp. (MARRC) and La Société de gestion des huiles usagées (SOGHU), BCUOMA ensures that organizations that are first-sellers of EHC applicable products are complying with the Regulation and stewardship program plan.

New Brand-owners for antifreeze and additional Brand-owners continue to be registered with BCUOMA on an ongoing basis as BCUOMA communicates with prospective Brand-owner members their requirements under the Regulation. Companies that show an unwillingness to comply with the Regulation are referred to the Ministry of Environment.

BCUOMA administers a material specific data management system that tracks the volumes of EHC applicable materials. This system is used to track sales and assist in the development and enhancement of the Program. As part of this process, regular compliance reviews are conducted in cooperation with the other Used Oil Management Associations to ensure accurate collection of EHC remittances.



### **5.1.3 MAXIMIZE THE FLOW-THROUGH OF EHCS TO RIs AND IDIs**

BCUOMA maximizes the flow-through of the Environmental Handling Charge (EHC) that is directed to program costs.

BCUOMA will continue to ensure that the cost of administering BCUOMA will remain low and a large percentage of the flow-through of EHCs will be to RIs and IDIs. BCUOMA continues to closely monitor its administrative costs and expenses by tracking all costs and comparing them to budget and previous periods. BCUOMA's financial reports are reviewed by the Board of Directors periodically throughout the fiscal year. The EHC for oil is \$0.05/litre, filter less than 8 inches is \$0.55, filter equal to or greater than 8 inches is \$1.25 and oil container is \$0.10/litre of container. As of July 1, 2011, the EHC for both premix and concentrate automotive antifreeze is \$0.20/litre and for the antifreeze container it is \$0.10/litre of container.

### **5.1.4 AVOID CROSS SUBSIDIZATION**

Cross subsidization is a situation where the EHC from an oil or antifreeze material would financially support the collection and recycling of another oil or antifreeze material. The EHC is collected on the sale of oil, antifreeze, oil filters, and oil and antifreeze containers. RIs and IDIs are paid for the collection and recycling of these materials. BCUOMA's objective is to balance RIs paid on each material to the EHC collected for oil, antifreeze and oil filters and to balance the RI and IDI with the EHC for oil and antifreeze containers. The target over the next several years is to have about 80% of the EHC revenue go to pay for RIs and IDs and the remaining 20% cover administrative costs and the operating reserve.

### **5.1.5 MAINTAIN PROGRAM HARMONIZATION**

BCUOMA's Stewardship Program is similar to the successful programs in Alberta, Saskatchewan, Manitoba and Quebec. Many Brand-owners are registrants in all five programs. Program consistency across the provinces allows Brand-owners the ability to collect and remit the EHC with minimal computer software adjustments, training of staff for a new provincial program, and additional changes to internal procedures to ensure compliance. By liaising with the other Associations and ensuring effective communication with Brand-owners, BCUOMA ensures any changes or updates to the Program are accomplished on as consistent a basis across the five provinces as possible. Due to the lower recovery rates in some of the provinces, BCUOMA is no longer able to maintain consistent EHCs with some of the other Associations.

### **5.1.6 PROMOTE A PROGRAM THAT IS NATIONAL IN SCOPE**

BCUOMA is a member of the National Used Oil Material Advisory Council (NUOMAC), which includes the provinces of Quebec, Manitoba, Saskatchewan, Alberta and British Columbia. NUOMAC coordinates the Canada-wide used oil and antifreeze material recycling effort and encourages consistent national standards.

In July 2008, an Ontario stewardship program commenced for used antifreeze, oil and antifreeze containers and oil filters, but not used oil. Since 2009, Ontario has participated with the other Associations on the EHC Compliance Review Program. The intent is to minimize the impact on member companies by having only one auditor instead of each Association having their own auditor visit member companies for the EHC Compliance Review.



#### **5.1.7 ENCOURAGE A SELF-SUSTAINING USED OIL MATERIAL RECYCLING INDUSTRY**

The BCUOMA Program was designed with guidelines to ensure that BCUOMA does not become involved in or own collection and recycling facilities.

#### **5.1.8 EFFECTIVE GOVERNANCE**

BCUOMA fulfills its responsibility to deliver effective and efficient administration and to meet its obligations associated with sound corporate governance. BCUOMA maintains and reports against a corporate governance framework as follows:

- Organizational objects (of incorporation).
- Bylaws.
- *Society Act* requirements.
- Annual Reports.
- Quarterly Reports.
- Other organizational policies and procedures.

BCUOMA ensures that the documents required as part of the corporate governance framework are prepared, reviewed and reported on annually, in conjunction with BCUOMA's Annual Report.

BCUOMA strives to achieve best practices in self-governance and will report to the Director in the Ministry of Environment on or before July 1<sup>st</sup> of each year.

#### **5.1.9 ENSURE FULL ACCOUNTABILITY**

BCUOMA has developed a comprehensive accountability framework that ensures it acts according to its mandate and objectives. An accountability framework has been established and maintained by developing, assessing and reporting against this plan and BCUOMA policies, stewardship program plan and Regulation. The accountability framework governs BCUOMA in a manner that ensures its mandate is being fulfilled, its objectives are being pursued, and that the members and the Board of Directors are being well represented. BCUOMA reviews and assesses and reports against the following:

- Project Compliance Review protocols.
- Quarterly review processes.
- Annual budgeting processes.
- Annual Business Plan review processes, including the Annual Report.
- Incentive Program for Collectors and Processors.



BCUOMA ensures that the policies and protocols forming its accountability framework are reviewed and reported against at least annually. All policies and protocols are assessed to determine if changes are needed, and changes may then be instituted. BCUOMA will also adopt new policies or protocols to address areas of need in its accountability framework. BCUOMA ensures that its committees are properly appointed and have complied with the applicable policies and protocols. BCUOMA will continue to be accountable and supportive of its membership and it is from the direction and implementation of the Executive Director that this goal will be supported.

BCUOMA administers a financial management system, which provides efficient and effective fund management, accounting and reporting of financial information and completes all administrative functions in a professional manner in accordance with accepted business practices.

## **5.2 OPTIMAL RECOVERY RATES**

### **5.2.1 PROMOTE INCREASE IN RECOVERY RATES**

Since commencement of operations in July 2003, BCUOMA has significantly increased the recovery rate of used oil, oil filters and oil containers in British Columbia and expects that the same thing will happen with used antifreeze materials in the future.

BCUOMA continues to work towards achieving increases to their recovery rates by:

- Enhanced public education programs
- Communication with Collectors, Processors and oil and antifreeze material Generators
- RIs and IDIs

It will continue to ensure all oil and antifreeze materials brought into British Columbia for sale or distribution have the EHC remitted, in order to provide adequate funding for this program. BCUOMA maintains and monitors a RI and IDI program to stimulate the collection and recycling of used oil materials and will continue to work to improve the operating requirements of Collectors and Processors to ensure the integrity of oil materials collected and recycled. BCUOMA will continue to examine whether adjustments to the RIs and/or EHCs are required to continue to encourage recovery rates and maintain the integrity of the program.

### **5.2.2 IMPLEMENT APPROPRIATE MEASUREMENT TOOLS**

BCUOMA has implemented measurement tools to monitor and report on recovery rates.

BCUOMA administers a material specific data management system that tracks the volumes of used oil and antifreeze materials collected and processed as well as the zone from which it was collected. This system is used to evaluate the provincial recovery rate, geographical coverage of the collection of used oil materials and the final end uses to assist in the development and enhancement of the program, as required in BCUOMA's objectives.

By utilizing the measurement tools that have been put in place, BCUOMA is able to track the current provincial recovery rate for comparison to the planned recovery rate for each of the three used oil materials and will do the same for used antifreeze materials.

### **5.2.3 MAINTAIN APPROPRIATE COLLECTION RATES IN ALL ZONES**

BCUOMA will continue to ensure all areas of the province are achieving adequate collection rates.



BCUOMA has divided the province into 11 'zones' for the purpose of implementing freight-equalized RI rates as well as to track amount collected by zone. Amount collected per zone will continue to be compared with population per zone and overall provincial recovery rate. In addition, in 2011 amounts of used oil and antifreeze materials collected in each of the Regional Districts will be reported annually.

#### **5.2.4 ENCOURAGE COLLECTING AND RECYCLING INDUSTRY PARTICIPATION**

BCUOMA will continue to work to encourage the development of a strong and competitive private sector used oil and antifreeze materials collection and recycling industry in British Columbia.

A private sector recycling industry for used oil and antifreeze materials existed in British Columbia prior to the implementation of BCUOMA's programs. The Program put into place by BCUOMA was required in order to provide economic incentive for the private sector recycling industry and generators to increase recovery rates and enhance the collection system infrastructure, in particular for used oil and antifreeze materials. In addition, BCUOMA continues to insure that there is a sufficient economic incentive for generators to encourage the establishment of an adequate number of return collection facilities for the do-it-yourselfers.

BCUOMA will continue to communicate with Collectors and Processors through correspondence and discussions with individual Collectors and Processors or the entire group, as required. Through regular reviews of the RI and IDI rates, the allocations to the freight-equalized zones and other issues that face the Collectors and Processors in British Columbia and other provinces, BCUOMA will continue to encourage the collecting and processing industry participation in the Program.

The Program is reviewed annually as part of the Business Plan Review. In December 2009 the *Recycling Regulation* was amended to require that the brand-owners of antifreeze submit by October 1, 2010 a Stewardship Plan for collection and recycling of both the used antifreeze and the containers. The Plan was approved by the Director of the Ministry of Environment on April 15, 2011, and is to be operational by July 1, 2011. BCUOMA has already received the authorization from most of the brand-owners to act on their behalf in the preparation of the Stewardship Plan. A new position has been created on the Board for a brand-owner from the antifreeze sector.

### **5.3 INFORMED AND PARTICIPATING END USERS**

#### **5.3.1 ENCOURAGE PUBLIC AND INDUSTRY AWARENESS**

BCUOMA will continue to increase public awareness of the BCUOMA Program. This is accomplished through partnering with key stakeholders in order to reach a broad and diversified audience. Planned partners in this initiative are Member Companies, registered Collectors and Processors, Return Collection Facilities, Local Governments and Media (radio and newspapers). For the summers of 2006 to 2010, an Ambassador Team of two (2) young people have toured the province to spread the message about used oil material recycling.

For 2011 the length of the Ambassador program is being extended by an additional week in order to provide almost complete coverage of the province. Three key messages will be conveyed during the summer visits. The first is to introduce the new antifreeze materials recycling program as of July 1, 2011, the second is to encourage responsible recycling of the used oil materials and the third is to reduce the frequency of night drop-off incidents. In 2011, the BCUOMA Ambassador Team will partner with the Medications Group, Product Care and Electronic Stewardship BC by handing out their information in meetings with local governments and at community events, as well as visiting some of their collection sites.



Commencing just after July 1, 2011, radio and newspaper ads in a number of areas of the province are planned to spread the message of responsible recycling of both used oil and antifreeze materials.

### **5.3.2 ACHIEVE AND MAINTAIN ADEQUATE NUMBER OF RETURN COLLECTION FACILITIES**

The focus of the BCUOMA Program is to continue to improve servicing and enhance the collection of used oil and antifreeze materials. During 2010 there were about 490 return collection facilities across British Columbia to provide a place for the do-it-yourselfers to take back their used oil materials at no charge. It is planned to have about 350 return collection facilities for the antifreeze do-it-yourselfers to take back their used antifreeze materials.

BCUOMA also recognizes that in the last few years the amount of money passed on to the return collection facility operators by the Registered BCUOMA Collectors has decreased to either nothing, or very little. As a result, effective July 1, 2011, BCUOMA will be paying the Return Collection Facility operators \$0.10/litre for their used oil generated at their facility if they agree to accept used oil, filters and oil containers at no charge from the do-it-yourselfers. If they also agree to accept used antifreeze and antifreeze containers from the do-it-yourselfers, BCUOMA will pay them \$0.15/litre for their used antifreeze generated.

BCUOMA also has a program to provide financial assistance to local governments or not-for-profit recycling centres for the purchase of an oil tank or other relevant infrastructure for the collection of the used oil and antifreeze materials. In addition, BCUOMA provides funding of up to \$500 per local government to help fund household hazardous waste collection events where used oil and antifreeze materials are collected.

### **5.3.3 MAINTAIN ADEQUATE NUMBER OF REGISTERED COLLECTORS AND PROCESSORS**

BCUOMA currently has an adequate number of registered Collectors and Processors. The goal to have a minimum of two (2) collectors in all zones, except for the most remote areas of the province, has now been realized. There are currently three (3) registered Processors for oil and antifreeze containers, at least six (6) filter processors and many used oil processors. It is expected that there will be several Registered Antifreeze Processors in place to process the approximately 3 million litres of used antifreeze that will be processed through the BCUOMA Program.

### **5.3.4 MAINTAIN ACCESS FOR GENERATORS AND RETURN COLLECTION FACILITIES TO REGISTERED COLLECTORS**

BCUOMA will maintain access for generators and return collection facilities to registered Collectors of used oil and antifreeze materials by regularly updating [www.usedoilrecycling.com](http://www.usedoilrecycling.com). The RIs have been set by freight-equalized zones and used oil material to ensure that Collectors have an incentive to service all markets in British Columbia. If it is determined that there is inadequate collection in a particular zone, the reasons for this will be examined, including the type and amount of public information and education programs and the amount of the RIs. In the past, adjustments have been made to zones, RI rates and the types and amount of public education and information programs to reflect the requirements. In 2011 the radio and newspaper ads will continue to be targeted in areas of the province where night drop-off of used oil and antifreeze materials are considered a concern.

Through communication with Collectors and used oil material Generators and Return Collection Facilities, BCUOMA will continue to work to ensure that access for Generators and return collection facilities is adequate.



## **5.4 ENVIRONMENTALLY RESPONSIBLE MANAGEMENT OF USED OIL MATERIALS**

### **5.4.1 COMPLIANCE WITH REGULATION**

BCUOMA will continue to ensure that its policies and procedures are in compliance with the Regulation and Stewardship Plan.

### **5.4.2 ENSURE HIGH LEVEL OF PROGRAM COMPLIANCE**

Through the development of policies and procedures, BCUOMA will continue to exercise due diligence in ensuring that only those Collectors and Processors that meet the program's terms and conditions are eligible to receive funding through the BCUOMA Program. To join the Program, and every second year thereafter, Collectors and Processors must engage an independent third-party qualified professional to conduct an environmental audit and prepare a Letter of Regulatory Compliance.

### **5.4.3 ENCOURAGE PROGRAM APPROVED END USES**

The BCUOMA supports only those end uses that provide landfill diversion and environmentally sound recycle/reuse options. Road oiling, oil-fired furnaces for heating buildings and land-filling are not acceptable end uses under this Program.

### **5.4.4 DECREASE DISPOSAL IN RECEIVING ENVIRONMENT**

BCUOMA has significantly increased the percentage of used oil materials recovered since the program commenced in July 2003 and will continue to work to further increase the recovery rate. It is expected that similar recovery rates will also be achieved for used antifreeze materials. BCUOMA will continue to work with Brand Owner retailers, generators, local governments and return collection facilities to minimize the amount of illegal and mid-night dumping of used oil and antifreeze materials.

## **5.5 PERFORMANCE MEASURES**

### **5.5.1 MAINTAIN COLLECTION OF EHCs**

BCUOMA has developed performance measures based on EHC revenues as a projected estimate. The following EHC remittances are identified:

<b>Year</b>	<b>EHC Revenue</b>
2010	\$11.22 million
2011 projected	\$12.14 million
2012 projected	\$13.26 million
2013 projected	\$13.35 million



**5.5.2 MAXIMIZE FLOW-THROUGH OF EHCs to RIs and IDIs**

BCUOMA has developed the following performance measures for the flow-through of EHCs to RIs and IDIs:

<b>Year</b>	<b>Percentage*</b>
2010	4.62%
2011 projected	4.58%
2012 projected	4.33%
2013 projected	4.43%

\* Administrative costs as a percentage of EHC.

*BCUOMA Operating Cost Allocation*

**Administration:** Expenditures resulting from the general administration of the BCUOMA Program including activities of the Board of Directors, management staff, stakeholder communications, computer systems, space, supplies and overhead expenses. Management staff and professional support costs are prorated according to the following chart.

**Program Delivery:** The direct cost of operating the BCUOMA programs including merchandising and promotions, compliance reviews of EHC remittances and RI and IDI payments. Management staff and professional support costs are prorated according to the following chart.

Allocation:

<b>Cost</b>	<b>Administration %</b>	<b>Program Delivery %</b>
<b>Executive Director</b>	80%	20%
<b>Finance and Administration Staff</b>	90%	10%
<b>Legal Support</b>	80%	20%
<b>Internal Audit</b>	100%	-
<b>Program Compliance Reviews</b>	-	100%
<b>Program Promotion</b>	-	100%



### 5.5.3 RECOVERY RATES

BCUOMA maintains a database of Return Collection Facilities that accepts used oil and antifreeze materials from consumers, at no cost. The database can be accessed by the public through BCUOMA's website [www.usedoilrecycling.com](http://www.usedoilrecycling.com), [www.bcstewards.com](http://www.bcstewards.com), or via a toll free number 1-800-667-4321 or 604-RECYCLE (732-9253) in the Lower Mainland.

BCUOMA manages amount collected by product, in each zone, consistent with the recovery rate target for the province as a whole. With the assumption that the amount collected per capita is the same in all parts of the eleven zones, BCUOMA will also calculate the amount of used oil and antifreeze materials collected in each of the Regional Districts in the province.



BCUOMA has developed performance measures for recovery rates. As a projected estimate, the following recovery rates as a percentage of new oil material sales volume and available for recycling volume and/or weight is identified:

Product	Year	Sales (Millions)	Recoverable Portion – Millions	Percentage Recovered	Quantity Recovered – Millions
Oil:	2010	85.05 L	59.45 L	79.3%	47.13 L
	2011 projected	86.07 L	60.16 L	79.0%	47.53 L
	2012 projected	86.93 L	60.76 L	79.0%	48.00 L
	2013 projected	87.84 L	61.37 L	79.0%	48.48 L
Oil filters:	2010	6.098 (4.600 kg)	6.098	85.6%	5.217
	2011 projected	5.973 (4.506 kg)	5.973	90.0%	5.376
	2012 projected	6.033 (4.551 kg)	6.033	90.0%	5.430
	2013 projected	6.093 (4.597 kg)	6.093	90.0%	5.484
Oil containers:	2010	31.72 L (1.736 kg)	1.736 kg	88.3%	1.533 kg
	2011 projected	32.03 L (1.753 kg)	1.753 kg	85.2%*	1.494 kg
	2012 projected	32.36 L (1.771 kg)	1.771 kg	82.2%*	1.456 kg
	2013 projected	32.69 L (1.789 kg)	1.789 kg	82.2%*	1.471 kg
Antifreeze	2011 (1/2 yr) proj.	5.748 L	2.587 L	55%	1.423 L
	2012 projected	11.400 L	5.130 L	57%	2.924 L
	2013 projected	11.210 L	5.045 L	60%	3.027 L
Antifreeze	2011 (1/2 yr) proj.	2.250 L	2.250 L	47%	1.058 L
Containers	2012 projected	5.400 L	5.400 L	56%	3.024 L
	2013 projected	5.400 L	5.400 L	60%	3.240 L

\*REDUCTION DUE TO ANTIFREEZE CONTAINER RECYCLING AS OF JULY 1, 2011

#### 5.5.4 NUMBER OF RETURN COLLECTION FACILITIES

BCUOMA developed performance measures to increase the number of Return Collection Facilities from start-up in 2003. The following numbers of return collection facilities are identified for 2010 to 2013:

Year	Oil Materials	Antifreeze Materials
2010	500	N/A
2011 projected	450 - 500	350 - 400
2012 projected	450 - 500	350 - 400
2013 projected	450 - 500	350 - 400



### 5.5.5 MAINTAIN ADEQUATE NUMBER OF REGISTERED COLLECTORS AND PROCESSORS

At start-up in 2003, BCUOMA developed performance measures to increase the number of registered Collectors and Processors. There now appears to be an adequate number of registered Collectors and Processors to serve the province.

<b>Year</b>	<b>Number for used oil and antifreeze materials*</b>
2010	37
2011 projected	39
2012 projected	39
2013 projected	39

\* Long-term objective: A minimum of two collectors for each of the three used oil and antifreeze materials in all zones.



## 6 FINANCIAL PLAN

### 6.1 REVENUES AND EXPENDITURES

Revenues are directly dependent on membership of the organization and funding from the organization's collection of the EHCs, investment and other promotional and registration funding. Membership goals, approved by the Board, are achieved and reported on by the Executive Director. BCUOMA's fiscal year-end is December 31.

#### Budget

	<b>2010 Actual</b>	<b>2011 Projected</b>	<b>2012 Projected</b>	<b>2013 Projected</b>
	(In 000's)	(In 000's)	(In 000's)	(In 000's)
<b>Revenue:</b>				
<b>Environmental Handling Charge</b>	11,159	12,142	13,265	13,355
<b>Investment Income</b>	25	32	51	71
<b>Registration Fees</b>	3	1	1	1
<b>Total Revenue</b>	11,187	12,175	13,317	13,427
<b>Expenditures:</b>				
<b>Program Costs:</b>				
<b>Return Incentives and Infrastructure Development Incentives</b>	9,088	9,633	10,224	10,362
<b>Communications and Public Awareness</b>	235	298	249	249
<b>Bad Debt</b>	1	10	10	10
<b>Legal</b>	4	6	6	6
<b>Consulting</b>	16	60	60	60
<b>Compliance Reviews</b>	41	51	51	52
<b>Management/Administration Contracts</b>	48	50	52	54
<b>Depot Infrastructure</b>	5	40	50	50
<b>Return Collection Facility Payment</b>		275	570	570
<b>Total Program Costs</b>	9,438	10,423	11,272	11,413



**Budget (continued)**

**Expenditures (continued):**

	<b>2010 Actual</b>	<b>2011 Projected</b>	<b>2012 Projected</b>	<b>2013 Projected</b>
	(In 000's)	(In 000's)	(In 000's)	(In 000's)
<b>Administrative Costs:</b>				
Management/Administration Contracts	325	339	352	366
Legal	16	24	24	24
Audit	41	40	41	43
Office and General	77	80	81	81
Rent	31	38	39	40
Board Expenses	19	26	26	27
Amortization	10	10	11	11
<b>Total Administrative Costs</b>	<b>519</b>	<b>557</b>	<b>574</b>	<b>592</b>
<b>Total Expenditures</b>	<b>9,957</b>	<b>10,980</b>	<b>11,846</b>	<b>12,005</b>
<b>Excess Revenue Over Expenditures</b>	<b>1230</b>	<b>1,195</b>	<b>1,471</b>	<b>1,422</b>



## **6.2 MONITORING AND EVALUATION**

BCUOMA constantly monitors its actual results and compares these results to the projected estimates or performance measures established for each goal. Business plan evaluation reports are prepared by management and presented to the Board at each Board meeting. BCUOMA evaluates its goals annually to ensure they are consistent with its mandate and objectives and adds or adjusts its goals as required with regard to the above. Areas for improvement are identified as part of an annual overall evaluation by BCUOMA, through its Board of Directors in conjunction with management, as part of the annual reporting function. All policies and procedures are reviewed annually to ensure consistency with BCUOMA's mission, objectives and goals, and to assess effectiveness.

This business plan is updated annually and the Board approves the annual three-year business plan as soon as the independent audit is completed for the previous business year.