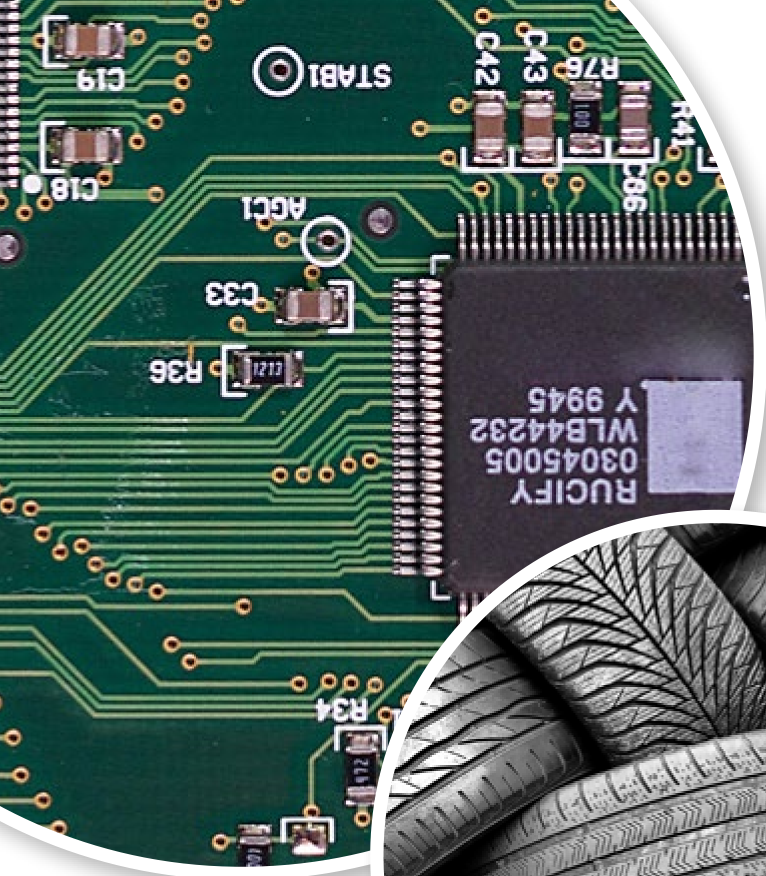
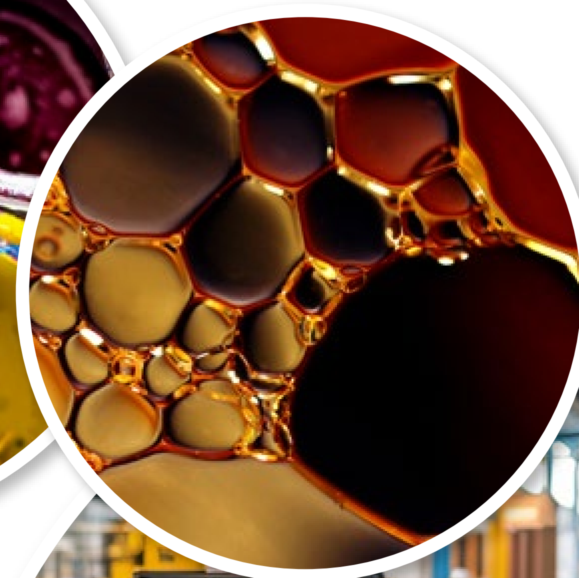



2025 – 2028 BUSINESS PLAN

TABLE OF CONTENTS

Glossary

ARMA	Alberta Recycling Management Authority
EPA	Environment of Protected Areas
EOL	End-Of-Life
EPR	Extended Producer Responsibility
EV	Electric Vehicle
GoA	Government of Alberta
HHW	Household Hazardous Waste
HSP	Hazardous and Special Products
MTT	Medium Truck Tires
PLT	Passenger and Light Truck
PPP	Single-use Products, Packaging and Paper Products
PRO	Producer Responsibility Organization
RMA	Rubber-Modified Asphalt
SIO	Specialty/Industrial/Other
TDA	Tire-Derived Aggregate

ABOUT US

OUR STORY

For the past 32 years, Albertans have proven their commitment to the environment and a zero-waste future through dedication and participation in provincial stewardship programs. The implementation of EPR will further enhance their opportunities for sustainability and waste management.

Since 1992, ARMA has been at the forefront of developing a circular economy in Alberta, working to extend the lifecycle of the products it stewards—electronics, paint, tires, and used oil. Through made-in-Alberta solutions, ARMA has supported the province's Extended Producer Responsibility (EPR) framework, helping to increase the value of recycled materials and reducing landfill waste.

This work is critical in driving Alberta's economy forward. It is achieved with the support of thousands of dedicated partners, including our board of directors, four stewardship advisory councils, over 5,300 registered suppliers and producers, 30 processors, and 161 municipalities and Indigenous communities managing 438 collection sites across the province.

With the addition of EPR, we now have an additional two advisory councils, 848 producers and 235 communities in Single-use Products, Packaging and Paper Products (PPP) and 145 producers and 180 communities in Hazardous and Special Products (HSP). We also have 63 processing facility applicants and three Producer Responsibility Organizations (PROs) contributing to our efforts. Our experience has proven that inspiring a future without waste is only possible through collective action.

2024 Highlights

Over the past year, the efforts of our government, industry, and community partners have contributed significantly to the progress we've made. As we near our 33rd year of operations, we acknowledge the vital role these collaborations have played in our continued success and look forward to building on our achievements. Some key highlights from the past year include:

- **Waste Diversion:** We have continued to successfully divert waste from landfills, reaching cumulative totals of 259,762 tonnes of electronics, 36.5 million litres of paint, 149.5 million tires, and over 2.3 billion litres of used oil.
- **Electronics Recycling Expansion:** After over five years of diligent effort, we reached an exciting milestone in August with the announcement from the Minister of Environment and Protected Areas that Alberta's electronics recycling program will expand to include ePilot materials. This expansion will also encompass solar panel recycling, and exploration of Electric Vehicle (EV) battery and wind turbine electronic component recycling.
- **Tire Recycling Innovation Symposium:** In collaboration with British Columbia, we co-hosted a Tire Recycling Innovations Symposium aimed at sharing knowledge, overcoming barriers, and identifying solutions to improve tire recycling practices.
- **Environmental Fee Adjustments:** Following a comprehensive third-party assessment of our stewardship programs, we informed the province and implemented revised environmental fees for paint and tires. For tires, these adjustments were long overdue, with the last updates dating back to 1992 for Passenger and Light Truck (PLT) tires and 2011 for Specialty/Industrial/Other (SIO) tires. These changes ensure that recycling costs are accurately reflected and contribute to a sustainable recycling ecosystem.
- **EPR Program Launch:** Since being appointed as the oversight body for EPR, ARMA has launched a made-in-Alberta solution to fulfill the EPR framework, managing two product streams: single-use products, packaging and paper products (PPP), and hazardous and special products (HSP). This involved educating and registering communities, producers, Producer Responsibility Organizations (PROs), and processing facilities, and successfully concluded Phase I registration for communities on December 31, 2023. As a result, over 90% of Alberta's population is now represented in the program. Additionally, nearly 800 PPP producers and over 140 HSP producers have met reporting obligations for the 2022 and 2023 calendar years, with compliance rates of 94% and 92%, respectively.
- **Internal Growth:** We advanced organizational priorities by securing a new office space that supports expansion, organizational growth and culture, and corporate sustainability.

Looking Ahead

Our province is undergoing a significant transformation as we work together to advance sustainability and waste management. The implementation of the EPR framework and the expansion of stewardship programs require ARMA to continuously evolve and innovate. With strong leadership and the unwavering support of our partners, we are committed to building a sustainable, waste-free future for Alberta.

This Business Plan reflects our commitment to overcoming challenges, achieving our goals, and creating a more sustainable and prosperous future for our province.

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

The Extended Producer Responsibility Regulation (the EPR Regulation) authorizes ARMA to be responsible for the administration and oversight authority of the following designated materials:

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

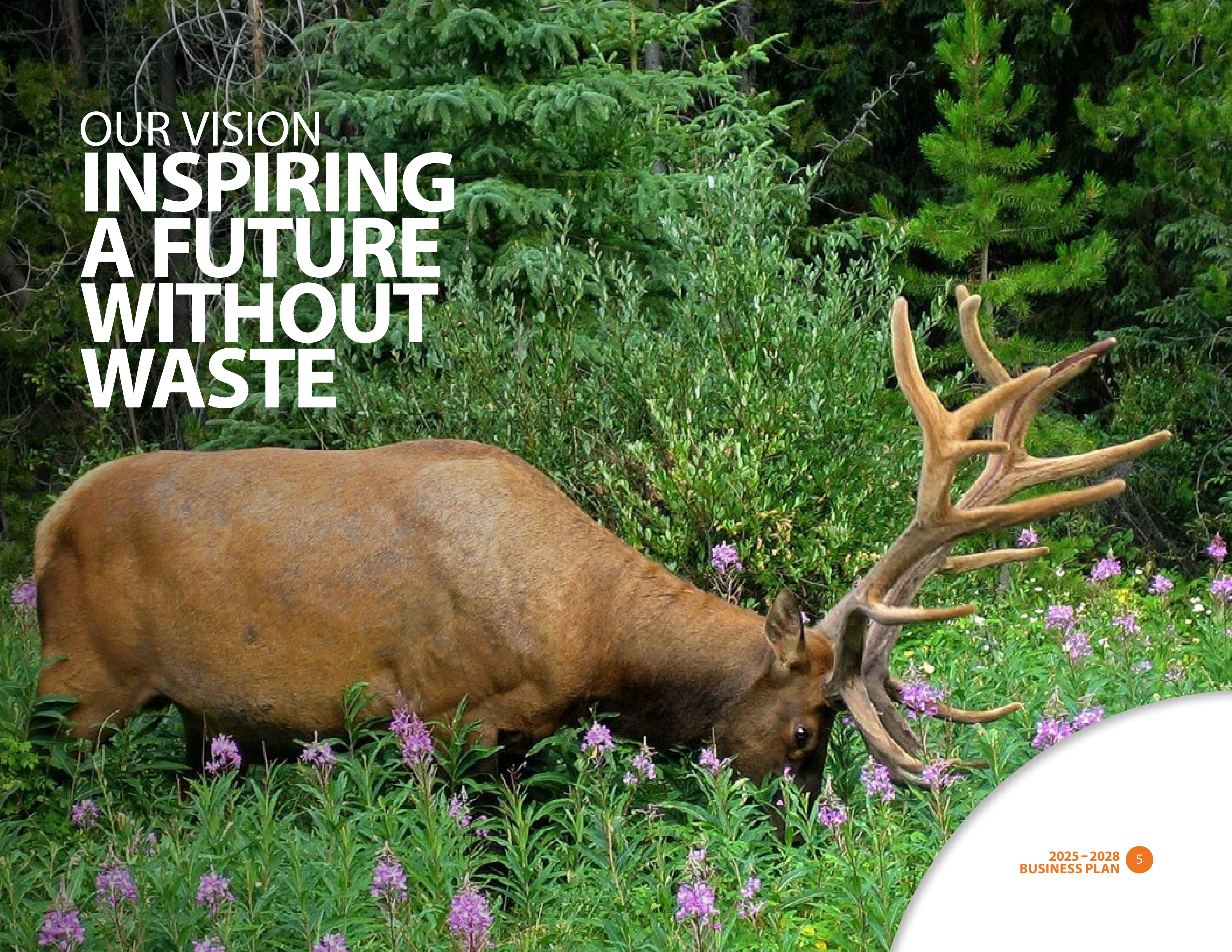
As the EPR oversight authority, ARMA is responsible for the development and execution of its bylaws that outline the details and requirements of registration, reporting, auditing, dispute resolutions, thresholds for exemptions, and compliance matters.

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 producer-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 solutions;
- 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. Invest in applied research to innovate and develop new programs, including renewable-focused initiatives.

These priorities aim to deliver measurable outcomes in **Impact, Reach, Innovation, and System Leadership.**

IMPACT

- Measured by efficiency, effectiveness, and recovery rates
- Measured by kg. per capita, recovery rate, capture rate, and others
- Answers the question:
  Are we reaching key environmental outcomes?

REACH

- Measured by accessibility and awareness
- Answers the question:
  Are we inspiring and creating impact on a large enough scale?

INNOVATION

- Measured by number and impact of innovation partnerships
- Answers the question:
  Are we leading the system level change, improvement, and innovation?

SYSTEM LEADERSHIP

- Measured by industry awareness and satisfaction
- Answers the question:
  Are we recognized as a leader and sought-after partner?

GOALS

Results for the five goals and outcomes of the Strategic Priorities will be included in the 2024-2025 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).

Terminology utilized in this section:

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

Volume of EOL material processed per Albertan, to allow 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).

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) PARTICIPATION

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 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 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 and increase awareness of ARMA's grant programs.

GOAL 5 - EPR IMPLEMENTATION - OVERSIGHT

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

PERFORMANCE MEASURE

5.1 ADHERING TO THE TIMELINE

The success of the Extended Producer Responsibility (EPR) framework relies on maintaining strict adherence to the established implementation dates and milestones. This includes ensuring stakeholder compliance with regulatory requirements and finalizing a comprehensive set of compliance policies by March 31, 2025, for implementation, alongside other routine operational policies.

5.2 SUCCESSFUL STAKEHOLDER REGISTRATION

With Phase I registration for communities closed—capturing over 93 per cent of Alberta's population (in PPP)—we will continue efforts to encourage remaining communities to register in Phase II, as well as increase our focus towards encouraging producer compliance with registration. A key priority will be engaging Indigenous and Métis Settlement communities, supported by strategic partnerships and tailored outreach efforts to ensure their inclusion in Alberta's EPR framework.

5.3 STAKEHOLDERS ARE EDUCATED

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

5.4 FINALIZE POLICIES AND REPORTING

The key priorities for the upcoming year include finalizing the development of regulatory compliance policies, reviewing supply reports and verification documents submitted by producers, and refining existing policies and procedures. These efforts aim to improve operational efficiency and effectively address emerging needs.

5.5 RESOURCING

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

PERFORMANCE MEASURES

TIRES - STEWARDSHIP

BACKGROUND

Established in 1992, Alberta boasts the second-oldest tire recycling program in Canada. To date, over 149.5 million tires have been recycled. Although the program is deeply embedded in the daily lives of Albertans, ARMA remains committed to ensuring its long-term sustainability. The program diverts end-of-life tires from landfills by processing them locally through ARMA-approved processors. These tires are then transformed into products such as tire-derived aggregate (TDA), rubber crumb for sports field top dressing, or used as feedstock for various manufactured products.

Collection volumes fluctuate annually due to several factors, with macro-economic trends being the most influential. These trends impact the sales of new and replacement tires, which directly affect the quantity of discarded tires. Metrics such as Kg. per Capita tend to vary with economic cycles. Projections suggest an increase in collected volumes over the next few years.

STRATEGIC PRIORITIES

ARMA is partnering with stakeholders to develop a proof-of-concept rubber-modified asphalt (RMA) pilot project, aimed at assessing emerging RMA technologies. The successful integration of RMA would create an additional avenue for scrap tire utilization in Alberta.

ARMA is creating an action plan to ensure the sustainability of tire recycling, using the information gathered from the Tire Recycling Innovation Symposium.

Through our TDA Grant Program, ARMA has supported landfills across the province. We plan to continue educating municipalities on TDA, highlighting it as a cost-effective alternative to traditional materials while contributing to the recycling of over two million tires annually in Alberta.

1992

TIRES - STEWARDSHIP

	TONNES COLLECTED* (ALL TIRE TYPES)	KG. PER CAPITA
2024/25 Forecast	81,420	17.18
2025/26 Budget Projection	83,080	17.35
2026/27 Projection	84,773	17.53
2027/28 Projection	86,468	17.70

**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 Canada, initially covering computer equipment, TVs, and select office equipment. To date, Albertans have recycled 259,762 tonnes of electronics through six ARMA-approved processors.

As technology evolves, the composition, size, and weight of electronics continue to change, which has led to a decrease in weight-based recovery. Collection volumes fluctuate annually, mainly due to macro-economic factors that influence the sales of new electronics, thereby affecting the disposal of end-of-life units. Metrics such as Kg. per Capita will continue to experience cyclical fluctuations over the years. Projections indicate a drop in collected materials in the next three-year cycle.

STRATEGIC PRIORITIES

Since 2020, ARMA has successfully managed the expanded electronics pilot project (ePilot), which introduced six additional categories of recyclable electronics. In August 2024, it was officially announced that the electronics recycling program would expand to include ePilot materials, starting April 1, 2025. The expansion also includes the introduction of solar panel recycling, electric vehicle (EV) battery recycling, and wind turbine electronics recycling exploration programs.

One of the most exciting aspects of the ePilot program has been the validation of ARMA's foresight in exploring the recycling of renewable energy products. With the remarkable growth of solar and wind power in Alberta, along with the increasing market presence of electric vehicles, the challenges of managing waste generated by these technologies have become more urgent. Through our solar panel recycling pilot program, ARMA has collected approximately 2,800 solar panels, successfully diverting them from landfills.

ARMA is focused on ensuring the seamless integration of ePilot materials into the broader electronics recycling program, continuing to provide support to collection sites and processors.

As Canada's first renewables recycling program, there is much to learn and explore. ARMA is committed to supporting the provincial government as they lead consultations with various stakeholders regarding the next steps for solar panel, EV battery, and wind turbine electronics recycling.

2004

ELECTRONICS - STEWARDSHIP

ELECTRONICS	TONNES PROCESSED*	KG. PER CAPITA
2024/25 Forecast	14,518[†]	3.06
2025/26 Budget Projection	12,528	2.62
2026/27 Projection	12,215	2.53
2027/28 Projection	11,909	2.44

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

[†]Due to the upcoming expansion of the electronics recycling program, the epilot material has been included in the 2024/25 Forecast for consistency of future years. The forecasted Tonnes Processed without the expansion material is 8,529.

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 gained widespread use among Albertans and businesses alike, with 36.5 million litres of paint and over 9 million spray paint cans recycled since its inception. In 2015, ARMA formalized the tracking of metal and plastic paint cans, resulting in over 4,000 tonnes being processed to date.

Made-in-Alberta solutions handle leftover latex paint through an approved processor, which recycles it into new paint. Solid or semi-solid latex paint is repurposed as feedstock for cement manufacturing instead of being sent to landfills. Oil-based products like stains and finishes are converted into alternative fuel sources. Plastic containers are recycled into molded products, while metal containers are processed into industrial products such as rebar.

Collection and processing volumes fluctuate due to various factors, with macro-economic conditions driving paint sales, and consequently, the disposal of unused or expired paint. Metrics such as Kg. per Capita and Cans per Capita will continue to experience cyclical variations over the years. Projections indicate a decrease in program material volumes over the next three years.

STRATEGIC PRIORITIES

ARMA will continue to organize commercial paint roundups in major centres such as Edmonton, Calgary, and Red Deer. These annual events provide contractors and businesses the opportunity to dispose of leftover material free of charge, ensuring that no leftover paint goes unprocessed.

PAINT - STEWARDSHIP

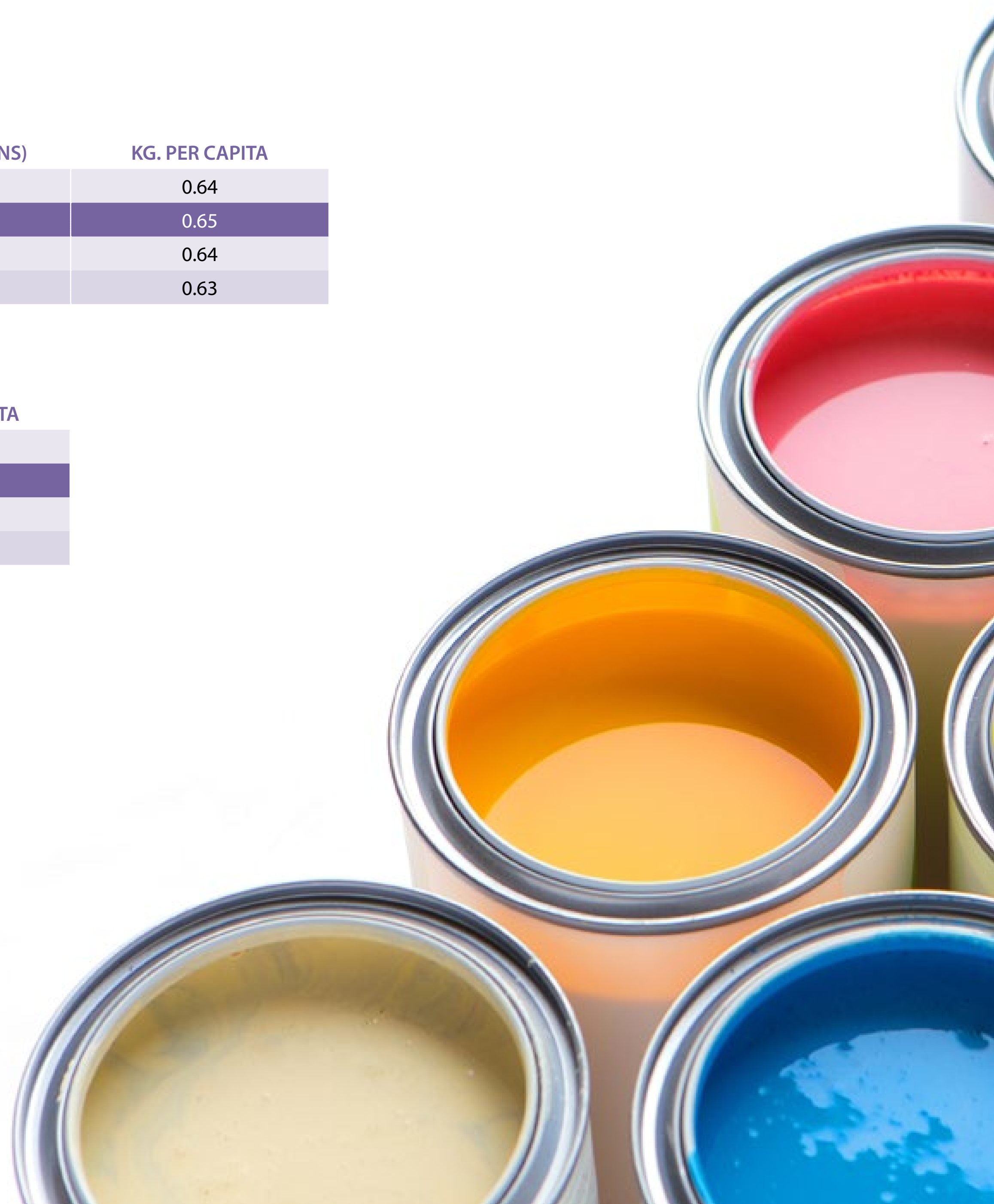
PAINT AND COATINGS PROCESSED	KG. (MILLIONS)	LITRES* (MILLIONS)	KG. PER CAPITA
2024/25 Forecast	3.03	2.53	0.64
2025/26 Budget Projection	3.12	2.60	0.65
2026/27 Projection	3.09	2.58	0.64
2027/28 Projection	3.06	2.55	0.63

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

AEROSOL PAINT CANS PROCESSED	CANS PROCESSED	CANS PER CAPITA
2024/25 Forecast	875,100	0.18
2025/26 Budget Projection	901,300	0.19
2026/27 Projection	896,800	0.19
2027/28 Projection	901,300	0.18

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 the Used Oil Materials Recycling Program since October 2018, when responsibility for its management was transferred from AUOMA by the Government of Alberta. To date, over 2.3 billion litres of used oil, 163.8 million filters, and 46.4 million kilograms of containers have been recycled. Used oil is refined into new lubricating oil, while filters are crushed (with residual oil captured) and processed into industrial metals. Containers are pelletized and used as feedstock for new plastic products such as composite lumber, fence posts, and parking curbs.

Since ARMA assumed responsibility for this program, several improvements have been made, including:

- In 2019, ARMA began registering municipal and Indigenous collection sites to broaden the program's reach.
- In 2022, ARMA submitted recommendations to the provincial government following consultations with key stakeholders, including registered processors. These recommendations focused on expanding the program and adjusting environmental fees to align with the rest of Canada.
- In October 2023, the environmental fee was adjusted for the first time since 2011 to ensure the continued sustainability of the collection, transportation, and processing network.

Currently, there are nearly 250 registered used oil material collection sites, supported by signage provided through the program to help direct residents to safely leave their leftover used oil materials for recycling. Additionally, ARMA offers assistance for the pickup of materials from 14 registered processors.

Collection and processing volumes fluctuate annually, driven by macro-economic conditions that influence oil sales and, consequently, the disposal of used oil, filters, and containers. Metrics such as Litres per Capita and Kg. per Capita will continue to vary over time.

2018

STRATEGIC PRIORITIES

ARMA remains committed to advancing the Used Oil Materials Recycling Program and will continue to engage with the provincial government to revisit recommendations aimed at program expansion.

Working with registered collection sites, ARMA developed the Used Oil Materials Support Grant, designed to improve the management of used oil, oil filters, and empty oil containers at landfills, transfer stations, and recycling depots. ARMA is focused on promoting this grant to registered collection sites across Alberta to strengthen the existing collection network and increase the recycling of used oil materials.

USED OIL MATERIALS
- STEWARDSHIP

USED OIL COLLECTED	LITRES COLLECTED* (MILLIONS)	LITRES PER CAPITA
2024/25 Forecast	85.48	18.52
2025/25 Budget Projection	86.76	18.61
2026/27 Projection	87.63	18.61
2027/28 Projection	88.50	18.61

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

FILTERS COLLECTED AND PROCESSED	— KG. (MILLIONS) —		KG. PER CAPITA (COLLECTED)
	COLLECTED	PROCESSED	
2024/25 Forecast	4.46	3.27	0.97
2025/25 Budget Projection	4.41	3.33	0.95
2026/27 Projection	4.37	3.37	0.93
2027/28 Projection	4.32	3.39	0.91

CONTAINERS COLLECTED AND PROCESSED	— KG. (MILLIONS) —		KG. PER CAPITA (COLLECTED)
	COLLECTED	PROCESSED	
2024/25 Forecast	2.30	1.97	0.50
2025/25 Budget Projection	2.33	1.99	0.50
2026/27 Projection	2.31	1.95	0.49
2027/28 Projection	2.33	1.93	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 oversight authority for Extended Producer Responsibility (EPR) under regulation 194/2022. EPR shifts the physical and financial responsibility for collecting, sorting, processing, and recycling waste from local municipalities and taxpayers to the producers themselves. Alberta's new EPR framework will foster economic diversification by encouraging companies to find innovative solutions for recycling more materials and reducing packaging waste. Once operational in April 2025, the EPR framework will align with Alberta's Environmental Protection and Enforcement Act, continuing the province's long-standing commitment to innovation and environmental stewardship.

EPR supports two product streams:

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

By creating economies of scale, the EPR system will help businesses develop effective solutions for marketing collected materials, including driving demand for recycled content. The program will also ensure that Albertans experience a consistent recycling system, regardless of where they live.

Since being authorized, ARMA has successfully launched a made-in-Alberta solution to fulfill the requirements of the EPR framework. This includes the active registration of communities, producers, producer responsibility organizations (PROs), and processing facilities. Phase I of community registration concluded on December 31, 2023, with over 90% of Alberta's population represented in the system.

STRATEGIC PRIORITIES

As ARMA continues the implementation process over the coming year, with EPR collection systems 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;
- Continuously assessing and adapting policies and procedures to support operational efficiency and respond to evolving needs;
- 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.

2023

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).*

- ***October 2022*** *- ARMA designated as EPR oversight authority.*
- ***November 30, 2022*** *- EPR Regulation comes into force.*
- ***Jan–July 2023*** *- Establishing the oversight body with the GoA. EPA develops bylaws. Standing up ARMA functions. Registration system development.*
- ***August 2023*** *- GoA Bylaw consultations.*
- ***September 2023*** *- ARMA ratifies bylaws. Registration system testing.*
- ***Fall 2023*** *- Registration for communities, producers, PROS, and processing facilities opens.*
- ***April 2024*** *- PPP Producers submit Verification Plans to ARMA.*
- ***October 2024*** *- HSP Producers submit Verification Plans to ARMA.*
- ***April 2025*** *- HSP and Phase I PPP producer collection system begins.*
- ***October 2026*** *- Phase II PPP begins.*

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

APPENDICES

Strategic Action Plan • Program Summary Budgets • ARMA Accountability Statement
Household Hazardous Waste (HHW)

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
2025 – 2026 BUDGET

	BUDGET 25/26	FORECAST 24/25	BUDGET 24/25
Revenue			
Environmental fees	$ 5,628,669	$ 5,309,756	$ 5,104,336
Renewables	501,000	-	-
Other revenue	40,000	31,390	32,573
Total operating revenue	6,169,669	5,341,146	5,136,909
Operating expenditures			
Recycling incentive program	15,237,786	9,233,067	8,476,047
Recycling development programs	809,450	406,066	730,605
Renewables	500,000	-	-
Program delivery costs	1,256,943	970,203	1,227,793
Total operating expenditures	17,804,179	10,609,336	10,434,445
Program margin	(11,634,510)	(5,268,189)	(5,297,536)
Corporate cost allocations	916,512	704,162	871,270
Corporate cost allocations as % of total expenditures	*4.9%*	*4.1%*	*5.1%*
Total program expenditures	18,720,691	11,313,497	11,305,715
Operating revenue over (under) total expenditures	(12,551,022)	(5,972,351)	(6,168,806)
Investment income earned	2,248,000	3,000,000	2,250,000
Change in net assets	$ (10,303,022)	$ (2,972,351)	$ (3,918,806)
Expansion pilot expenditures	$ -	$ 5,810,150	$ 5,696,225
Change in net assets after expansion pilot expenditures	$ (10,303,022)	$ (8,782,500)	$ (9,615,031)

*Due to the upcoming expansion of the electronics recycling program, the expansion pilot expenditures has been included in the operating expenditures for budget 25/26.

PAINT RECYCLING

2025 – 2026 BUDGET

	BUDGET 25/26	FORECAST 24/25	BUDGET 24/25
Revenue			
Environmental fees	$ 7,768,204	$ 6,981,692	$ 6,679,415
Other revenue	17,553	38,421	17,552
Total operating revenue	7,785,757	7,020,113	6,696,967
Operating expenditures			
Recycling incentive program	6,391,283	5,738,084	5,717,105
Recycling development programs	85,598	38,002	44,723
Program delivery costs	511,518	704,023	482,737
Total operating expenditures	6,988,399	6,480,108	6,244,565
Program margin	797,358	540,005	452,402
Corporate cost allocations	443,830	324,726	375,290
Corporate cost allocations as % of total expenditures	*6.0%*	*4.8%*	*5.7%*
Total program expenditures	7,432,229	6,804,834	6,619,855
Operating revenue over (under) total expenditures	353,528	215,278	77,112
Investment income earned	180,000	125,000	60,000
Change in net assets	$ 533,528	$ 340,278	$ 137,112

TIRE RECYCLING
2025 – 2026 BUDGET

	BUDGET 2025/26	FORECAST 2024/25	BUDGET 2024/25
Revenue			
Environmental fees	$ 34,129,182	$ 31,936,478	$ 31,038,518
Other revenue	-	-	18,301
Total operating revenue	34,129,182	31,936,478	31,056,819
Operating expenditures			
Recycling incentive program	30,451,949	32,240,117	28,970,281
Recycling development programs	670,477	179,219	262,134
Program delivery costs	1,921,624	1,367,687	2,040,740
Total operating expenditures	33,044,050	33,787,022	31,273,155
Program margin	1,085,132	(1,850,544)	(216,336)
Corporate cost allocations	1,738,245	1,346,592	1,599,139
Corporate cost allocations as % of total expenditures	*5.0%*	*3.8%*	*4.9%*
Total program expenditures	34,782,295	35,133,614	32,872,294
Operating revenue over (under) total expenditures	(653,113)	(3,197,136)	(1,815,475)
Investment income earned	1,800,000	2,504,000	800,000
Change in net assets	$ 1,146,887	$ (693,136)	$ (1,015,475)

USED OIL & MATERIALS RECYCLING
2025 – 2026 BUDGET

	BUDGET 2025/26	FORECAST 2024/25	BUDGET 2024/25
Revenue			
Environmental fees	$ 22,237,601	$ 22,098,857	$ 21,662,565
Other revenue	60,000	63,276	53,273
Total operating revenue	22,297,601	22,162,133	21,715,838
Operating expenditures			
Recycling incentive program	18,323,558	18,150,705	18,175,774
Recycling development programs	259,364	151,143	250,484
Program delivery costs	1,398,975	1,543,452	1,547,172
Total operating expenditures	19,981,896	19,845,300	19,973,430
Program margin	2,315,705	2,316,833	1,742,408
Corporate cost allocations	1,162,846	872,386	1,074,843
Corporate cost allocations as % of total expenditures	*5.5%*	*4.2%*	*5.1%*
Total program expenditures	21,144,742	20,717,686	21,048,273
Operating revenue over (under) total expenditures	1,152,859	1,444,447	667,565
Investment income earned	450,000	500,000	150,000
Change in net assets	$ 1,602,859	$ 1,944,447	$ 817,565

EXTENDED PRODUCER RESPONSIBILITY

2025 – 2026 BUDGET

	HSP BUDGET 2025/26	PPP BUDGET 2025/26	EPR TOTAL BUDGET 2025/26
Revenue			
Oversight Fees	$ 872,112	$ 4,955,357	$ 5,827,469
Recovery of Startup	418,161	2,369,576	2,787,737
Other revenue	3,335	19,277	22,612
Total revenue	1,293,608	7,344,210	8,637,818
Expenses			
Direct salaries and benefits	253,407	1,435,974	1,689,382
Oversight administration	257,195	1,425,168	1,682,363
Corporate administration	529,969	3,006,695	3,536,664
Total expenses	1,040,571	5,867,837	6,908,409
Revenue over (under) total expenditures	253,036	1,476,373	1,729,410
Investment income earned	-	-	-
Change in net assets	$ 253,036	$ 1,476,373	$ 1,729,410

ACCOUNTABILITY STATEMENT

The Alberta Recycling Management Authority (ARMA) Business Plan for the three years beginning April 1, 2025, has been 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), both enacted under the Environmental Protection and Enhancement Act.

The mission, core business, goals, and strategies outlined in this Business Plan are aligned with the Alberta Environment and Protected Areas Business Plan, contributing to the achievement of the Government's goals a d objectives. ARMA is committed to achieving the performance targets set out in the Business Plan.

Our approach to environmental stewardship is marked by innovation, and our commitment to fulfilling our mandate is underscored 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 20, 2025

Brad Pickering,
Chair

HOUSEHOLD HAZARDOUS WASTE (HHW)

The Household Hazardous Waste (HHW) program is being phased out as the contract with the Government of Alberta expires on March 31, 2025. ARMA has successfully facilitated the transition of the HHW program to Hazardous and Special Products (HSP) under the Extended Producer Responsibility (EPR) framework, which will launch on April 1, 2025.

Alberta recycling

MANAGEMENT AUTHORITY