

# BizRecycling Strategic Plan

FY 2022–2025: Growing Impact

FACILITATED BY:

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## **BIZRECYCLING PURPOSE**

**Increase commercial waste diversion  
through waste reduction and recycling.**



# Growing Impact Through BizRecycling

After eight successful years, BizRecycling is embarking on an ambitious new four-year strategic plan to achieve greater environmental impact by:

diversifying the types of businesses we serve;

supporting local businesses to move beyond recycling and organics collection and up the EPA's waste management hierarchy to waste reduction and reuse; and

increasing the capacity of businesses and communities to engage independently in this work.

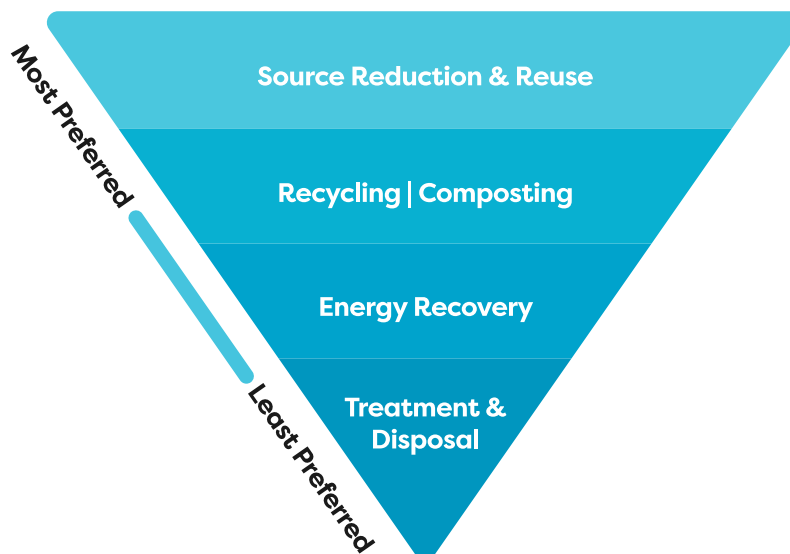
This strategic plan was created at a pivotal time for Ramsey and Washington counties. As we emerge from a once-in-a-century pandemic, shifting business models and needs have forced us to rethink how we conduct our day-to-day work, but it also provided an opportunity for reflection.

To meet the State of Minnesota's 75% recycling goal and address pressing climate change and environmental justice issues, what must our work accomplish?

This plan is the result of that reflection. We spoke with many stakeholders, including our partners, peers and local businesses. The answers were clear. We must reach more businesses, provide new services to support waste reduction and reuse in the commercial sector and build community capacity to engage in this important work.



## Waste Management Hierarchy



# Who We Are



BizRecycling is a technical assistance and grant program overseen by Ramsey/Washington Recycling & Energy (R&E). The program works to further R&E's mission by helping businesses, non-profits, schools, multi-unit residential properties and institutions in Ramsey and Washington counties adopt better waste management practices. BizRecycling has historically accomplished this through a combination of free on-site consultations, technical assistance and resource and grant distribution. As one former grant recipient described it, BizRecycling makes “doing the right thing” easy and affordable.

## R&E Vision, Mission, and Values

### R&E VISION

Vibrant, healthy communities without waste.

### R&E MISSION

Enhancing public health and the environment by creating value from waste through partnerships.

### R&E VALUES

**Commitment:** Committed to public health, safety and the environment.

**Teamwork:** Making the biggest impact by working beyond ourselves.

**Respect:** Treating the earth and all people with esteem, dignity and compassion.

**Trust:** Maintaining diligent stewardship of public trust and funding, with our work informed by research and science.

**Innovation:** Focusing on excellence, continual improvement and adaptation in pursuit of the mission.



# History of Accomplishment

In 2014, BizRecycling adopted a goal to reach 40% of eligible businesses in Ramsey and Washington counties (a total of 3,685) with information, technical assistance, and grants by 2020. BizRecycling exceeded this target by over 10%, reaching 4,072 businesses.

This success was largely due to BizRecycling’s unique and highly effective recruitment strategy. Instead of conducting direct outreach to businesses, BizRecycling relies on a business-to-business model by building partnerships with local chambers of commerce and business associations and utilizing contracted technical assistance providers to provide direct services. These trusted partners then promote BizRecycling programs to their members.

With the current service model, BizRecycling has helped approximately 900 businesses start or expand recycling programs and nearly 400 start organics collection.



# Our Next Chapter

After six years, BizRecycling has reached market saturation within its existing partnership networks and service model. In order to support our business community to achieve the next tier of solid waste diversion, BizRecycling will need to expand business engagement beyond early adopters. Doing so will require a diversification of recruitment strategies and new service offerings to better meet the needs of the diverse groups and business sectors in Ramsey and Washington counties. Second, we must help businesses move beyond recycling and organics collection to waste reduction and reuse opportunities.

Additionally, program staff and leadership have identified a broader systems-level need to improve the knowledge, skills and capacity of the local business community to self-adopt better waste management practices.

To this end, BizRecycling has developed the following strategic framework and implementation plan for FY 2022–2025.



# Strategic Framework FY 2022-2025

<p><b>PURPOSE</b></p>	<p>Increase commercial waste diversion through waste reduction and recycling.</p>		
<p><b>GOALS</b></p>	<p>Increase engagement of communities and sectors with historically low participation in BizRecycling programs.</p>	<p>Expand technical assistance and resource portfolio to support diverse business needs.</p>	<p>Advance waste management learning network for businesses and sustainability peers.</p>
<p><b>STRATEGIC ACTIONS</b></p>	<p>Increase capacity to engage new communities and sectors.</p>	<p>Pair technical assistance with cultural resources to improve service delivery.</p>	<p>Develop professional network relationships to share knowledge.</p>
	<p>Identify unmet service needs of business communities and industry sectors with low participation rates.</p>	<p>Innovate new source reduction service offerings to target unmet business and sector needs.</p>	<p>Create tools and resources to share best practices with businesses.</p> <hr/> <p>Build community capacity to implement waste management best practices through self-directed initiatives.</p>
<p><b>OUTCOMES</b></p>	<p>Business participation moves beyond early adopters.</p>	<p>Businesses move up the waste management hierarchy.</p>	<p>Businesses increase adoption of waste management best practices.</p>

# New Program Model FY 2022-2025

<b>PROGRAM MODEL</b>	<b>TARGET AUDIENCE</b>			
	For-profit and non-profit businesses, multi-unit residential properties, institutions, colleges and universities, private and charter K-12 schools. Has at least one employee and a physical location in Ramsey or Washington County. Termed “businesses.”			
<b>PURPOSE</b> Increase commercial solid waste diversion through waste reduction and recycling.	<b>Communications and Outreach</b>	<b>NEW!</b> <b>Systems Change and Community Capacity Building</b>	<b>Technical Assistance</b>	<b>Grants and Resources</b>
	<b>PARTNERS</b> Shift partners to more systems changes & outreach capacity building initiatives/ decreased focus on outreach; new partnerships for new audiences; explore technical assistance capacity of partners.		Recycling & Organics Technical Assistance	Business Recycling & Organics Grants
	<b>WEBSITE</b> Shift content to more educational, knowledge sharing and thought leadership and less promotion.			
	Ad Campaigns and Social Media	<b>NEW!</b> Capacity Building Projects	<b>NEW!</b> Waste Reduction and Reuse Technical Assistance	Multi-Unit Recycling and Organics Grants
	Sponsorships	Performance Report and Evaluation		<b>NEW!</b> Waste Reduction and Reuse Grants
	Cultural- and Industry-Specific Adaptations			

STRATEGIC IMPLEMENTATION PLAN

# Market Expansion

<b>GOAL</b>	Increase engagement of communities and sectors with low participation in BizRecycling programs.	
<b>STRATEGIC ACTIONS</b>	Increase program capacity to engage new communities and sectors.	Identify unmet waste management needs of business communities and industry sectors with low participation rates.
<b>KEY ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• DEI/cultural training for BizRecycling staff and technical assistance providers.</li> <li>• Establish relationships with a broader array of cultural organizations and community groups.</li> <li>• Establish relationships with key stakeholders from low participating sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct a waste management needs assessment for BIPOC- and immigrant-owned businesses.</li> <li>• Conduct a waste management needs assessment for sectors with low participation rates.</li> <li>• Identify which opportunities best align with BizRecycling program objectives.</li> </ul>
<b>KEY PERFORMANCE INDICATORS</b>	<ul style="list-style-type: none"> <li>• # of new community partners recruited.</li> <li>• %/# of basic site visits to businesses from low participating industry sectors.</li> <li>• %/# of basic site visits to BIPOC- and immigrant-owned businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Needs assessments completed.</li> <li>• Target businesses identified for year 2 or 3 engagement.</li> </ul>
<b>OUTCOME</b>	<b>Business participation moves beyond early adopters.</b>	



STRATEGIC IMPLEMENTATION PLAN  
**Service Innovation**

<b>GOAL</b>	Expand technical assistance and resource portfolio.	
<b>STRATEGIC ACTIONS</b>	Pair technical assistance with cultural resources to improve service delivery.	Develop a portfolio of waste reduction services and resources.
<b>KEY ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• Pair cultural consultants with technical assistance providers.</li> <li>• Culturally adapt program resources, assets and processes.</li> <li>• Partner with county service connectors to address additional multi-unit resident needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop educational content and services to support waste reduction and reuse.</li> <li>• Develop grant opportunities to support waste reduction and reuse.</li> <li>• Expand partner and technical assistance provider network to support waste reduction and reuse.</li> </ul>
<b>KEY PERFORMANCE INDICATORS</b>	<ul style="list-style-type: none"> <li>• #/% of contracts of cultural consultants or organizations.</li> <li>• # of culturally adept resources and assets.</li> <li>• %/# of basic site visits to BIPOC- and immigrant-owned businesses.</li> <li>• %/# of grants distributed to BIPOC- and immigrant-owned businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• # of waste reduction and reuse recommendations made.</li> <li>• # of waste reduction projects funded.</li> <li>• Volume of waste eliminated from production processes.</li> </ul>
<b>OUTCOME</b>	<b>Businesses move up the waste management hierarchy.</b>	

STRATEGIC IMPLEMENTATION PLAN

# Community Capacity

<b>GOAL</b>	Advance the waste management learning network for businesses and sustainability peers.		
<b>STRATEGIC ACTIONS</b>	Develop network relationships to capture knowledge and learnings.	Create content and resources to share best practices with businesses.	Build community capacity to implement best practices through self-directed initiatives.
<b>KEY ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• Deepen relationships with businesses to improve program evaluation.</li> <li>• Identify and build strategic relationships with sector thought leaders.</li> <li>• Participate strategically and with intention in local and national groups.</li> <li>• Coordinate and collaborate with county partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Create content development plan.</li> <li>• Develop an online, industry-specific best practices resources library.</li> <li>• Convene best practice training workshops—in person or virtual.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop learning programming for businesses, multi-unit residents and partners (e.g., Apartment Recycling Specialists).</li> <li>• Identify and support opportunities for waste management workforce training.</li> <li>• Develop and support opportunities for partner-led systems change projects and independent waste management initiatives.</li> </ul>
<b>KEY PERFORMANCE INDICATORS</b>	<ul style="list-style-type: none"> <li>• # of peer network groups engaged.</li> <li>• # of presentations to peer groups.</li> <li>• # of businesses addressing additional environmental health issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Online resource library is built.</li> <li>• # of unique visitors to resource library.</li> <li>• # of trainings held.</li> </ul>	<ul style="list-style-type: none"> <li>• # of individuals and organizations trained in waste management best practices.</li> <li>• # of systems change projects implemented.</li> </ul>
<b>OUTCOME</b>	<b>Businesses increase adoption of waste management best practices.</b>		

# Plan Definitions

<b>Vision</b>	The ultimate impact we seek to deliver.
<b>Mission</b>	Our purpose. The reason why we exist.
<b>Purpose</b>	BizRecycling’s contribution to the mission.
<b>Goals</b>	What we wish to achieve over the next four years.
<b>Strategic Actions</b>	How we will go about reaching our goals.
<b>Outcomes</b>	The intended result of each goal.
<b>Key Performance Indicators (KPIs)</b>	The measure we use to track our success.
<b>Businesses</b>	For-profit and non-profit businesses, multi-unit residential properties, institutions, colleges and universities, private and charter K-12 schools. Has at least one employee and a physical location in Ramsey or Washington County.
<b>Waste Reduction</b>	Reducing waste at the source. Also known as source reduction, waste reduction is the most environmentally preferred strategy. It can take many different forms, including reusing or donating items, buying in bulk, reducing packaging, reuse and re-manufacturing.





**BizRecycling.com**

BizRecycling is a program of:



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

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