



**EN  
ACTION  
POUR  
RÉDUIRE**

**PLAN STRATÉGIQUE  
2022-2025**

**RECYC-QUÉBEC**

In accordance with the organization's mission, the 2022–2025 Strategic Plan is available in PDF form only.

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# TABLE OF CONTENTS

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MESSAGE FROM THE MINISTER.....	i
MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS.....	ii
MESSAGE FROM THE PRESIDENT AND CEO.....	iii
PROFILE OF THE CORPORATION .....	iv
Mission .....	iv
Vision.....	iv
Values.....	iv
Key numbers .....	v
List of acronyms and abbreviations .....	vi
ANALYSIS OF THE ENVIRONMENT .....	1
External landscape .....	1
Internal backdrop.....	8
STRATEGIC CHOICES.....	14
Strategic Target 1 .....	14
Strategic Target 2 .....	17
Strategic Target 3 .....	22
Strategic Target 4 .....	26

# MESSAGE FROM THE MINISTER

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**“The expertise and support of RECYC-QUÉBEC have allowed us to progress and be ambitious in areas of priority for a greener society.”**

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As Minister of the Environment and the Fight against Climate Change, I am very pleased to be able to count on the collaboration of RECYC-QUÉBEC, a fully mobilized Crown corporation committed to fulfilling its mission.

I want to emphasize RECYC-QUÉBEC’s pivotal role in implementing major reforms in our curbside collection and deposit-refund systems. As we have since we took power, this government will continue its concerted effort to improve the collection, recovery, sorting and reclamation of our residual materials in all areas of activity.



The objectives supported by this strategic plan illustrate the Corporation’s innovative ambitions and their alignment with our vision of a green economy. Rooted in the idea of an economy that is more restrained in the use of its resources, this 2022–2025 Strategic Plan fits in with the government’s objectives for the environment and the fight against climate change.

It affirms the key role of the Crown corporation in a system that will give companies greater responsibility for the products that they bring to market and that are problematic because they end up in disposal sites more often than not. In its report on the state of final waste sites and waste management, the Bureau d’audiences publiques sur l’environnement (BAPE) indeed demonstrated that a lot of work remains to be done to better manage our residual materials. The objectives of this plan are consistent with the BAPE’s conclusions and show that we must work on several fronts, including the conservation of resources and the reduction of disposal. The Crown corporation, through its agility and knowledge of the needs and issues in the field, is well positioned to seize future opportunities and to effectively support stakeholders in this transition.

Moreover, I want to take this opportunity to thank the entire RECYC-QUÉBEC team for their hard work and their collaboration to make Quebec a zero-waste society. I wish them the greatest success in achieving these objectives.

A handwritten signature in black ink that reads "Benoit Charette". The signature is written in a cursive, flowing style.

**Benoit Charette**

Minister of the Environment and the Fight against Climate Change

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# MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

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**“Focus on the circular economy and protection of the environment, for the Quebec of today and tomorrow.”**

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For more than 30 years now, RECYC-QUÉBEC has continuously shone for its agility and for its ability to respond to needs and act in the field. Driven by its mission, the organization works closely with its stakeholders and makes every effort to increase the circularity of the Quebec economy and, ultimately, prevent and reduce the generation of materials, as well as their disposal.

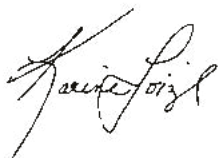
To fully play its role and ensure oversight of major measures that sometimes take time to implement and show results, at least three conditions for success must be present, the financial sustainability, independence and power to intervene of RECYC-QUÉBEC.

The Crown corporation must be able to count on sufficient and predictable investments over time that will allow it to finance its mission as well as future action plans in support of the Quebec Residual Materials Management Policy. This requires a review of the ecofiscal measures currently in place and planning this funding over the long term.

Furthermore, legislative and regulatory amendments are required to allow the organization to have leeway in its interventions, particularly in managing and accessing residual material management performance data in Quebec concerning both ERP programs and other collection systems. As RECYC-QUÉBEC is responsible for overseeing Quebec’s performance and the related reporting, it is the best organization to develop relevant programs and tools to improve the performance of the municipal, ICI and CRD sectors.

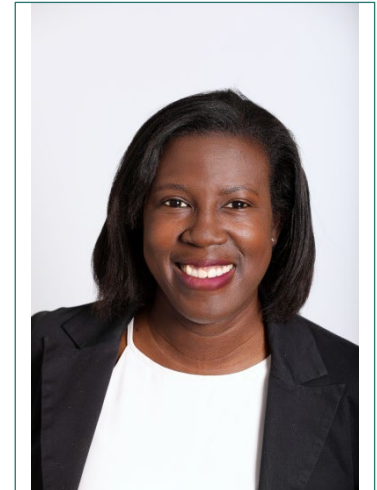
Driven by these ambitions, the 2022–2025 Strategic Plan targets the most promising solutions and actions for the future of residual material management in Quebec.

I am proud to be its ambassador.



**Karine Joizil**

Chair of the Board of Directors



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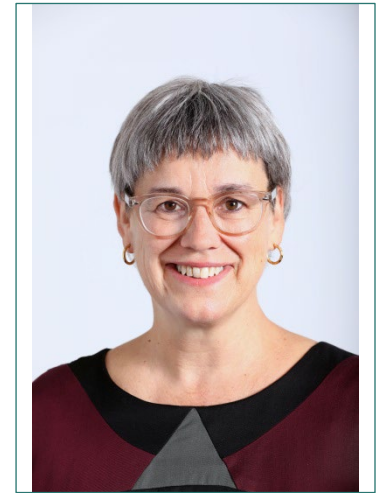
# MESSAGE FROM THE PRESIDENT AND CEO

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**“Resource conservation is our ultimate goal.”**

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This new strategic plan is unique because it involves the implementation of significant reforms, namely modernizing curbside collection, expanding the deposit-refund system and implementing the Organic Materials Reclamation Strategy. For RECYC-QUÉBEC, these are major springboards for even more innovation. These in-depth changes to our systems will allow us to fully play our unifying role and to support all of our partners in this transformation.



These reforms and the fact that they were adopted in our thirtieth year have allowed us to observe the impressive progress in each of the sectors in which we have worked to date: supporting the industrial, commercial and institutional sector as well as municipalities; reduction at the source; the reduction of food waste; the circular economy; management of scrap tires; the deposit-refund system; curbside collection; extended producer responsibility; organic materials; the construction, renovation and demolition sector; as well as aspects related to information, awareness and education for citizens. These are all issues we have advanced over the past three decades thanks to our vision and that of our partners.

With each of them, we have succeeded in transforming a sector initially viewed as a public health service into a sector now considered essential, that contributes to economic development, Quebec’s ecological transition and the fight against climate change.

This strategic plan is characterized by our deep desire to reaffirm the very essence of our mission: resource conservation. Together, we will continue to shape a waste-free future for Quebec and a more circular economy.

To do so, six strategic orientations have been selected for 2022–2025.

The objectives, indicators and targets are presented for each major orientation. Our schedule is specific and ambitious, but achievable if we work together.

A handwritten signature in black ink, appearing to read 'Sonia Gagné', with a long horizontal flourish extending to the right.

**Sonia Gagné**  
President and Chief Executive Officer

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# PROFILE OF THE CORPORATION

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## **Mission**

Lead Quebec to reduce, reuse, recycle and recover residual materials to promote a circular economy and fight against climate change.

## **Vision**

Toward a waste-free Quebec.

## **Values**

At RECYC-QUÉBEC, our ethical approach is underpinned by five values related to our mission. They guide our every action and inform our decision-making every day, with the goal of ensuring transparency and setting an example.

### **Respect**

Give consideration to a person or organization because of their moral or social value in an effort not to harm them.

### **Integrity**

Uncompromisingly honest behaviour adopted in the interest of an organization's mission.

### **Collaboration**

Working together to achieve a common goal.

### **Responsibility**

Moral and intellectual requirement to carry out and fulfill one's duties and commitments.

### **Fairness**

Fair and impartial treatment of people and partners to offer equal opportunities to everyone.

## Key numbers

Key numbers	Description
80	RECYC-QUÉBEC employees at its Montréal and Québec City offices
800	Partners in the recovery, sorting, recycling and reclamation sectors
13	Programs and requests for proposals launched in 2020 and 2021
\$81.3 million	Invested since 2011 in more than 1,410 projects
11,000	Free collection points covered by the scrap tire management program
8 million	Scrap tires recovered annually
3	Active programs managed by RECYC-QUÉBEC: deposit-refund, tires, compensation plan for municipal curbside collection services
11	Extended producer responsibility (EPR) programs overseen by RECYC-QUÉBEC
485	<i>ICI on recycle</i> + (we recycle here) program certified companies in 2020–2021
9	Construction, renovation and demolition (CRD) debris sorting centres recognized since the launch of the recognition program in 2020–2021



## List of acronyms and abbreviations

4R – Reduce at the source, reuse, recycle and recover

CRD – Construction, renovation, and demolition

ERP – Extended producer responsibility

GHG – Greenhouse gas

HHW – Hazardous household waste

ICI – Industrial, commercial, and institutional sector

MEI – Ministry of Economy and Innovation

MELCC – Minister of the Environment and the Fight against Climate Change

# ANALYSIS OF THE ENVIRONMENT

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## External landscape

The external landscape of RECYC-QUÉBEC was analyzed based on recent economic and environmental studies, research, investigations and meetings with experts. Using these documents and meetings, a diagnosis of the external context of RECYC-QUÉBEC has been developed, to help to identify the main opportunities and threats based on health, political, environmental, economic, technological and sociological factors. These factors are used to outline the major trends that will affect the Crown corporation in the near future.

The health context: the COVID-19 pandemic

According to the United Nations, the COVID-19 pandemic is the largest immediate challenge of our time. In terms of sustainable development, the scope of the crisis threatens several of the gains of the past five years, as well as a major share of the progress made in development as part of the previous Millennium Development Goals.

The pandemic had direct impacts on the waste management sector: reduced volume of recyclable materials in the ICI (industrial, commercial and institutional) sector, increased amounts of materials collected by households and processed by sorting centres, supply challenges for the manufacturing sector, etc.

On the other hand, the Government of Quebec deemed the waste management sector an essential service, including curbside collection and the deposit-refund system. By doing so, all services, activities and companies producing inputs or raw materials required for the continuation of these services were able to maintain their activities, while taking into account public health directives.

However, the health crisis created a new order in residual material management. New waste appeared: the “materials of the pandemic,” such as disposable personal protective items and protection panels. The growth of e-commerce also led to a sharp rise in packaging. These are new challenges for the entire value chain, including RECYC-QUÉBEC.

Already weakened in 2017 by China’s National Sword policy, which restricted the import of undesirable waste and debris into the country, the recycling stream continued to experience difficulties when India followed in China’s footsteps by announcing a considerable reduction in its mixed paper imports, of which Canada was a significant supplier. These decisions had direct repercussions on the activities of material exporting countries. Support programs administered by RECYC-QUÉBEC were established to stimulate the development of local opportunities and the modernization of sorting centres. These various actions allowed the recycling stream to make the shift and turn toward the North American and Quebec markets. This shift ultimately paid off during the pandemic by reducing our vulnerability to market and export fluctuations.

## The environmental landscape

On the 75th anniversary of the UN in 2020, the United Nations Economist Network filed a report entitled “Shaping the Trends of Our Times,” which outlines the five major trends currently impacting and that will continue to affect our societies in the near future, namely:

- Climate change and environmental degradation, resulting in an increasing number of natural disasters.
- Growing inequality, highlighting notions such as corporate and institutional responsibility, inclusion and ethical issues.
- Accelerating urbanization and rapidly shifting demographics, particularly the aging population, that will lead to new governance and urban models, such as sustainable cities.
- The technological revolution, forcing continuous learning and the hybridization of skills.
- The development of life and management styles, with growing popularity of responsible consumption and zero waste, the prominence of the local and proximity services, the advent of the service era and the rise in at-home services, accompanied by new engaged and agile commercial models.

In this context, the population is paying increasing attention to the environment, both in Quebec and internationally, as evidenced by the “Greta effect” and youth mobilization.

These concerns are integrated into the adoption of public policies promoting sustainable development and also result in greater corporate awareness of more environmentally respectful processes and procedures.

### *In Canada and around the world: focus on reducing plastics and single-use products*

Many countries, states, provinces and municipalities have committed to reducing plastic waste, notably by setting ambitious recycling targets or by restricting certain single-use products like plastic bags and takeout food containers. For its part, Canada presented the Ocean Plastics Charter and plans to “establish recycled content requirements in products and packaging.” It wants to thereby stimulate investment in recycling infrastructure and promote innovative product design.

## The political landscape

Several ongoing initiatives are aimed at improving the environmental landscape in Quebec. The following propose concrete actions that will have a positive effect on actions in the environmental sector and that will also have an impact on residual material management:

- The Quebec Residual Materials Management Policy 2019–2024 Action Plan, including reforms to the deposit-refund and curbside collection systems, as well as the Organic Materials Reclamation Strategy
- The 2030 Plan for a Green Economy
- The 2020–2025 Quebec Plan for the Development of Critical and Strategic Minerals
- The 2018–2025 Quebec Bio-Food Policy
- The 2018–2023 Action Plan – 2030 Sustainable Mobility Policy

Noting that the number of financing and investment applications in the cleantech sector is growing constantly and in response to the 2030 Plan for a Green Economy, Investissement Québec launched *Compétivert*, an initiative to encourage companies to adopt cleantech and eco-friendly practices to increase their competitiveness while reducing their environmental footprint. Companies that reduce their environmental footprint and adopt sustainable development best practices note a reduction in their manufacturing costs, greater consumer and client demand and find it easier to attract labour, among other benefits.

As the fight against climate change is also central to RECYC-QUÉBEC's mission, it is interesting to note that Quebec has set 2050 as the deadline for achieving carbon neutrality, as has Canada. In its 2030 Plan for a Green Economy, the government has committed to cut GHG emissions in Quebec by 29 million equivalent tonnes of CO<sub>2</sub> in 2030, which represents a reduction of 37.5% compared to 1990 levels. Moreover, the firm Dunsky recently completed a full update of its landmark "Pathways" study for the Government of Quebec. The study quantifies the least expensive pathways to decarbonize the Quebec economy until carbon neutrality is achieved by 2050.

## The economic landscape: rethinking the linear model and increasing the circularity of the economy

According to a United Nations report published in 2011, the world will consume three times more natural resources by 2050 than it does currently. Its authors predict that humanity will use approximately 140 million tonnes of fossil fuels and minerals annually by 2050. As of July 29, 2021, the date identified as Earth Overshoot Day according to NGO Global Footprint Network, humanity has consumed all the resources the Earth can regenerate in a year. It is obvious that on a planet with finite resources, it is becoming increasingly urgent to move from a linear economy to a circular economy.

Moreover, the circularity index of the Quebec economy, at 3.5% shows that the majority of resources that our economy uses to meet its needs and wants are not used in a loop. The province is doing better than Norway (2.4%) but it lags far behind Holland (24.5%) in its ability to reintroduce consumed resources into its economy. Quebec's rate is partly related to the fact that its economy is largely linear (we extract, we consume, we discard) and accustomed to high levels of extraction, production, commerce and consumption. Indeed, our economy consumes 271 million tonnes of resources per year, or 32 tonnes per capita.

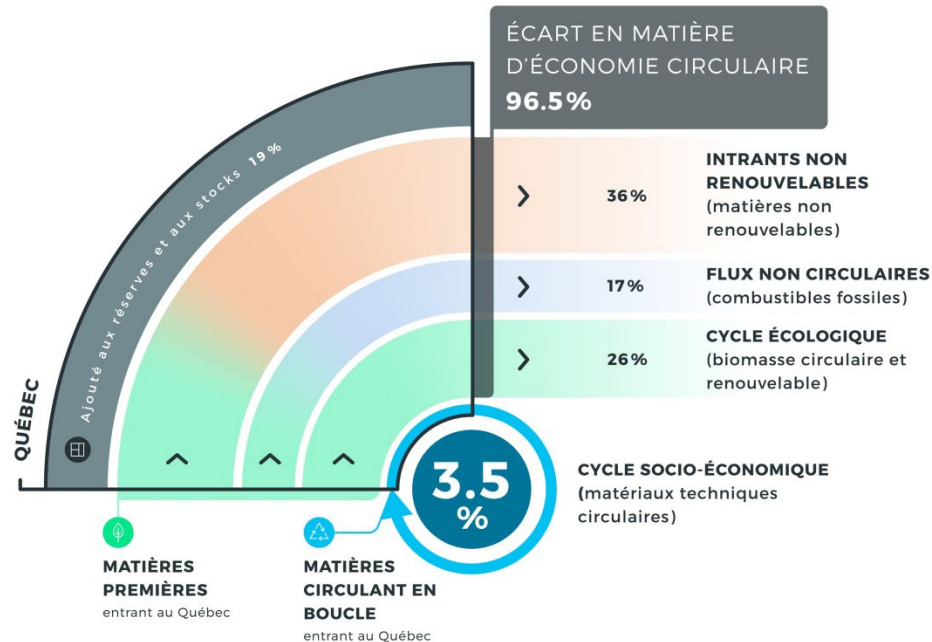


Figure 1: Breakdown of circular and non-circular materials that make up the circularity gap in Quebec  
 Source: *Rapport sur l'indice de circularité de l'économie du Québec 2021*, p. 19

For comparison purposes and to understand the effects of a circular economy on climate change, a global circularity index of 17%, twice what it is today, would make it possible to achieve the objectives of the Paris Accord and reduce our GHG emissions by 39% by 2032.

The report identifies several assets in our economy that make it possible to contemplate a quick increase in Quebec's performance over the next few years, such as access to renewable and clean energy, a skilled workforce and a network of strong, structured partners in the circular economy. The report also shows that households, manufactured products and farming are the three largest resource consumers.

Major economic players such as Fondation and Desjardins are calling for a green economic recovery. Significant funds have been invested: \$33 million and a commitment of \$2 million respectively for five years in collaboration with the École de technologie supérieure engineering school. These two initiatives are aimed at establishing a set of projects designed to accelerate the transition to a circular economy.

Furthermore, from 2019 to 2021, the Chair in Energy Sector Management at HEC Montréal, the International Reference Centre for the Life Cycle of Products, Processes and Services (CIRAIG) at Polytechnique Montréal and the CTTÉI, in collaboration with the Institut EDDEC and the CERIEC, completed a collaborative research project to assess the potential of the circular economy for industrial GHG emission reduction in Quebec. Funded by the Fonds de recherche du Québec, this project also benefits from partnerships with the Fédération des chambres de commerce du Québec (FCCQ), the Quebec Business Council on the Environment (CPEQ) and the Conseil du patronat du Québec (CPQ).

*Job- and workforce-related economic factors*

According to EnviroCompétences, which published the Portrait de la main-d'œuvre du secteur de l'environnement 2020-2021 (portrait of the environmental sector workforce), several public policies and billions of dollars in investments would stimulate growth in the environmental sector in the coming years.

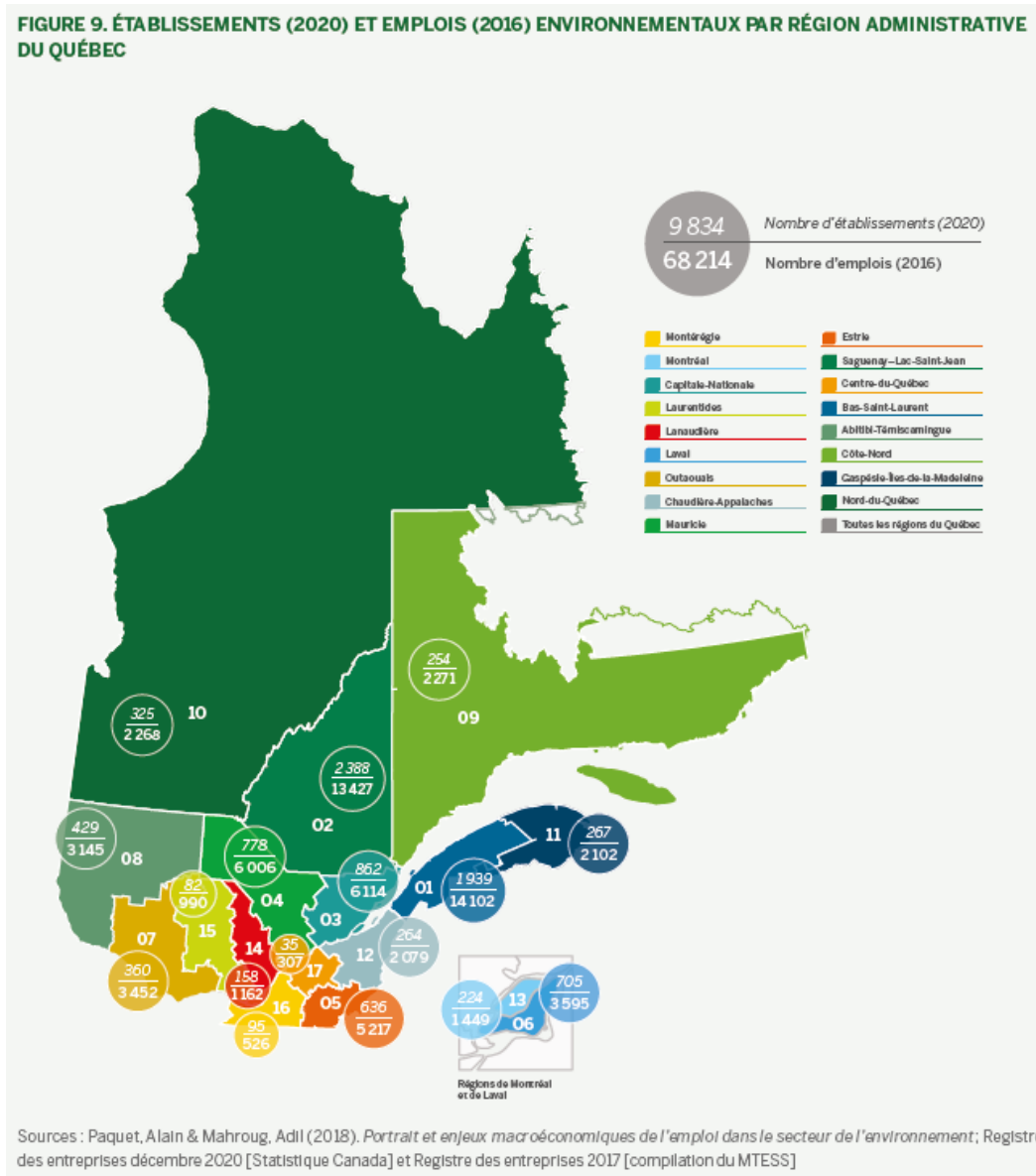


Figure 2: Environmental establishments (2020) and jobs (2016) by administrative region in Quebec  
 Source: EnviroCompétences, *Portrait de la main-d'œuvre du secteur de l'environnement 2020-2021*, p. 36

Moreover, like the entire Quebec economy, the environmental sector is suffering from a workforce shortage, which is a major obstacle to its growth. The challenge would be to attract more workers to this sector, or even to automate some processes, should there be a lack of human resources.

In addition to the need for labour, several employment trends are emerging: it is estimated that 75 million jobs will disappear by 2025, but that 133 million will be created by digital jobs, particularly related to artificial intelligence, machine learning (an AI technology where computers learn without needing to be programmed explicitly for this purpose), and big data (all data produced by various sources and for which the quantity is large enough that it becomes impossible to manage them with simple database tools). Thus, continuous learning has become a major factor in ensuring one's employability by improving or acquiring new skills. On that topic, the January 2020 World Economic Forum predicted that by 2025, more than half of current jobholders will need new skills.

### The technological landscape

The quick pace of change and technological advances is unprecedented. The advent of AI, automation and increasing number of digital tools is shaking up organizations and ways of working. Technological changes are more and more frequent and accelerated, requiring companies and their employees to adapt constantly.

For many organizations, the need for a digital shift became essential with the health crisis. The obligation to convert activities to remote work created cyber security issues, while confidentiality and ethical issues were and continue to be major concerns. Technological tools contributed to improving ways of working together, enhancing information sharing and favouring greater organizational flexibility and individual initiatives. We are therefore helping redefine the roles and skills necessary to deal with the omnipresent technological aspects in our companies.

### The social landscape: rapidly changing behaviour

All over the world, citizens—particularly young people—are increasingly taking a stand to advocate for social causes, fight inequality, gain equitable access for all and ensure a fair transition that leaves no one behind. The major social movements that have had a significant impact in Quebec include #JusticeforJoyce, #MeToo, #StayHome, #Blacklivesmatter and #ClimateChange.

These popular movements are largely driven and magnified by social media, a trend reflected in Quebec and all over the world. Indeed, according to CEFRIO's (Centre Facilitating Research and Innovation in Organizations with Information and Communication Technology) 2018 study, 79% of Quebecers get their news and current affairs from social media. Users of these networks are aged between 18 and 24 years and mostly likely in 2018 to use these platforms as sources of information. They are closely followed by people aged 25 to 34 years, with 89% of them getting their news and current affairs on social media. In the time of social networks, public opinion (social media, citizen hypervigilance) is shaped very quickly. Accordingly, spontaneous movements appear and values evolve. New behaviours can be adopted very quickly. Knowledge, as well as disinformation, have taken a prominent place in citizen media consumption.

The most recent behavioural study conducted by RECYC-QUÉBEC in 2020–2021 indicates that sound residual material management habits are adopted based on societal motivations. For example, to leave a better environment for future generations, avoid wasting resources, contribute to reducing waste in landfills, etc. The study demonstrates that the recycling habit is highly valued by the public.

These highlights may have an influence on RECYC-QUÉBEC's strategic vision and actions:

- Close to 9 out of 10 respondents (88%) believe that people who recycle can be proud of doing so. Moreover, 81% are bothered by the fact that some people do not make the effort—an increase compared with 2015 (75%).
- While we can observe that almost all people report collecting recyclable materials systematically or most of the time (97%), we observe a significant increase in the number of people who report participating in the food waste recovery (53% vs 26% in 2015).

On the other hand, although recycling continues to be a habit in Quebec households, we note an increase in skepticism regarding the treatment of recyclable materials:

- Increasing doubt: more than half (52%) of respondents are unsure whether materials put in the recycling bin are actually recycled (a considerable increase from 2015 [37%]), and 21% of them believe that recycling causes pollution and wastes energy (vs. 16% in 2015).
- Developing knowledge to improve results: almost half of respondents believe that they would recycle a lot more (16%) or slightly more (31%) than they do now if they knew what goes and does not go in the recycling bin. These proportions are similar to 2015.

To improve Quebec's residual material management results and regain public trust, it is imperative to work on several fronts. Particularly through communication aimed at the adoption of sound residual material prevention and management habits, sustained investment in research and development to stimulate opportunities and provide reassurance on how materials are treated, as well as the pursuit of overall system modernization to facilitate collection. Systems should be simple and complementary to maximize their performance and keep citizens motivated and engaged.



## Internal backdrop

The internal backdrop presents the structure and organizational capacities of RECYC-QUÉBEC. It describes the organization's strengths and weaknesses in terms of human, financial and material resources. This section also reviews the achievement of the objectives of the previous strategic plan, including the paths considered for the future, based on this review.

### *Evolution of the organization*

In 2020, the Crown corporation celebrated its 30th anniversary. Founded June 22, 1990 by the Government of Quebec, RECYC-QUÉBEC is a Crown corporation that reports to the Minister of the Environment and the Fight against Climate Change.

Residual material management in Quebec was established through several benchmarks, several of them related to the evolution of the organization. The creation of RECYC-QUÉBEC dates to the scrap tire fire in a depository in Saint-Amable. The Government of Quebec then created a Crown corporation responsible for managing scrap tires and the public deposit-refund system, programs that previously were the responsibility of the Fonds québécois de la récupération.

In 2015, RECYC-QUÉBEC's mission was characterized by the expanding of its mandates and increasingly varied responsibilities. The organization's mission expanded to include the concepts of reclamation and opportunities for a circular economy and the fight against climate change.

Recent legislative changes have resulted in another significant shift for RECYC-QUÉBEC. In 2018, its mandate was expanded by the amendment of the *Environment Quality Act*, which gave it the responsibility for developing any plan or program to apply the Quebec Residual Materials Management Policy.

In March 2021, the adoption of Bill 65 provided a framework for modernizing the deposit-refund and curbside collection systems. These systems are now managed according to the principle of extended producer responsibility.

### *Modernization of residual material management systems*

In March 2020, the government adopted Bill 65, *An Act to amend mainly the Environment Quality Act with respect to deposits and selective collection*, making the desire to modernize the deposit-refund and curbside collection systems a reality using an extended producer responsibility approach. In the curbside collection reform, companies that bring to market non-refundable containers, packaging, printed matter and newspapers will be responsible for the chain in its entirety, including collection, sorting and recycling. Municipalities will continue to provide local services, primarily collection and transport of recyclable materials and will be the sole point of contact for citizens.

Concerning the deposit-refund system, companies that bring beverage containers to market will have financial, operational and communications responsibility for the new system. This reform concerns plastic, glass or metal 100 millilitre to 2 litre beverage containers. Multilayer carton containers will also be targeted in a second phase. The deposit-refund project will increase the number of refundable containers to more than 4 billion beverage containers, including more than one billion plastic water bottles. This modernization and expansion will make the deposit-refund system the most ambitious in Canada.

RECYC-QUÉBEC plays a pivotal role in the decision to reform these two systems, as well as in supporting their implementation. RECYC-QUÉBEC is simultaneously pillar, hub and driver. It supports all stakeholders—particularly producers, the recovery and recycling stream, municipal organizations, and others—in these major changes, while deploying financial resources to facilitate this transition. One hundred million dollars have been invested since these announcements and in recent years to prepare sorting centres, processors and recyclers for this new situation.

Ultimately, the Crown corporation will be responsible for assessing the performance of these systems managed according to an extended producer responsibility approach, as well as hitting government targets.

#### *Beneficial Use of Organic Material Strategy*

In addition to these reforms, on July 3, 2020, the Government of Quebec announced the implementation of the Beneficial Use of Organic Material Strategy. Like recyclable materials, organic materials are also a priority sector, considering the government objective to reduce their disposal. The Plan for a Green Economy establishes that 5.8% of total greenhouse gas emissions in Quebec in 2017 came from organic waste, which currently constitutes approximately 60% of waste eliminated each year. The waste sector is also the fifth-largest GHG emitter in Quebec.

The Organic Materials Reclamation Strategy presents the favoured approaches for diverting organic materials from landfills and ensuring it is reclaimed, which will significantly contribute to reducing GHG. It is based on ambitious objectives, to which RECYC-QUÉBEC must contribute in different ways. The Strategy will accelerate the establishment of collection services and organic material treatment facilities adapted to all regional contexts and institute organic material management for all of the municipal territory by 2025.

Beyond these three significant fields and for informed government decision-making aimed at filling the gaps between the anticipated disposal capacity and needs, the Minister of the Environment commissioned a portrait of the anticipated disposal capacity for the next 20 years from the Bureau d'audiences publiques sur l'environnement (BAPE). These public hearings on the state of final waste sites and waste management allowed RECYC-QUÉBEC to address a number of issues, particularly the need for more leverage to fully fulfill its role and ensure oversight of effective measures.

### *Obtaining the necessary leverage to assume greater responsibility*

This strategic plan is therefore a second milestone for RECYC-QUÉBEC, which sees its role and responsibilities evolve once again. Accordingly, the Crown corporation continues its efforts to obtain the additional powers required to meet the expectations in reaching government objectives. To more effectively support its stakeholders, RECYC-QUÉBEC should be given the necessary room to manoeuvre, in a manner directly proportional to its growing responsibilities. This is why being able to access sufficient regulatory, financial and human means is a condition for success for the Crown corporation.

Thus, for the purposes of consistency and for greater transparency in residual material management performance data in Quebec, data management must be centralized at RECYC-QUÉBEC. In the current and future regulations for ERP programs and other collection systems, a regulatory requirement for annual reporting to RECYC-QUÉBEC is especially essential. This will give the Crown corporation a better documented and more accurate portrait of the performance of these systems according to the objectives set by the government.

### *Structure of the organization – human resources*

The Corporation is governed by a board of directors made up of 11 members appointed by the government. The role of the board is to establish RECYC-QUÉBEC's strategic orientations and to oversee their application, while ensuring the organization's mission is achieved.

RECYC-QUÉBEC has 80 employees and managers in its offices in Montréal and Québec City, where its head office is located. The high level of expertise in the Corporation is critical to achieving the strategic plan's objectives in a modern vision. This expertise contributes to offering high-quality services that affect numerous target populations at different levels. RECYC-QUÉBEC can count on the enthusiasm, commitment and varied knowledge and skills of employees, which undoubtedly contribute to the organization's influence within and outside Quebec.

The organization is comprised of two VPs and eight departments, each with their own mandate. Their performance is measured monthly using specific indicators. The departments are:

- Communications, Public Relations and Social Marketing
- Financial Management and Compliance
- Operations (4 departments)
- Human Resources and Organizational Development
- Central Secretariat and Legal Affairs

The Operations departments manage several programs and activities related to the prevention and responsible management of residual material, including reduction at the source, the circular economy, financial assistance, scrap tires, deposit-refund program, curbside collection, the compensation plan, extended producer responsibility, organic materials, and information, awareness and education to name just a few, in addition to supporting various clienteles, particularly the municipal sector; the construction, renovation and demolition (CRD) sector; and the industrial, commercial and institutional (ICI) sector.

The number of employees at RECYC-QUÉBEC has remained stable in recent years. Revenues have increased over the same period at the pace of the new mandates to deliver. On the one hand, this shows that RECYC-QUÉBEC teams are efficient and successful. On the other, this requires greater flexibility from the organization.

Furthermore, if popular pressure around environmental issues is constantly getting stronger, the same is true around governance of public organizations. This reality therefore illustrates how important it is for the Crown corporation to set an example regarding compliance, reporting, the values it advocates—internally and externally—the ethics of its practices, transparent communications, etc.

### *Financial Resources*

RECYC-QUÉBEC's financial statements include accounting of different types of revenue associated with the programs and activities for which it is responsible. Its revenues in 2020 were close to \$45 million.

As of 2021, a revenue variation is expected for RECYC-QUÉBEC:

- Revenues will be collected to implement the Quebec Residual Materials Management Policy 2019–2024 Action Plan and will be dedicated to financial assistance awarded by RECYC-QUÉBEC as part of this plan;
- Management fees will be collected by RECYC-QUÉBEC to manage this implementation;
- Revenues will no longer be collected following the modernization of the deposit-refund and curbside collection systems as of 2023.

RECYC-QUÉBEC funding will need to evolve soon with the establishment of modernized deposit-refund systems in an extended producer responsibility approach. Currently, it is stipulated in the Corporation's incorporating act that deposit-refund amounts collected and not refunded to consumers can be used to finance the objectives of RECYC-QUÉBEC. These amounts are used for information, awareness and education activities or for measures that meet new needs not anticipated in action plans resulting from the Quebec Residual Materials Management Policy.

Nonetheless, RECYC-QUÉBEC's financial situation remains sound and shows positive results. RECYC-QUÉBEC is in the process of consolidating its identity and takes action accordingly, both in its programs and activities and financially. On this subject, the circular economy partnership recently reached with Fondation and the City of Montréal should be underscored—a bold and innovative move for a Crown corporation.

### *Material Resources*

RECYC-QUÉBEC has been responsible for tracking Quebec's performance in terms of collection, reuse, recycling, reclamation and disposal for several years. The Corporation compiles reports on residual material management every two or three years and the results of these reports serve, among other things, to measure the achievement of quantitative objectives and targets per action in the Quebec Residual Materials Management Policy 2019–2024 Action Plan. The next reports will cover 2021 and 2023.

Currently, RECYC-QUÉBEC does not have the leverage required to require any facility to inform it of the quantities received and processed annually nor to adequately analyze and validate the data received. For more than 25 years, the data used to compile residual material management reports has been obtained based on voluntary reporting.

A mandatory tracking mechanism is slated to be implemented by 2024 and in terms of the performance tracking mandate given to RECYC-QUÉBEC, the Corporation is best placed to assess the feasibility of and propose the implementation strategy for such a system in Quebec.

Managing and controlling data is an opportunity that should be taken to enable expanded oversight over the value chain, to better anticipate adverse events, to act at the right moment and to enhance the results-driven approach.

### *Previous strategic plan results*

The main accomplishments of the 2017–2022 Strategic Plan include:

- A high customer satisfaction rate, with ICI clientele 94% satisfied and municipalities 93% satisfied
- An ever-growing use of the *Ça va où ?* app since it was launched in 2019
- The implementation and achievement of 40 actions stipulated in the Action Plan related to successful management of the tire program
- New partnerships to stimulate sustained and circular funding – Fondation and La Ruche
- Seven initiatives to reduce food waste, 14 initiatives for reduction at the source and reuse, 15 circular economy initiatives
- A constantly evolving financing offer that made it possible to support 31 projects with the goal of reducing, recovering and recycling organic materials as well as 42 projects with the goal of improving Quebec's performance in residual material opportunities and recycling

In addition to these achievements, we want to highlight:

- The expansion of RECYC-QUÉBEC's responsibilities with the mandate to develop any plan or program to apply the Quebec Residual Materials Management Policy
- Support for the industry in adopting an expanded deposit-refund system according to an extended producer responsibility approach
- Investments in studies, pilot projects and financial support for beverage container reuse and recycling projects in Quebec
- Unanimous recommendations of the committee established by the Minister to reform the curbside collection system, as well as multiple actions taken by RECYC-QUÉBEC to support sorting centres and municipalities in the period between 2018 and 2020.

Several unexpected events and actions occurred while implementing the Strategic Plan in 2017. Some were ultimately true obstacles to achieving the Plan's objectives. First, undeniably, the COVID-19 pandemic, but also the major floods in Quebec in 2019, as well as the fire at a tire recycler in 2019. Furthermore, the closing of export markets for certain recyclable materials starting in 2018 caused financial difficulties at sorting centres and forced the renegotiation of municipal contracts.

The actions that RECYC-QUÉBEC took in implementing its 2017–2022 Strategic Plan and the Quebec Residual Materials Management Policy 2019–2024 Action Plan in turn made the following possible:

- \$140 million invested to implement the actions in the 2019–2024 Action Plan
- \$30.1 million in financial aid awarded (2020–2021)
- 13 programs and calls for proposals
- 110 projects supported
- 8 million scrap tires recovered
- 11 EPR programs supervised
- 9 CRD debris sorting centres recognized
- 485 *ICI on recycle* + certifications

The past five years also saw the study on changes in Quebec citizen behaviour and attitudes regarding the 4R hierarchy updated as well as the publication of the 2018 report on residual material management. These two documents are the cornerstones of information, awareness and education campaigns by the Crown corporation. Studies were carried out and stakeholders were supported to structure curbside collection systems, promote the development of opportunities for residual materials, and modernize as well as expand the public deposit-refund system. Moreover, in a situation characterized by these three major reforms, the organization's strategic orientations were redefined. Therefore, the organization's actions over the next four years will be built on these new foundations.

#### *Five major strengths of RECYC-QUÉBEC*

In light of the analysis of RECYC-QUÉBEC's journey over the past 30 years, of its achievements and their context, the Crown corporation can leverage five of its greatest strengths to plan for the future:

- Its agility, which demonstrates the plurality of its roles and mandates as well as how it meets new challenges
- Its ability to innovate, affirmed over its history and illustrated by its programs and partnerships with the goal of evolving the organization and its mission
- Its resilience, despite the turbulence that shook the environment sector as it did the whole of society
- Its performance, as attested by the data of the results obtained in recent years
- Its ability to bring together stakeholders despite a complex ecosystem, thanks to its interventions in the field

In conclusion, at the heart of a dynamic and complex ecosystem, RECYC-QUÉBEC has been able to navigate through turbulence and stay the course, more determined than ever to achieve its mission and make its vision a reality.

# STRATEGIC CHOICES

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## Strategic Target 1

### More responsible production and consumption modes

In the current context of climate change, our linear production and consumption modes (extract, manufacture, consume, discard) have become incompatible with the planet's limited resources. As a result of citizen awareness, the notion of responsible consumption is gaining ground in the habits of Quebecers. According to the definition of the Observatoire de la consommation responsable, it is a consumption mode that takes into account the criteria of sustainable development, in other words, consumption that is both respectful of the environment, beneficial for the economy (particularly local), healthy, as well as positive for society.

In the same way, responsible production mode encompasses producing goods and services in a sustainable manner, by limiting resource consumption and waste as well as the production of waste.

Essentially, sustainable consumption and production strive to do more with less. Thus, resource conservation and waste prevention are achieved through reduction at the source, the circular economy and innovation in the residual material value chain.

## Orientation 1

### Conserve resources and reduce waste

*RECYC-QUÉBEC plays a central role in reducing resource waste. It acts on all levels: upstream by initiating projects and influencing behaviours; downstream, by proposing optimization and solution possibilities.*

### Objective 1.1

#### Prioritize actions that result in reduction at the source

RECYC-QUÉBEC maintains its commitment to invest in reduction at the source, with the goal of implementing effective measures combined with financial support making it possible to complete projects aimed at residual material prevention and reduction at the source. The priority sectors for intervention include the fight against food waste; construction, renovation and demolition site ecomanagement practices in the building sectors; the reuse and extension of product lifespan—whether tires, reusable containers, household appliances, etc.—as well as sustainable solutions to single-use products in fast food and at events. RECYC-QUÉBEC supports citizens and companies in the desired behaviour changes.

### Performance indicator

Percentage of citizens that favour the purchase of bulk or low-packaging products as often as possible

### Target

Reference: 19% in 2020–2021

Indicator	2022–2023 Target	2023–2024 Target	2024–2025 Target
1.1 Percentage of citizens that favour the purchase of bulk or low-packaging products as often as possible	N/A	N/A	30%

## Objective 1.2

### Increase the circularity of the Quebec economy

The circularity index of the Quebec economy, which was established at 3.5% in 2018 shows that the majority of resources that our economy uses to meet its needs and wants are not used in a loop. By adopting new behaviours, stimulating local economies, reducing our dependence on outside economies and prioritizing actions in certain key sectors, increasing the circularity of the Quebec economy, as well as its performance, while respecting the environment, is completely conceivable. According to the Circularity Gap Report distributed in May 2021 by RECYC-QUÉBEC in partnership with Circle Economy, Quebec could almost triple its circularity index and bring it to 9.8% by advancing six scenarios along with 37 strategies. This would also make it possible to cut the amount of resources consumed by almost half. This transition to a circular economy is well underway in Quebec and its rollout must be accelerated in the coming years.

### Performance indicator

The Quebec economy circularity index

### Target

Reference: 3.5% in 2018

Indicator	2022–2023 Target	2023–2024 Target	2024–2025 Target
1.2 The Quebec economy circularity index	N/A	N/A	5%



## Objective 1.3

### Stimulate innovation in the residual material value chain

In recent years, three situations have influenced the waste sector: significant restrictions on export markets, increased quantities of disposed residual material and greater use of residual material as alternative cover or another use in landfills. To respond to these issues, RECYC-QUÉBEC launched various targeted initiatives to support the development of Quebec opportunities to reduce dependency on outside markets and fluctuations in the value of materials.

Thus, in three years, the proportion of materials recycled in Quebec rose from 39% (2015) to 55% (2018), which does not offer Quebec protection from market fluctuations. This is why investments are required to continue to increase the amounts of materials recovered and recycled in Quebec. To avoid the successive crises of 2008 and 2017–2018 in sorting centres, reforming curbside collection according to the principle of extended producer responsibility is the preferred path. On the other hand, this shift must also be accompanied by ongoing support for the industry so it is ready to process new materials and additional tonnage.

This situation related to curbside collection is a good illustration of RECYC-QUÉBEC's intention: be on the lookout for societal transformations to meet the needs and issues of different stakeholders involved in the residual material value chain, such as companies, municipalities, and citizens, as well as all organizations directly involved in collection, sorting, recycling and reclamation. This involves simultaneously seizing opportunities while targeting areas of improvement for the future.

#### Performance indicator

Number of new innovative projects supported

#### Target

Reference: 29 in 2020–2021

Indicator	2022–2023 Target	2023–2024 Target	2024–2025 Target
1.3 Number of new innovative projects supported	35	40	45

## Strategic Target 2

### The reduction of disposal

In February 2021, as part of the mandate concerning the state of final waste sites and waste management, entrusted to the Bureau d'audiences publiques sur l'environnement (BAPE) by the Minister of the Environment and the Fight against Climate Change, Benoit Charette, RECYC-QUÉBEC filed a sector-based report detailing the current residual material situation in Quebec, particularly focusing on disposal.

The data in this report were taken from the last Report on Residual Materials Management in Quebec, a landmark document produced by RECYC-QUÉBEC in 2018, that makes it possible to track and measure Quebec performance in this field. Annual reports from disposal sites, which are mandatory pursuant to the regulation in force, are the primary input used to produce a picture of waste disposal. With regard to the other data presented, they are based largely on the voluntary reporting of collection, sorting, processing and recycling facilities in Quebec.

Total quantities of disposed residual materials in Quebec (excluding sludge) have risen over the last few years, resulting in an increase of a little over 9% between 2015 and 2019. The most significant increase is noted for quantities received at engineered landfills, especially for the 2018–2019 period. However, during that same period, materials disposed at construction and demolition debris landfills declined by over 50%. As for disposed sludge, quantities of landfilled municipal sludge decreased from 2015 to 2019. When including sludge, the total quantity of disposed residual materials in 2019 goes up to 6,159,000 tonnes. This is a 9% hike compared to the 5,627,000 tonnes disposed in 2015.

As for the quantity of materials disposed of per capita, a key indicator in recent action plans resulting from the Quebec Residual Materials Management Policy, the most recent data indicate that 724 kg of residual material per capita was disposed of in 2019. This is a notable increase compared to previous years as such a quantity disposed per capita had not been seen since 2011. The 2023 target is to reduce this quantity to 525 kg or less per capita.

In addition to the data in the Report, several characterization studies were carried out across Quebec in recent years to determine the composition of residual materials sent to disposal. In 2011, RECYC-QUÉBEC conducted the first province-wide waste disposal characterization study (at the entrance of disposal sites) and specifically focused on disposed materials from the municipal, industrial, commercial and institutional (ICI) sectors or from the construction, renovation and demolition (CRD) sector. A new study was conducted for 2019–2020. This made it possible to draw up an observation of disposed materials for 2019, and to compare the results with those already obtained for 2011.

## Orientation 2

### Monitor the performance of collection and recycling systems

*As we cannot improve what we do not measure, it is absolutely essential to monitor Quebec's performance in managing its materials, particularly of the primary collection and recycling systems in place.*

#### Objective 2.1

##### Ensure the compliance of extended producer responsibility (ERP) programs

Through the Quebec Residual Materials Management Policy, the Government of Quebec wishes to make the various actors accountable, particularly companies that bring products to market. The approach of extended producer responsibility has been in use for several years and several products are now taken care of at the end of their useful life. With the adoption of Bill 65 in March 2021, extending the application of this approach to recyclable materials from curbside collection and deposit-refund beverage containers is also planned.

RECYC-QUÉBEC coordinates management and tracking of programs implemented by producers, in conformity with the regulatory framework in place, while recognizing the management organizations.

Annual reports from the various ERP programs, which present the recovery rates for the year concerned, are transmitted directly to RECYC-QUÉBEC, which analyzes them and then submits its opinion to the Minister. RECYC-QUÉBEC therefore validates the compliance of the reports and programs in place, in addition to making recommendations to program managers to try to improve their performance.

The regulatory framework concerning extended producer responsibility must be reviewed especially to revise the recovery targets and obligations aimed at ecodesign, reuse and recycling. Distribution of certain performance data by collective and individual program managers should also be planned.

#### Performance indicator

Rate of compliance of ERP collective and individual programs

#### Target

Reference: 85% for reports concerning 2020

Indicator	2022-2023 Target	2023-2024 Target	2024-2025 Target
2.1 Rate of compliance of ERP collective and individual programs	90% (Year 2022)	93% (Year 2023)	95% (Year 2024)

## Orientation 3

Ensure the implementation of government orientations aimed at diverting organic materials from disposal

*In the coming years, RECYC-QUÉBEC will assume several responsibilities, particularly stimulating innovation for collection and recycling of organic materials through its financial support programs. It will also support the rollout of a global organic material reclamation strategy based on a progressive approach and shared accountability of all stakeholders in the value chain. This strategy targets simultaneously paper/cardboard, food and yard waste, sludge and wood.*

### Objective 3.1

#### Help enhance the service offering for citizens' organic materials

Quebec generates significant amounts of organic materials. It accounts for approximately 60% of the 6.1 million tonnes of residual material disposed each year and its contribution to filling landfills is unmatched. It also generates greenhouse gas as it decomposes. According to the Quebec survey of GHG emissions in 2017, the waste sector constitutes the fifth largest man-made emitter in Quebec, responsible for 4.6 megatonnes of CO<sub>2</sub> equivalent emissions (5.8% of the total emitted).

The implementation of the Beneficial Use of Organic Material Strategy (Strategy) would remove these materials from disposal. The Strategy aims to accelerate the implementation of collection services and the development of treatment facilities adapted to the regional context. Furthermore, it aims to maintain and encourage the quality of the organic material to develop markets for it.

The continuous implementation of the brown bin and its use by Quebec households increased the yard and food waste recycling rate of the municipal sector in 2018. This rose sharply over 2015: it almost doubled. It increased from 17% in 2015 to 31% in 2018. These projects implemented by municipal organizations also contributed concretely to reducing the amounts of organic materials disposed of by this sector.

The Strategy is based on shared responsibilities among all the actors in the residual material management value chain. RECYC-QUÉBEC will play the central role of information conveyor and will coordinate the implementation of information, awareness and education actions with clientele (citizens, companies, municipalities and municipal organizations).

#### Performance indicator

Percentage of municipal organizations that implemented an organic material collection program or another method of management at the source

## Target

Reference: 60% in 2020–2021

Indicator	2022–2023 Target	2023–2024 Target	2024–2025 Target
3.1 Percentage of municipal organizations that implemented an organic material collection program or another method of management at the source	80%	90%	100%

## Objective 3.2

### Recognize the best practices of construction, renovation and demolition debris sorting centres

Quebec has some sixty facilities sorting residual material from the construction, renovation and demolition (CRD) sector. A recognition program, established in 2021, is intended to highlight the facilities that obtain good results in sorting and reclaiming residual material. It was developed by RECYC-QUÉBEC, in accordance with the objectives on this matter in the Beneficial Use of Organic Material Strategy. This recognition also aims to facilitate decision-making by the various clients in the sector and may for example be used as criteria as part of a call for tenders. To allow stakeholders to adapt to market requirements and evolving practices, the program could be enhanced with new requirements over the years.

### Performance indicator

Number of CRD debris sorting centres recognized by the RECYC-QUÉBEC program

## Target

Reference: 9 in 2020–2021

Indicator	2022–2023 Target	2023–2024 Target	2024–2025 Target
3.2 Number of CRD debris sorting centres recognized by the RECYC-QUÉBEC program	12	15	20

## Orientation 4

### Improve Quebec's residual material management performance

*In general, there are three major observations regarding Quebec's residual material management performance. First, organic materials declined sharply between 2011 and 2019, both in terms of total tonnage disposed and its proportion of all disposed residual material. In 2011, organic materials accounted for 41% of total disposed waste while in 2019, it was only 30% of the total. On the other hand, we see a major increase in CRD debris disposal. This proportion increases even more if we add rejects from CRD debris sorting centres sent for disposal in 2019. Lastly, we see sharp increases in quantities of disposed textile and hazardous household waste (HHW). The quantity of disposed textile has nearly doubled between 2011 and 2019, while quantities of disposed HHW have more than doubled over that period.*

*Of all this data, the main indicator and objective remains the reduction of amounts of materials disposed per capita. The 2011–2015 Action Plan of the Quebec Residual Materials Management Policy forecast reducing the amount of disposed waste per capita to 700 kilograms, while the 2019–2024 Action Plan set a new objective for 2023, which is to reduce it to 525 kilograms or less per capita. The amount disposed per capita was shrinking in relative terms since 2013, but a significant increase in the quantity disposed per capita was observed in 2019.*

*Lastly, the general finding based on the most recent data is that a number of materials that could have been reused, recycled or reclaimed were still sent to landfills in Quebec. With that in mind, we should not only focus on tracking change, but rather provide support to the various actors in reducing and managing their residual material soundly and responsibly.*

#### **Objective 4.1**

##### **Propose new measures to contribute to a reduction in disposal**

RECYC-QUÉBEC is now responsible for developing action plans and programs related to the Quebec Residual Materials Management Policy. These five-year plans outline the priority orientations and the objectives to achieve. However, the rapid development of some needs, issues or societal transformations, such as the energy shift or COVID-19 pandemic require continuously proposing new measures to help conserve resources and reduce disposal. RECYC-QUÉBEC therefore takes action in this respect by proposing new options to the government every year, alone or in collaboration with other ministries or organizations.

#### **Performance indicator**

Rate of adoption and implementation of proposed measures

## Target

Reference: 0 in 2020

Indicator	2022-2023 Target	2023-2024 Target	2024-2025 Target
4.1 Rate of adoption and implementation of proposed measures	30%	40%	50%

## Strategic Target 3

### Consolidated role and expertise

The services offered by RECYC-QUÉBEC affect numerous target populations on different levels. Thus, citizens; the industrial, commercial and institutional (ICI) sector; municipalities; ministries; organizations and media all have their own specific needs.

Waste generators, whether citizens or ICI actors, play an essential role in the effectiveness of residual material management systems: material sent to the wrong place results in financial as well as social and environmental costs. In general, citizens and ICI actors want to take responsible actions that are respectful of the environment in their daily lives. However, they often face structural issues or a lack of reliable information to demystify the multiple aspects related to residual material management and properly apply the principles of the 4R hierarchy. For example, 35% of the ICI actors questioned when the portrait of ICI behaviours was completed in 2015 said they lacked information on the various types of collection and recovery offered. The diversity of issues based on territories, industrial sectors, types of material to process and other therefore require services adapted to these diverse clientele.

Ministries and provincial organizations and municipalities, for their part, must base their decisions on relevant and rigorous information, research, studies and analyses that take into account environmental issues (landfilling, GHG emissions), and also economic, technological and social issues often interrelated with residual material management. They also need to work in complementarity. As RECYC-QUÉBEC is close to various client bases, it understands the various realities and creates value in a concerted and consistent manner. The Crown corporation's abilities to promote mobilization and cooperation, support and the services offered will lead to a better overall understanding of all the issues in residual material management. Ultimately, this will contribute to ensuring a better environmental performance for Quebec.

The complexity of these issues requires outreach to make them more easily and quickly understandable for the public and stakeholders. Furthermore, RECYC-QUÉBEC must be able to clearly present its service offering to all stakeholders in the residual material management value chain. Annual surveys will be conducted to assess stakeholders' satisfaction with RECYC-QUÉBEC's services.

## Orientation 5

### Enhance support and the services offered

*The Corporation wants to strengthen its position as a reference and essential partner in the reduction and management of residual material in Quebec. The government orientations advanced show the importance of a service offering underlying actions that support the efforts of citizens, companies, municipalities, ministries and organizations and the media.*

#### **Objective 5.1**

##### **Offer services tailored to municipalities' needs**

RECYC-QUÉBEC intends to be responsive to the needs of municipalities in order to enhance and develop the services and tools that it makes available to them. As part of the revision of residual material management plans and the implementation of actions resulting from them, RECYC-QUÉBEC has developed new tools to support municipalities in this effort. Financial support is also available, particularly to optimize the Quebec network of ecocentres. To meet the needs of municipal organizations, RECYC-QUÉBEC annually assesses their level of satisfaction (93% in 2020–2021), but also analyzes the suggestions and recommendations it receives to enhance and adjust its services. Collaboration with municipalities and the associations representing them is central to RECYC-QUÉBEC's support approach.

#### **Performance indicator**

Percentage of municipalities with access to our services that feel their needs are being met

#### **Target**

Reference: 93% in 2020–2021

Indicator	2022–2023 Target	2023–2024 Target	2024–2025 Target
5.1 Percentage of municipalities with access to our services that feel their needs are being met	≥ 90%	≥ 90%	≥ 90%



## Objective 5.2

### Offer services tailored to companies' needs

RECYC-QUÉBEC intends to be responsive to the needs of companies in order to enhance and develop the services and tools that it makes available to them.

Nearly \$140 million has been apportioned to RECYC-QUÉBEC to implement actions in the Quebec Residual Materials Management Policy 2019–2024 Action Plan. RECYC-QUÉBEC has accordingly awarded \$30.1 million in financial assistance and launched 13 financial assistance programs and calls for proposals for 2020–2021 – something not seen since 2011. In recent months, RECYC-QUÉBEC has received and analyzed close to one hundred projects in sectors as varied as management of plastic film, polystyrene, organic materials and multilayer and beverage containers. Quebec companies care about participating in the creation of a waste-free Quebec and establishing a true circular economy and RECYC-QUÉBEC supports them in this effort.

A survey conducted with the industrial, commercial and institutional sector reveals a high level of satisfaction, particularly regarding the support offered by RECYC-QUÉBEC. Indeed, the general level of satisfaction regarding our services for 2020–2021 was 94%.

#### Performance indicator

Percentage of municipalities with access to our services that feel their needs are being met

#### Target

Reference: 94% in 2020–2021

Indicator	2022–2023 Target	2023–2024 Target	2024–2025 Target
5.2 Percentage of municipalities with access to our services that feel their needs are being met	≥ 90%	≥ 90%	≥ 90%

## Objective 5.3

### Implement streamlined services

In keeping with the *Plan d'action gouvernementale en matière d'allègement réglementaire et administratif 2020–2025* initiative to reduce red tape, filed in December 2020, RECYC-QUÉBEC will implement streamlined services aimed at making the client experience of applicants more satisfactory and efficient. Regarding both partnership and financial assistance applications, the Crown corporation will continue to focus on computer tools and platforms that will make it possible to optimize processes and streamline services. Partnerships reached with organizations such as Fondation and La Ruche in 2021 are examples of this streamlining. RECYC-QUÉBEC is also working on a new financial assistance portal, with the same goal of offering efficient and streamlined service.

### Performance indicator

Rate of user satisfaction with the new streamlined services

### Target

Reference: N/A

Indicator	2022-2023 Target	2023-2024 Target	2024-2025 Target
5.3 Rate of user satisfaction with the new streamlined services	70%	75%	80%

## Objective 5.4

### Play an advisory role with the Government of Quebec

As a Crown corporation reporting to the Minister of the Environment and the Fight against Climate Change, RECYC-QUÉBEC has a key role to play in achieving the government's mission related to climate action and sustainable development. This role and expertise go well beyond residual material management, as evidenced by the diversity of programs it is conferred as part of its extended mandate. The circular economy, the design and end of life of materials resulting from the energy shift, the fight against food waste and overconsumption, in particular, are part of these related and complementary sectors in which RECYC-QUÉBEC is increasingly sought after for its expertise.

It is therefore to help change behaviours and accelerate the ecological shift that RECYC-QUÉBEC wants to strengthen its advisory role with the Government of Quebec, particularly by entering into new collaborations with ministries and organizations.

In this spirit, several unifying initiatives were launched as part of the previous Strategic Plan:

- Interdepartmental Group on the Circular Economy: established by the MEI and RECYC-QUÉBEC in 2017, now advanced by RECYC-QUÉBEC in collaboration with the MELCC. This initiative allows a dozen ministries and organizations to discuss the matter, to align with each other and find areas of collaboration, for example as part of studies and concrete projects;
- RECYC-QUÉBEC has worked regularly with the MEI since 2018 on various aspects affecting the financing of projects and the development of territorial and industrial symbiosis, well as with the MELCC sustainable development office, particularly with a view to developing the next government sustainable development strategy.

RECYC-QUÉBEC believes that it is important to acquire knowledge from across sectors and especially adapted to the local reality to orient its actions. Ongoing projects include:

- The study on material flows in the northern territory to promote a circular economy, in partnership with the Société du Plan Nord and the Minister of Energy and Natural Resources, as part of the 2020–2023 Northern Action Plan;
- The launch of the Quebec Circular Economy Research Network (RRECQ), with a \$5-million budget from the Fonds de recherche – Société et culture. Headed by the CERIEC, four areas will be advanced for the next five years, namely change management, planning optimization, maximization of resources and products, as well as political leverage.

### Performance indicator

Number of new collaborative agreements reached with one or more ministries or organizations

### Target

Reference: 2 in 2020–2021

Indicator	2022–2023 Target	2023–2024 Target	2024–2025 Target
5.4 Number of new collaborative agreements reached with one or more ministries or organizations	1	1	1

## Strategic Target 4

### An agile and effective Crown corporation

In recent years, RECYC-QUÉBEC has been given increasing responsibilities and its roles and mandates have expanded. Over the same period, its human resources have remained stable at around 75 or 80 employees. As demonstrated by the results obtained, the RECYC-QUÉBEC team has been able to overcome challenges and deliver results, a sign of an agile and effective organization.

At the same time, with the increased prevalence of social media, nothing escapes public vigilance or a society increasingly aware of climate change, thirsty for social justice, but also corporate accountability, particularly from public and government organizations. This reality illustrates the importance for RECYC-QUÉBEC, as a Crown corporation, to set an example—both internally and externally—in terms of compliance, ethics, transparency, reporting, use of public funds and adherence to its values.

In this period of labour shortage and in a context of limited resources, RECYC-QUÉBEC must continue to focus on the agility of its workforce to better adapt to constant changes and be able to count on both generalists and specialists in their areas of expertise. It will involve not only attracting the best talent, but also retaining those in place, while focusing on training, favourable work conditions as well as an organizational culture consistent with its vision and values.

To stand out as a top employer, management policies, governance, leadership and employee mobilization are essential factors that cannot be overlooked.

## Orientation 6

### Strive for the best organizational practices

*In a shifting job market, RECYC-QUÉBEC aims to mobilize its work teams, working in a sound organizational culture that will attract and retain talent. To do so, the organization will continue to innovate in human resources, staffing, internal management and work organization as well as organizational development.*

#### **Objective 6.1**

##### **Be a top employer**

In 2021, RECYC-QUÉBEC surveyed its employees to take a reading of the work climate and measure its development since 2017. The results revealed an organization with a sound work climate, imbued with a very strong team spirit. The quantitative data suggests that employee engagement at RECYC-QUÉBEC is generally very strong. Employees report being proud to work at RECYC-QUÉBEC (94.8% versus 83.9% in 2017), finding meaning in their work (96.1% versus 86.9% in 2017) and enjoying their work (93.5% versus 86.4% in 2017).

Factors that may have contributed to this improvement include the arrival of employees who foster the implementation of new methods that benefit teamwork, better communication and circulation of information as well as a climate of trust and increased recognition.

Added to this are good working conditions, focused on work/life balance through flexible schedules and a remote working policy that dates back several years. RECYC-QUÉBEC moreover has adopted a new policy on the matter, offering its employees even greater flexibility. The organization is currently developing an office layout that will be more collaborative and a market leader.

### Performance indicator

Percentage of employees who feel that their current work allows them to reach their full potential

### Target

Reference: 68.6% in 2021

Indicator	2022-2023 Target	2023-2024 Target	2024-2025 Target
6.1 Percentage of employees who feel that their current work allows them to reach their full potential	N/A	N/A	80%

## Objective 6.2

### Improve management of data concerning residual material management

The upheavals of the past, like those caused by the closing of Asian markets to materials exported by Quebec, have laid bare the importance of anticipating trends so as to be able to act more proactively. With this in mind, RECYC-QUÉBEC commissioned a review of its data governance in 2021, with the goal of acquiring informational assets in good and due form and an organization data governance structure. This study revealed a small volume of data, collected at low velocity in a low complexity technological environment. Based on this realization and to put this vision into practice, the organization has implemented a business intelligence project for scrap tire management, as well as for its acquisition process.

RECYC-QUÉBEC also believes that a results-driven approach is key to being able to design and orient operational programs, measure their progress and mobilize the players concerned, particularly municipal organizations and ICI actors. For example, the production of reliable data, such as collection statistics, remains essential to prove to the public that its efforts have made a difference.

### Performance indicator

Number of new improvement projects completed

### Target

Reference: N/A

Indicator	2022-2023 Target	2023-2024 Target	2024-2025 Target
6.2 Number of new improvement projects completed	1	1	1

## SUMMARY TABLE

# 2022–2025 STRATEGIC PLAN RECYC-QUÉBEC

### MISSION

Lead Quebec to reduce, reuse, recycle and recover residual materials to promote a circular economy and fight against climate change.

### VISION

Toward a waste-free Quebec.

### VALUES

5 values related to the mission underpin our ethical approach: Respect, Integrity, Collaboration, Responsibility and Fairness.

## Issue 1: More responsible production and consumption modes

Orientation 1: Conserve resources and reduce waste

OBJECTIVE	INDICATOR	2022–2023 TARGET	2023–2024 TARGET	2024–2025 TARGET
<b>1.1</b> Prioritize actions that result in reduction at the source	<b>1.</b> Percentage of citizens that favour the purchase of bulk or low-packaging products as often as possible <i>Reference: 19% in 2020–2021</i>	N/A	N/A	30%
<b>1.2</b> Increase the circularity of the Quebec economy	<b>2.</b> The Quebec economy circularity index <i>Reference: 3.5% in 2018</i>	N/A	N/A	5%
<b>1.3</b> Stimulate innovation in the residual material value chain	<b>3.</b> Number of new innovative projects supported <i>Reference: 29 in 2020–2021</i>	35	40	45

## Issue 2: The reduction of disposal

Orientation 2: Monitor the performance of collection and recycling systems

OBJECTIVE	INDICATOR	2022–2023 TARGET	2023–2024 TARGET	2024–2025 TARGET
<b>2.1</b> Ensure the compliance of extended producer responsibility (ERP) programs	<b>4.</b> Rate of compliance of ERP collective and individual programs <i>Reference: 85% for reports concerning 2020</i>	90% (Year 2022)	93% (Year 2023)	95% (Year 2024)

Orientation 3: Ensure the implementation of government orientations aimed at diverting organic materials from disposal

OBJECTIVE	INDICATOR	2022–2023 TARGET	2023–2024 TARGET	2024–2025 TARGET
<b>3.1</b> Help enhance the service offering for citizens' organic materials	<b>5.</b> Percentage of municipal organizations that implemented an organic material collection program or another method of management at the source <i>Reference: 60% in 2020–2021</i>	80%	90%	100%
<b>3.2</b> Recognize the best practices of construction, renovation and demolition debris sorting centres	<b>6.</b> Number of CRD debris sorting centres recognized by the RECYC-QUÉBEC program <i>Reference: 9 in 2020–2021</i>	12	15	20

Orientation 4: Improve Quebec's residual material management performance

OBJECTIVE	INDICATOR	2022–2023 TARGET	2023–2024 TARGET	2024–2025 TARGET
<b>4.1</b> Propose new measures to contribute to a reduction in disposal	<b>7.</b> Rate of adoption and implementation of proposed measures <i>Reference: 0% in 2020</i>	30%	40%	50%

## Issue 3: Consolidated role and expertise

Orientation 5: Enhance support and the services offered

OBJECTIVE	INDICATOR	2022–2023 TARGET	2023–2024 TARGET	2024–2025 TARGET
<b>5.1</b> Offer services tailored to municipalities' needs	<b>8.</b> Percentage of municipalities with access to our services that feel their needs are being met <i>Reference: 93% in 2020–2021</i>	≥ 90%	≥ 90%	≥ 90%
<b>5.2</b> Offer services tailored to companies' needs	<b>9.</b> Percentage of businesses with access to our services that feel their needs are being met <i>Reference: 94% in 2020–2021</i>	≥ 90%	≥ 90%	≥ 90%
<b>5.3</b> Implement streamlined services	<b>10.</b> Rate of user satisfaction with the new streamlined services <i>Reference: N/A</i>	70%	75%	80%
<b>5.4</b> Play an advisory role with the Government of Quebec	<b>11.</b> Number of new collaborative agreements reached with one or more ministries or organizations <i>Reference: 2 in 2020–2021</i>	1	1	1

## Issue 4: An agile and effective Crown corporation

Orientation 6: Strive for the best organizational practices

OBJECTIVE	INDICATOR	2022–2023 TARGET	2023–2024 TARGET	2024–2025 TARGET
<b>6.1</b> Be a top employer	<b>12.</b> Percentage of employees who feel that their current work allows them to reach their full potential <i>Reference: 68.6% in 2021</i>	N/A	N/A	80% in 2024
<b>6.2</b> Improve management of data concerning residual material management	<b>13.</b> Number of new improvement projects completed <i>Reference: N/A</i>	1	1	1

