



2024 – 2027 BUSINESS PLAN

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ABOUT US

OUR STORY

For over thirty years, Albertans have proven their commitment to the environment and a zero-waste future through dedication and participation in provincial stewardship programs. The introduction of EPR will further enhance their opportunities for sustainability and waste management.

Since 1992, the Alberta Recycling Management Authority (ARMA) has worked to help develop a circular economy that extends the lifecycle of the products it stewards—electronics, paint, tires, and used oil materials—and is now developing made-in-Alberta solutions to support Alberta's EPR framework. With participation from Albertans and innovation from industry, we increase the value of recycled materials through our supply chains so they can be used differently and more efficiently, ultimately reducing landfill waste, all while driving Alberta's economy forward.

But we don't do this work alone. We rely on thousands of partners to get the job done, including our dedicated board of directors, four industry councils, more than 5,300 registered suppliers and producers, 27 recyclers, and the 161 municipalities and Indigenous communities who help manage 436 collection sites across the province. Throughout our history, one thing has been made abundantly clear: inspiring a zero-waste future is only possible when we all work together, and this especially rings true with the introduction of EPR.

2023 Highlights

Over the last year, we have seen this work continue to advance, thanks to the ingenuity and support from our government, industry, and community stakeholders. As we approach our 32nd year of operations, we recognize the pivotal role these partnerships have had in our continued success and look forward to building on the work we have done over the last 12 months:

- **Continued to divert waste from landfills** with cumulative totals reaching 229,000 tonnes of electronics, 33.9 million litres of paint, 144.5 million tires, and over 2 billion litres of used oil from Alberta's landfills.
- **As directed by the Minister of Environment and Protected Areas, continued to manage our expanded electronics pilot (ePilot) project** including working with the solar industry to identify potential opportunities for this emerging material stream within end-of-life recyclable electronics, diverting thousands of solar panels from landfills and donating reusable panels to Strathmore High School for a community biodome project.

- **Successfully advocated for the first environment fee adjustment since 2011 for the Used Oil Materials Program** to support the sustainability of industry collecting, transporting, and processing the products.
- **Launched the Extended Producer Responsibility (EPR) framework with a made-for-Alberta solution** that supports two product streams: single-use products, packaging and paper products (PPP), and hazardous and special products (HSP).
- **Initiated and completed a comprehensive review of our stewardship programs** that included a third-party assessment of our transportation and processing incentives and bringing forward optimization recommendations to ARMA for consideration.
- **Advanced internal ARMA priorities**, including implementing our new governance model to ensure adaptability and the ability to undertake new responsibilities and securing a new office space that supports expansion, organizational growth and culture, and corporate sustainability.

Looking Ahead

Our province is going through a tremendous transformation as we work collaboratively to usher in a new era of sustainability and waste management. From managing our growing streams of stewardship, advancing our EPR framework, bolstering our organizational capacity, and embracing innovation and industry advancement, ARMA has always played a central role in Alberta's sustainability priorities, and in looking ahead, we recognize the responsibility and importance of the work still yet to be done.

With our partners and organizational leadership, we are confident that this Plan allows us to rise to the challenge, deliver on our goals, and help our province get one step closer to a future without waste.

WHO WE ARE

Alberta Recycling Management Authority (ARMA) is a not-for-profit organization incorporated under the Societies Act. As a Delegated Administrative Organization, ARMA is accountable to the Government of Alberta Minister of Environment and Protected Areas through its Business Plan and Annual Report.

Thanks to the continued innovation in the recycling industry, ARMA's work has expanded over its history, and we are now proud to play a role in two primary streams of work: stewardship and EPR oversight.

STEWARDSHIP

The Designated Material Recycling and Management Regulation (the Stewardship Regulation) authorizes ARMA to levy and collect Surcharges (environmental fees) on the sale or supply of designated material in or into Alberta.

These funds help our programs remain operational and support programs and activities that promote sustainability, including:

- Waste minimization and recycling programs;
- Public information programs for the promotion of waste minimization and recycling programs;
- Expenditures on collection, transportation, storage, processing and disposal;
- Research and development activities;
- Promote the use of recycled materials and products.

In our stewardship work, ARMA is authorized to manage four Designated Materials: electronics, paint, tires, and used oil materials. To be successful in our stewardship, environmental fee revenue for each material program is managed separately while operating under a single organization, which creates synergies and cost-effectiveness.

OVERSIGHT

In October 2022, the Government of Alberta introduced the Extended Producer Responsibility Regulation (the EPR Regulation), shifting the physical and financial burden of collecting, sorting, processing, and recycling waste to the producer and away from local governments and taxpayers.

This regulation authorized ARMA as the oversight authority of Alberta's EPR framework for the following designated materials:

- Single-use Products, Packaging, and Paper Products (PPP); and
- Hazardous and Special Products (HSP).

As the EPR oversight authority, ARMA is responsible for the development and execution of its bylaws that outline the details and requirements of registration, reporting, auditing, dispute resolutions, thresholds for exemptions, compliance matters, and promoting the program.

Since its authorization, ARMA, under the EPR framework, has successfully activated and launched a made-in-Alberta solution that aligns with producer-run programs in other jurisdictions, empowering producers to create local recycling markets, design cost-effective and efficient recycling programs, and demonstrate environmental responsibility.

Once fully implemented in April 2025, the EPR framework will embrace Alberta's polluter-pay principle and Alberta's long tradition of supporting innovation.

In addition to its environmental stewardship mandate and regulatory oversight, ARMA meets its obligations under the Societies Act through its bylaws and governance regulation. ARMA formally reports to its membership through an Annual Report and Annual General Meeting.



OUR VISION

INSPIRING A FUTURE WITHOUT WASTE

OUR MISSION

To be an inspiring partner and a respected steward of the environment:

We will be a leader in recycling and waste minimization best practices and innovation in an effort to make the world a sustainable place.

We believe every place should be left better than we found it:

We will inspire Albertans to waste less, teach them to use products in different ways, and help them partner with others who share our passion.

Keeping our environment clean is a shared responsibility:

We will educate Albertans, support and contribute to best practices, and will be a responsible, trusted, and transparent partner in the global effort to reduce waste.



STRATEGY

STRATEGIC FOCUS

To inspire long-lasting environmental policy and regulation in Alberta's waste management systems, we must look beyond regulation as the vehicle that gets us there. It's why we're focusing on action that generates positive change and builds on our storied history of stewardship to be best positioned for the future.

- Identify opportunities to introduce and promote made-in-Alberta solutions to waste management, building on our success with the Extended Producer Responsibility framework;
- Catalyze Alberta's circular economy by working with industry and government to advance waste management streams;
- Position ARMA and its leadership as the central authority on the holistic recycling system in Alberta, ensuring the organization has a voice at decision-making tables;
- Deepen relationships with municipalities, Indigenous groups, advocacy organizations, post-secondary institutions, commercial partners, and industry leaders to strengthen stewardship programming through research, pilots, and accessible implementation;

- Amplify ARMA's reputation as an industry convener and thought leader by mobilizing collective action on circularity and waste reduction;
- Increase public awareness of recycling and the value of stewardship by completing further outreach to stakeholders; and,
- Create an environment that supports a successful system launch of EPR in April 2025.

To maximize our influence and impact in a complex and evolving environment, we are committed to living and practicing these strategic choices to produce transformational change that will shape our communities and province for the better.

STRATEGIC PRIORITIES

ARMA's strategic playing field is defined by the following:

1. **Embrace the responsibility of EPR Oversight.**
2. **Support the expansion of the Used Oil Materials and Electronics Recycling Programs in stewardship.**
Expanding these programs will ensure Albertans have the opportunity to permanently divert more materials from landfills.
3. **Explore opportunities in future waste streams (solar, electric car batteries, agricultural plastics, etc.).** Continuing to investigate future waste streams will contribute not only to environmental outcomes but also to our (and Alberta's) aim of leading in the creation and adoption of new innovation.
4. **Adopt a leadership role in public and stakeholder education.**
We can influence the waste ecosystem and meaningfully contribute to inspiring a future without waste by engaging and educating Albertans and stakeholders on provincial recycling programs to ensure more material is recycled.
5. **Continue to deliver and optimize our stewardship programs.**
We will continue to improve the effectiveness and accessibility of the programs to drive the success of collection and diversion.

ARMA's plan is intended to achieve outcomes in **Impact, Reach, Innovation, and System Leadership.**





GOALS

Results for the five goals and outcomes of the Strategic Priorities will be included in the 2023-2024 Annual Report.

GOAL 1 - KEY METRICS - STEWARDSHIP

All designated materials under the stewardship regulation available at End-Of-Life (EOL) are collected and processed.

Forecasts are set based on the trend of previous years' results and market expectations for both the annual sales of designated material and recycled material, as well as estimated alternative diversions (e.g., reuse).

1. PER CAPITA PROCESSING VOLUMES (E.G. KG. PER CAPITA, LITRES PER CAPITA, CANS PER CAPITA)

The volume of EOL material processed per Albertan allows for meaningful comparison between programs and jurisdictions.

2. RECOVERY RATE

The recovery rate is the amount of EOL products collected or processed as a per cent of the amount of new products purchased by consumers in a year.

This rate is useful for tracking trends in changes to the recovery of materials over time. A higher rate is considered to indicate a successful program, although a lower rate may indicate a successful diversion of materials through reuse options. Additionally, a lower rate could denote the accumulation of products by consumers rather than recycling old units when new units are purchased (e.g., consumers retaining multiple electronic products). Recovery rates are reported in the Annual Report.

3. CAPTURE RATE

This measurement applies to the paint and used oil stewardship programs where a portion of the material sold is consumed or utilized by the consumer, reducing the discarded volume.

The capture rate measures the total amount processed as a per cent of an estimated total amount of material considered EOL.

GOAL 2 - SUSTAINABILITY - STEWARDSHIP

Ensure program sustainability by confirming environmental fees and funding rates are appropriate and effectively managed.

A key element to the success of the ARMA programs is sustainability. This includes the sustainability of processors managing the End-Of-Life (EOL) materials in each program, municipalities and other collectors participating in the programs, and the operations of the programs themselves.

PERFORMANCE MEASURE

2.1 SUSTAINABILITY OF RECYCLING INDUSTRY

Verify that the current program funding levels are adequate to sustain the collection and processing of designated materials within Alberta's recycling industry.

2.2 ENVIRONMENTAL FEE MANAGEMENT

Perform ongoing financial analysis and projections to support any required change in environmental fee levels to meet program goals and ensure the sustainability and stability of the programs.

GOAL 3 - EFFECTIVENESS - STEWARDSHIP

Albertans' awareness of the programs, proximity to collection points, and participation drive the success of the programs in effectively collecting and diverting EOL materials from landfills.

PERFORMANCE MEASURE

3.1 KEY STAKEHOLDER AWARENESS AND SUPPORT

Ensure key stakeholders are aware of ARMA programs and that the levels of awareness increase over time.

3.2 RESIDENTIAL PARTICIPATION AND ACCESS

Monitor access to facilities, including collection sites, voluntary return-to-retailers, and processor facilities, to ensure that Albertans have more access to recycling their EOL electronics, tires, paint, and used oil, filters, and containers.

3.3 INDUSTRIAL, COMMERCIAL, AND INSTITUTIONAL (ICI) AWARENESS

Create opportunities in our stewardship programs to increase levels of ICI awareness and recycling rates.

GOAL 4 - COMPLIANCE - STEWARDSHIP

Compliance with the Stewardship Regulation and other bylaws, requirements for suppliers, registered processors, downstream processors, collection sites, and high environmental standards.

PERFORMANCE MEASURE

4.1 ENSURING REVENUE COMPLETENESS

Suppliers in ARMA's stewardship programs self-report the sales of eligible products and remit environmental fees on those sales. To ensure compliance with the Stewardship Regulation and other bylaws, ARMA utilizes a risk-based audit approach to review self-reported sales figures. A target is set for each stewardship program to review a percentage of Supplier sales within a multi-year period. The target and period vary between programs based on the number of suppliers and the industry's reported sales concentration.

4.2 ENVIRONMENTAL ASSURANCE – PROCESSORS AND DOWNSTREAM PROCESSORS

Ensure that EOL materials are recycled to a high environmental standard. Registered and downstream processors must meet or exceed the processor incentive program requirements. Processor incentive requirements require compliance with applicable environmental, occupational health and safety regulations, as well as industry standards related to health and safety, transportation, and export.

4.3 MUNICIPAL SUPPORT - REGISTERED COLLECTION SITES

Support and educate registered collection sites on material collection to increase awareness of ARMA's grant program.

GOAL 5 - EPR IMPLEMENTATION - OVERSIGHT

Establishing and contributing as a pragmatic, modern regulatory oversight authority.

PERFORMANCE MEASURE

5.1 ADHERING TO THE TIMELINE

The EPR framework's success relies on adhering to the dates and upcoming milestones for implementation. This includes completing a substantive set of policies by March 31, along with other regular operating policies, and ensuring stakeholders are registered by deadlines.

5.2 SUCCESSFUL STAKEHOLDER REGISTRATION

With Phase One registration for Communities closed and capturing over 90 per cent of Alberta's population, we will continue efforts to encourage remaining Communities to register in Phase Two, as well as increase our focus towards encouraging producers to register. Once stakeholders are registered, ARMA will complete due diligence amongst registrants.

5.3 STAKEHOLDERS ARE EDUCATED

Ensuring communities, PROs, processors, and processing facilities understand their role in the EPR framework to support successful EPR implementation.

5.4 FINALIZE POLICIES AND REPORTING

Focuses for the year ahead include completion of policy development, reviewing verification documents from producers, completing the expansion of the registration system for producer supply reporting, and developing a model for cost recovery.

5.5 RESOURCING

Ensure ARMA has the necessary resources required to support EPR oversight.



PERFORMANCE MEASURES

TIRES - STEWARDSHIP

BACKGROUND

With its establishment in 1992, Alberta has the second-oldest tire recycling program in Canada. The numbers tell the story, with over 144 million tires recycled to date, and while this program is embedded firmly in Albertans' lives, ARMA continues to ensure that this mature program remains sustainable, diverting all available end-of-life tires from the landfill. The tires are processed in Alberta—by ARMA-approved processors—into products such as tire-derived aggregate (TDA), rubber crumb for top dressing in sports fields or used as feedstock for manufactured products.

Collection volumes fluctuate from year to year based on numerous factors, with the largest impact from macro-economic factors driving the sales of new and replacement tires (which drive discards of used tires). Metrics such as Kg. per Capita will fluctuate up and down through economic cycles over multiple years. Projections anticipate a drop in collected volumes from their current levels.

STRATEGIC PRIORITIES

ARMA is partnering with stakeholders to develop a proof-of-concept rubber-modified asphalt (RMA) pilot to assess new RMA technologies. The successful use of RMA would support a new end use for scrap tires in Alberta.

ARMA's TDA Grant Program has supported landfills throughout the province. We plan to continue informing municipalities about the grant and that TDA is an engineered product made from mechanically shredding scrap tires that is a cost-effective alternative to traditional materials while finding an additional life for over two million Alberta tires annually.

1992

TIRES - STEWARDSHIP

	TONNES COLLECTED* (ALL TIRE TYPES)	KG. PER CAPITA
2023/24 Forecast	84,000	17.90
2024/25 Budget Projection	81,950	17.29
2025/26 Projection	78,675	16.43
2026/27 Projection	77,875	16.10

**Passenger and Light Truck Tires (PLTT), Medium Truck Tires (MTT), Specialty, Industrial and Other Tires (SIO).
See the Background section on the prior page for commentary on program volumes.
See Definitions on page 11 for KG. PER CAPITA.*



ELECTRONICS - STEWARDSHIP

BACKGROUND

In 2004, Alberta launched the first electronics recycling program in Canadian history with computer equipment, TVs, and select office equipment. Albertans' support and participation in this program have become firmly established, with over 11.6 million electronics recycled by six companies registered with ARMA. To date, over 229,000 tonnes of electronics have been processed.

Weight-based recovery of electronics materials continues to decline over time as technology advances have significantly altered the composition, size and weight of electronics products. Collection volumes fluctuate from year to year based on numerous factors, with the largest impact from macro-economic factors driving the sales of new electronics (which drive discards of end-of-life units). Metrics such as Kg. per Capita will fluctuate up and down through economic cycles over multiple years. Projections anticipate a drop in collected materials in the next three-year cycle.

STRATEGIC PRIORITIES

ARMA has successfully managed the expanded electronics pilot project (ePilot)—which added six additional categories of recyclable electronics—since 2020. The project's success demonstrates the need to proceed with expanding our Electronics Recycling Program. The ePilot—extended by Ministerial Order—provides valuable data regarding the various types of devices being recycled, which allowed us to create a robust report with recommendations on expanding the Electronics Recycling Program, which we are working on closely with the provincial government.

Municipalities have embraced the ePilot with 436 collection sites accepting 500 additional types of electronics at their collection sites. This has resulted in the registered processors—who pick up this material from collection sites—processing over 15,000 tonnes at their Alberta-based facilities since the start of the project in September 2020.

ARMA continues to accept solar panels as part of the pilot program. Our innovation has contributed to the discussion on how to best manage end-of-life solar panels in Alberta and the opportunities and barriers to using refurbished panels.

2004

ELECTRONICS - STEWARDSHIP

ELECTRONICS	TONNES PROCESSED*	KG. PER CAPITA
2023/24 Forecast	9,350	1.99
2024/25 Budget Projection	9,075	1.91
2025/26 Projection	8,800	1.84
2026/27 Projection	8,525	1.76

EPILOT	TONNES PROCESSED*	KG. PER CAPITA
2023/24 Forecast	6,100	1.30

**The targets and projections measure program material only; see the paragraph on the prior page for reference to ePilot material.*

See the Background section on the prior page for commentary on declining program volumes.

See Definitions on page 11 for KG. PER CAPITA.



PAINT - STEWARDSHIP

BACKGROUND

Launched in 2008, the Paint Recycling Program has been consistently utilized by Albertans and businesses alike, with 33.9 million litres of paint and 8.2 million spray paint cans recycled since the program's inception. As of 2015, ARMA formalized recycling tracking for metal and plastic paint cans; since then, over 3,400 tonnes have been processed.

Made-in-Alberta solutions handle leftover latex paint with an approved processor who processes it into new paint. If the latex is solid or semisolid, it is used as feedstock in cement manufacturing instead of being landfilled. Leftover oil-based products, such as stains and finishes, are used in fuel blends to provide an alternative fuel source.

Plastic containers are recycled into moulded products, and metal containers are recycled into industrial products such as rebar.

Processing volumes fluctuate from year to year based on numerous factors, with the largest impact from macro-economic factors driving the sales of paint (which drive discards of unused paint and the cleanup of older paint in homes). Metrics such as Kg. per Capita and Cans per Capita will fluctuate up and down through economic cycles over multiple years. Projections anticipate a drop in program material volumes over the next three years from the current levels.

STRATEGIC PRIORITIES

Commercial paint roundups will continue in the major centres of Edmonton, Calgary, and Red Deer, as these dedicated annual events help paint contractors and businesses ensure there is no limit to the amount of leftover material they can bring in at no charge.

2008

PAINT - STEWARDSHIP

PAINT AND COATINGS PROCESSED

	KG. (MILLIONS)	LITRES* (MILLIONS)	KG. PER CAPITA
2023/24 Forecast	3.08	2.57	0.66
2024/25 Budget Projection	3.04	2.53	0.64
2025/26 Projection	3.01	2.51	0.63
2026/27 Projection	2.98	2.48	0.62

**Based on an average weight per litre of 1.2kg.*

AEROSOL PAINT CANS PROCESSED

	CANS PROCESSED	CANS PER CAPITA
2023/24 Forecast	935,300	0.20
2024/25 Budget Projection	888,500	0.19
2025/26 Projection	853,000	0.18
2026/27 Projection	827,400	0.17

See the Background section on the prior page for commentary on fluctuating volumes.

See Definitions on page 11 for KG. PER CAPITA.



USED OIL MATERIALS - STEWARDSHIP

BACKGROUND

Established in 1997, ARMA has been overseeing this program since October 2018, when responsibility for managing it was transferred to the organization by the Government of Alberta. High-quality used oil is refined into new lubricating oil. Filters are crushed (with the residual oil captured) and processed into industrial metals. The containers are pelletized and used as feedstock for new plastic products such as composite lumber, fence posts and parking curbs. Over 2 billion litres of used oil have been recycled, along with 173 million filters and 46.6 million kilograms of containers.

Since overseeing this program in October 2018, numerous program improvement initiatives have been completed including:

- In 2019, ARMA began registering municipal and Indigenous collection sites in the program.
- In 2022, ARMA submitted its recommendations to the provincial government from key stakeholder consultations (including registered processors) that it initiated and completed to collect feedback on program expansion plans including an environmental fee adjustment, that would bring alignment of Alberta's program with the rest of Canada.
- In October 2023, the environmental fee was adjusted to support the sustainability of the collection, transportation, and processing network for the industry. The previous environmental fees had not been updated since 2011.

There are currently 248 registered used oil material collection sites, with signage provided through the program to help direct residents to safely leave their leftover used oil materials for recycling. What's more, assistance is provided as needed for pickup of materials from 14 ARMA-registered processors.

Collection and processing volumes fluctuate from year to year based on numerous factors, with the largest impact from macro-economic factors driving the sales of oil materials (which drive discards of used oil, filters and containers). Metrics such as Litres per Capita and Kg. per Capita will fluctuate up and down through economic cycles over multiple years.

STRATEGIC PRIORITIES

ARMA continues to support the expansion of the Used Oil Materials Recycling Program.

ARMA plans to work with registered collection sites and develop a grant program that enhances the existing collection network and encourages the recycling of used oil materials throughout Alberta.

USED OIL MATERIALS - STEWARDSHIP



USED OIL COLLECTED	LITRES COLLECTED* (MILLIONS)	LITRES PER CAPITA
2023/24 Forecast	90.92	19.37
2024/25 Budget Projection	90.92	19.18
2025/26 Projection	90.01	18.80
2026/27 Projection	89.11	18.43

**Based on an average weight per litre of 0.87 kg.*

FILTERS COLLECTED AND PROCESSED	— KG. (MILLIONS) —		KG. PER CAPITA (COLLECTED)
	COLLECTED	PROCESSED	
2023/24 Forecast	4.64	3.18	0.99
2024/25 Budget Projection	4.64	3.24	0.98
2025/26 Projection	4.69	3.27	0.98
2026/27 Projection	4.73	3.30	0.98

CONTAINERS COLLECTED AND PROCESSED	— KG. (MILLIONS) —		KG. PER CAPITA (COLLECTED)
	COLLECTED	PROCESSED	
2023/24 Forecast	2.32	1.93	0.50
2024/25 Budget Projection	2.32	1.76	0.49
2025/26 Projection	2.35	1.77	0.49
2026/27 Projection	2.37	1.79	0.49

See the Background section on the prior page for commentary on fluctuating volumes.

See Definitions on page 11 for KG. PER CAPITA.

EXTENDED PRODUCER RESPONSIBILITY (EPR) - OVERSIGHT OF SINGLE-USE PRODUCTS, PACKAGING, AND PAPER PRODUCTS (PPP), & HAZARDOUS AND SPECIAL PRODUCTS (HSP)

BACKGROUND

In October 2022, the Government of Alberta selected ARMA as the EPR oversight authority (regulation 194/2022).

EPR shifts the physical and financial burden of collecting, sorting, processing, and recycling waste to the producer and away from local governments and taxpayers. Alberta's new EPR framework will diversify our economy by encouraging companies to find innovative ways to recycle more materials and produce less packaging waste. Once the system becomes operational in April 2025, the EPR framework will embrace Alberta's polluter-pay principle and Alberta's long tradition of supporting innovation.

EPR supports two product streams:

- Single-use Products, Packaging, and Paper Products (PPP); and
- Hazardous and Special Products (HSP).

The EPR framework will create economies of scale and help businesses find effective solutions to market the material collected, including driving demand for recycled content. Albertans will benefit from a consistent recycling experience between communities.

Since authorization, ARMA has successfully launched a made-in-Alberta solution to satisfy the EPR framework. This includes actively registering community, producers, producer responsibility organizations (PROs), and processing facilities, and ending Phase One registration for communities on December 31, 2023, with over 90 per cent of Alberta's population represented.

STRATEGIC PRIORITIES

As ARMA continues the implementation process over the coming year, with EPR collection systems activating starting in April 2025, the organization is focused on the entire framework's success. This means:

- Educating producers on their responsibility to register in Alberta's EPR framework by ensuring they have the tools they need to register and fulfill their obligations under the framework successfully;
- Performing the required due diligence on producer responsibility organizations and processing facilities to ensure compliance with the EPR regulation;
- Finalizing policies and procedures to support implementation;
- Encouraging remaining Communities to register and supporting them through their registration process; and,
- Continuing to act as a resource for all stakeholders engaged in EPR.

EPR TIMELINES

The following timelines were established for the transition, development, and implementation of single-use products, packaging, and paper products (PPP); and hazardous and special products (HSP).*



* Timelines are based on current projections and collaborations with the Government of Alberta.





APPENDICES

STRATEGIC ACTION PLAN

1. Providing excellence in regulatory oversight.

Building and developing our capacity as a modern, effective, and trusted regulator will continue to be a top priority. Our emerging philosophy as a delegated regulator (on behalf of the province) will be based on a view that ARMA must focus on objectives and expected environmental outcomes and then consider the most innovative, efficient and effective method of supporting and achieving compliance.

We will adopt proactive approaches to support compliance based on assistance, guidance, education, and reporting, rather than solely focusing on investigation and compliance failures. We believe that this approach builds trust and supports desired policy outcomes.

2. Renewing our stewardship programs.

Opportunities to improve the quality and effectiveness of existing stewardship programs will be pursued in parallel to establishing ARMA as a regulator.

3. Building and nurturing government and industry (producer/processor/collection network) relationships.

The work of ARMA increasingly requires that we lead with credibility and trust gained through strong, mutually beneficial relationships. Developing this competency and capacity in the organization is a priority.

4. Attracting results-focused innovation partnerships and joint ventures.

Growing our contributions to environmental and other public policy outcomes requires that we leverage our reputation, knowledge, and positioning to attract new, results-focused partners. This choice is about positioning ARMA as a sought-after partner to industry, entrepreneurs, universities, and governments seeking innovation, disruption, and advancement.

5. Delivering with a continuous improvement culture.

In light of our vision to inspire, all ARMA staff must be empowered to seek out and advance improvement opportunities. An aligned organizational culture is critical to achieving impact at the scale we envision.

KEY CAPABILITIES

These are the core areas of capacity and capability that will enable ARMA to succeed in accomplishing its vision and mission.

1. Establishing and contributing as an effective, modern regulatory oversight body.
2. A systematic approach to industry and government relations.
3. A systematic approach to partnership development and management.
4. A systematic approach to develop an improvement culture at all levels.

ELECTRONICS RECYCLING

2024/2025 BUDGET

	A	B	C
	BUDGET 2024/25	FORECAST 2023/24	BUDGET 2023/24
Revenue			
Environmental fees	\$ 5,104,336	\$ 5,049,421	\$ 5,116,422
Other revenue	32,573	(2,313)	67,687
Total operating revenue	<u>5,136,909</u>	<u>5,047,108</u>	<u>5,184,109</u>
Operating expenditures			
Recycling incentive program	8,476,047	8,709,394	7,654,274
Recycling development programs	730,605	209,336	764,291
Program delivery costs	<u>1,227,793</u>	<u>1,142,789</u>	<u>1,309,508</u>
Total operating expenditures	<u>10,434,445</u>	<u>10,061,519</u>	<u>9,728,073</u>
Program margin	(5,297,536)	(5,014,411)	(4,543,964)
Corporate cost allocations	<u>871,270</u>	<u>1,132,256</u>	<u>1,178,240</u>
<i>Corporate cost allocations as % of total expenditures</i> <i>(includes pilot)</i>	5.1%	6.7%	7.4%
Total program expenditures	<u>11,305,715</u>	<u>11,193,775</u>	<u>10,906,313</u>
Operating revenue over (under) total expenditures	(6,168,806)	(6,146,667)	(5,722,204)
Investment income earned	<u>2,250,000</u>	<u>3,200,000</u>	<u>2,909,996</u>
Main program budget - change in net assets	<u>\$ (3,918,806)</u>	<u>\$ (2,946,667)</u>	<u>\$ (2,812,208)</u>
Expansion pilot expenditures	<u>\$ 5,696,225</u>	<u>\$ 5,641,375</u>	<u>\$ 5,015,000</u>
Overall - change in net assets	<u>\$ (9,615,031)</u>	<u>\$ (8,588,042)</u>	<u>\$ (7,827,208)</u>

PAINT RECYCLING

2024/2025 BUDGET

	A	B	C
	BUDGET 2024/25	FORECAST 2023/24	BUDGET 2023/24
Revenue			
Environmental fees	\$ 6,679,415	\$ 6,113,692	\$ 6,224,225
Other revenue	17,552	23,430	23,430
Total operating revenue	<u>6,696,967</u>	<u>6,137,122</u>	<u>6,247,655</u>
Operating expenditures			
Recycling incentive program	5,717,105	5,729,166	5,367,437
Recycling development programs	44,723	56,536	77,149
Program delivery costs	482,737	449,328	509,992
Total operating expenditures	<u>6,244,565</u>	<u>6,235,030</u>	<u>5,954,578</u>
Program margin	452,402	(97,908)	293,077
Corporate cost allocations	<u>375,290</u>	<u>398,738</u>	<u>415,527</u>
<i>Corporate cost allocations as % of total expenditures</i>	5.7%	6.0%	6.5%
Total program expenditures	<u>6,619,855</u>	<u>6,633,768</u>	<u>6,370,105</u>
Operating revenue over (under) total expenditures	77,112	(496,646)	(122,450)
Investment income earned	<u>60,000</u>	<u>134,137</u>	<u>50,000</u>
Change in net assets	<u>\$ 137,112</u>	<u>\$ (362,509)</u>	<u>\$ (72,450)</u>

TIRE RECYCLING

2024/2025 BUDGET

	A	B	C
	BUDGET 2024/25	FORECAST 2023/24	BUDGET 2023/24
Revenue			
Environmental fees	\$ 31,038,518	\$ 29,521,965	\$ 27,975,242
Other revenue	18,301	21,736	92,936
Total operating revenue	<u>31,056,819</u>	<u>29,543,701</u>	<u>28,068,178</u>
Operating expenditures			
Recycling incentive program	28,970,281	29,382,239	26,892,831
Recycling development programs	262,134	207,294	268,233
Program delivery costs	2,040,740	1,664,918	1,896,124
Total operating expenditures	<u>31,273,155</u>	<u>31,254,451</u>	<u>29,057,188</u>
Program margin	(216,336)	(1,710,750)	(989,010)
Corporate cost allocations	<u>1,599,139</u>	<u>1,769,075</u>	<u>1,832,828</u>
<i>Corporate cost allocations as % of total expenditures</i>	4.9%	5.4%	5.9%
Total program expenditures	<u>32,872,294</u>	<u>33,023,526</u>	<u>30,890,016</u>
Operating revenue over (under) total expenditures	(1,815,475)	(3,479,825)	(2,821,838)
Investment income earned	<u>800,000</u>	<u>1,100,000</u>	<u>862,000</u>
Change in net assets	<u>\$ (1,015,475)</u>	<u>\$ (2,379,825)</u>	<u>\$ (1,959,838)</u>

USED OIL & MATERIALS RECYCLING

2024/2025 BUDGET

	A	B	C
	BUDGET 2024/25	FORECAST 2023/24	BUDGET 2023/24
Revenue			
Environmental fees	\$ 21,662,565	\$ 19,013,382	\$ 16,088,379
Other revenue	53,273	54,480	62,480
Total operating revenue	<u>21,715,838</u>	<u>19,067,862</u>	<u>16,150,859</u>
Operating expenditures			
Recycling incentive program	18,175,774	17,761,376	14,111,574
Recycling development programs	250,484	126,090	155,961
Program delivery costs	1,547,172	1,203,380	1,385,237
Total operating expenditures	<u>19,973,430</u>	<u>19,090,846</u>	<u>15,652,772</u>
Program margin	1,742,408	(22,984)	498,087
Corporate cost allocations	<u>1,074,843</u>	<u>1,043,123</u>	<u>1,085,166</u>
<i>Corporate cost allocations as % of total expenditures</i>	5.1%	5.2%	6.5%
Total program expenditures	<u>21,048,273</u>	<u>20,133,969</u>	<u>16,737,938</u>
Operating revenue over (under) total expenditures	667,565	(1,066,107)	(587,079)
Investment income earned	<u>150,000</u>	<u>500,000</u>	<u>189,000</u>
Change in net assets	<u>\$ 817,565</u>	<u>\$ (566,107)</u>	<u>\$ (398,079)</u>

EXTENDED PRODUCER RESPONSIBILITY

FORECAST OF COSTS (STAND-UP PERIOD, 27 MONTHS, JANUARY 2023 TO MARCH 2025)

	FORECAST Jan 2023 - Mar 2025
Expenditures	
Human resources *	\$ 4,900,000
Consultation and legal	2,200,000
Communications *	200,000
Financing expense, during stand-up period	900,000
Governance, IT and administrative *	1,600,000
Sub-total	<u>9,800,000</u>
Systems development	<u>3,500,000</u>
Total estimated costs to March 31, 2025	13,300,000
Financing expense, after stand-up period **	<u>700,000</u>
Total estimated costs	<u>\$ 14,000,000</u>

*Includes allocated corporate costs.

** Interest expense on the costs of the stand-up period over an estimated amortization period for costs to be recuperated through oversight fees.

ACCOUNTABILITY STATEMENT

The Alberta Recycling Management Authority (ARMA) Business Plan for the three years commencing April 1, 2024 was prepared in accordance with the requirements found in Section 16 of the Designated Material Recycling and Management Regulation (Alberta Regulation 93/2004) and Section 8 of the Extended Producer Responsibility Regulation (Alberta Regulation 194/2022) which was enacted under the Environmental Protection and Enhancement Act.

The mission, core business, goals and strategies of the ARMA Business Plan align with and contribute to Alberta Environment and Protected Areas Business Plan, and therefore the Government's goals and objectives. ARMA is committed to achieving the performance targets identified in the Business Plan.

We benefit in doing so with an innovative approach to environmental stewardship and oversight marked by:

- being steadfast in commitment to our mandate and open to exploring new ideas, products, services, and systems;
- multiple programs managed jointly but operated separately to achieve synergies and cost-effectiveness;
- stakeholder stewardship—working with those directly involved in or impacted by end-of-life management of the products we currently manage and potential additional products including: the industries that manufacture and sell them; Albertans that use and discard them; municipalities and Indigenous communities that collect them for recycling, and the environmental organizations that advocate recycling—all guide and/or influence the policies and programs.

- regulation oversight—as a delegated oversight authority (on behalf of the province), working with those directly involved in or impacted by end-of-life management of the designated materials including: the industries that manufacture and sell them; municipalities and Indigenous communities that collect them for recycling, and the environmental organizations that advocate recycling—all guide and/or influence the policies and programs.

Approved by ARMA's Board of Directors,
February 21, 2024



Brad Pickering,
Chair

HOUSEHOLD HAZARDOUS WASTE (HHW)

Since 2004, ARMA has administered funding on a contract basis with Alberta Environment and Protected Areas to HHW brokers for the pick-up, consolidation, lab packing and transportation of eligible material from HHW roundups or year-round sites to approved facilities for destruction. This funding is provided on a per kilogram basis.

Funding is also provided for the recycling of HHW aerosols.

ARMA supports the Government of Alberta in their commitment to supporting Albertans with access to appropriate disposal options for HHW and the transition to Extended Producer Responsibility as a long-term solution for HSP management.

In the interim, ARMA will continue to manage the HHW program for the provincial government including working with collectors to identify additional facilities as needed for material treatment and destruction.



albertarecycling.ca