



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

THREE-YEAR BUSINESS PLAN

2009 – 2011

JUNE 2009



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1 ACCOUNTABILITY STATEMENT

The British Columbia Used Oil Management Association's (BCUOMA) Business Plan for the period January 1, 2009 through December 31, 2011 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 plan for a Stewardship Program, called the Used Oil Lubricating Oil, Empty Oil Container and Used Oil Filter Stewardship Program (the "stewardship program plan"). BCUOMA's accountability obligations and relationships have been considered in preparing this Budget and Business Plan.

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 program 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.

Strategies for the 2009 fiscal year reflect BCUOMA's overall goal to encourage cost effective, responsible environmental handling of used oil, oil filters and oil containers 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 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. 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 lubricating oil in British Columbia. Oil filters and plastic oil containers 30 litres or less in size, are also included in the collection and recycling system.

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 three oil 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 container Processors.

The stewardship program plan will be reviewed every five years and a rolling three-year Business Plan submitted annually to the Director of Waste Management for the Ministry of Environment. Following an extensive stakeholder consultation process in mid 2007, a revised stewardship plan was submitted to the Ministry of Environment in late 2007.

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 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 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 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 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:

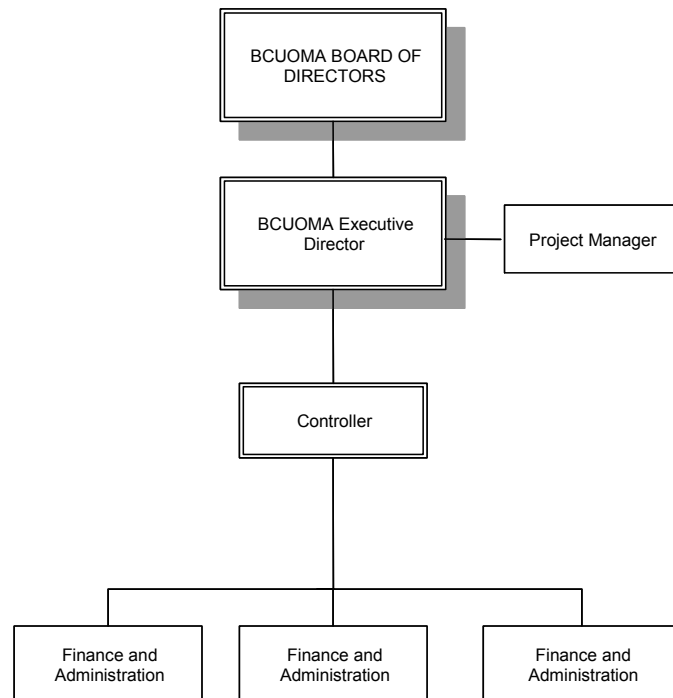
1. The Program is based on the user pay concept. The Program ensures that a fair distribution of the costs associated with collection and recycling of used oil related materials is tied to the point of sale for the consumer/generator, rather than on the material return.
2. The Program is designed to have a sunset clause which will enable the Association to cease operations, once the Program has fulfilled its mandate to establish a long term mechanism to sustain high returns on collection and recycling of used oil related materials in the Province of British Columbia and establish a competitive and economically viable recycling industry.
3. 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.



4. The Program enhances the collection of used oil related 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 program 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 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 program plan.

5.1.2 MAXIMIZE THE COLLECTION OF EHCs

The EHC is collected on the sale of oil, oil filters and oil 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. 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.

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. Due to increasing recovery rates in 2008, \$284,000 more was spent in delivering the program than revenue obtained. As a result, on June 8, 2009, the Members approved an increase of \$0.05/litre of oil container and increase of \$0.05 for filters less than 203 mm and an increase of \$0.25 for filters 203 mm and larger that is to take effect on October 1, 2009.

5.1.4 AVOID CROSS SUBSIDIZATION

Cross subsidization is a situation where the EHC from an oil material would financially support the collection and recycling of another oil material. The EHC is collected on the sale of oil, oil filters and oil containers. RIs and IDIs are paid for the collection and recycling of these materials. BCUOMA's long-term objective is to balance RIs paid on each material to the EHC collected for oil and oil filters and to balance the RI and IDI with the EHC for oil containers.

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 used oil recycling 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 for all used oil materials.

5.1.6 PROMOTE A PROGRAM THAT IS NATIONAL IN SCOPE

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

In July 2008, an Ontario stewardship program commenced for used oil containers and oil filters, but not used oil.

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. Subject to compliance with the Regulation, BCUOMA also has a sunset clause, which enables the Association to cease operations once the program has fulfilled its mandate.

BCUOMA adheres to the guidelines developed and will review the Program on at least an annual basis to ensure that its focus is towards a self-sustaining used oil recycling industry.



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 1st 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.

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

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

It will continue to ensure all oil 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.

As outlined in Section 5.1.3, effective October 1, 2009, there will be an increase of \$0.05/litre of oil container and increase of \$0.05 for filters less than 203 mm and an increase of \$0.25 for filters 203 mm and larger. 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 materials collected and processed as well as the zone from which it was collected. This system is used to evaluate recovery rates, 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 recovery rates for comparison to the planned recovery rates.

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.



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 materials collection and recycling industry in British Columbia.

A private sector recycling industry for used oil 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 filters and oil containers. 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 ensure communication with Collectors and Processors through annual meetings with the group. 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 2008 a Consultant was retained to examine 1000 bags of oil containers to determine the weight and contents of the bags. The Consultant also determined the amount of other automotive containers and waste which were found in the bags. A copy of this report has been posted on www.usedoilrecycling.com.

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 papers). For the summers of 2006 to 2008, an Ambassador Team of two (2) young people have toured the province to spread the message about used oil material recycling. A similar program is planned for the summer of 2009. Two key messages that will continue to be conveyed are to encourage responsible recycling of the used oil materials and to reduce the frequency of night drop-off incidents.

In 2009, the BCUOMA Ambassador Team will partner with the Medications Group by handing out their information in meetings with local governments, at community events.

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 related materials in those markets not adequately serviced, without negatively impacting the collection and servicing of those markets that are currently well serviced. BCUOMA has significantly increased the number of return collection facilities and the coverage in areas not previously well served, now totalling over 500.

However, there are still a few remote areas of the province where coverage could be improved. In those areas, BCUOMA will explore options with local governments that may involve BCUOMA providing financial assistance for the purchase of an oil tank or other relevant infrastructure for the collection of the used oil materials.



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 four (4) registered Processors for oil containers, at least seven (7) filter processors and many used oil processors.

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 materials by regularly updating 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.

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 Program 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. 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 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:

Year	EHC Revenue
2008	\$9.86 million
2009 projected	\$9.79 million
2010 projected	\$11.89 million
2011 projected	\$12.33 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:

Year	Percentage*
2008	4.67%
2009 projected	6.03%**
2010 projected	4.58%
2011 projected	4.58%

* Administrative costs as a percentage of EHC.

** Increase is a result of EHC increase begins in the 4th Quarter of 2009 and an unusual expense related to BC hosting the Strategic Planning Session.



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:

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

5.5.3 RECOVERY RATES

BCUOMA maintains a database of Return Collection Facilities that accepts used oil materials from consumers, at no cost. The database can be accessed by the public through BCUOMA’s website www.usedoilrecycling.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.



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	Recoverable Portion – Millions	Percentage Recovered	Quantity Recovered – Millions
Oil:	2008	96.59 Million L	67.5 L	72.5%*	48.9 L
	2009 projected	91.76 Million L	64.1 L	73.0%*	46.8 L
	2010 projected	96.35 Million L	67.3 L	73.7%*	49.6 L
	2011 projected	100.20 Million L	70.0 L	73.7%*	51.6 L
Oil filters:	2008	5.767 Million (4.351 million kg)	5.767	98.1%	5.656
	2009 projected	5.421 Million (4.090 million kg)	5.421	96.2%	5.215
	2010 projected	5.692 Million (4.294 million kg)	5.692	94.4%	5.371
	2011 projected	5.919 Million (4.465 million kg)	5.919	94.4%	5.586
Oil containers:	2008	36.24 Million L (2.006 million kg)	2.006 kg	73.1%	1.468 kg
	2009 projected	34.07 Million L (1.886 million kg)	1.886 kg	75.0%	1.415 kg
	2010 projected	35.43 Million L (1.961 million kg)	1.961 kg	77.0%	1.511 kg
	2011 projected	36.49 Million L (2.020 million kg)	2.020 kg	79.1%	1.597kg

* Recovery Rate is less due to estimated Consumed In Use % being reduced from 35.5% to 30.1% in 2006 based on results of a Consumed – In-Used Report

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 2007 to 2010:

Year	Number
2008	500
2009 projected	500
2010 projected	500
2011 projected	500

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 and also meet with the Collectors and Processors group at least once a year. There now appears to be an adequate number of registered Collectors and Processors to serve the province.



Year	Number*
2008	37
2009 projected	37
2010 projected	37
2011 projected	37

* Long-term objective: A minimum of two collectors for each of the three used oil 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

	2008 Actual	2009 Projected	2010 Projected	2011 Projected
	(In 000's)	(In 000's)	(In 000's)	(In 000's)
Revenue:				
Environmental Handling Charge	9,927	9,824	11,919	12,359
Investment Income	59	30	20	15
Registration Fees	3	1	1	1
Total Revenue	9,989	9,855	11,940	12,375
Expenditures:				
Program Costs:				
Return Incentives and Infrastructure Development Incentives	9,371	8,906	9,369	9,786
Communications and Public Awareness	231	249	249	249
Bad Debt	0	10	10	1
Legal	18	6	6	6
Consulting	34	60	50	50
Compliance Reviews	53	50	50	50
Management/Administration Contracts	54	49	51	53
Depot Infrastructure	52	60	50	50
Total Program Costs	9,813	9,390	9,835	10,245



Budget (continued)

Expenditures (continued):

	2008 Actual	2009 Projected	2010 Projected	2011 Projected
	(In 000's)	(In 000's)	(In 000's)	(In 000's)
Administrative Costs:				
Management/Administration Contracts	305	334	347	361
Legal	15	24	24	24
Audit	31	31	32	33
Office and General	66	80	81	82
Rent	21	24	28	32
Board Expenses	12	85	20	20
Amortization	10	13	13	13
Total Administrative Costs	460	591	545	565
Total Expenditures	10,273	9,981	10,380	10,810
Excess Revenue Over Expenditures	(284)	(126)	1,560	1,565



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.