Alberta recycling
MANAGEMENT AUTHORITY
30 YEARS

2022-2025 BUSINESS PLAN

albertarecycling.ca

TABLE OF CONTENTS

OUR STORY

30 YEARS

For thirty years, Albertans have proven their commitment to the environment through enduring support and participation in the recycling programs.

Since 1992 the Alberta Recycling Management Authority (ARMA) has proudly and responsibly managed some of the province's major recycling initiatives. Through this process we have secured valuable relationships with a multi-stakeholder board, four industry councils, over **5,300** registered suppliers and producers, and **27** recyclers. Additionally, we have registered to date **157** municipal and Indigenous communities who manage **440** electronics, paint, tire and used oil materials collection sites throughout the province, equipping Albertans to do the right thing and recycle their end-of-life products instead of throwing them away.

As we celebrate our 30th anniversary in 2022, we salute these partnerships that have strengthened the foundation upon which our organization was built and continues to thrive, giving Albertans some of the best recycling programs in Canada while positively impacting the economy with over **1,500 FTE and $180 million annually in GVA**. We also recognize a number of achievements in the programs that have helped make ARMA a vital presence on the province's environmental landscape including:

- The diversion from the landfill of **135.8 million tires, 31 million litres of paint, 11 million electronics and 1.94 billion litres of used oil**
- Pioneering Canada's first electronics recycling program in 2004. Now we are working closely with our stakeholders and the government on an expanded electronics pilot that could see an additional **24,600 tonnes** of devices diverted from the landfill while adding **$30 million to the GVA.**
- Creating a solar panel recycling group to establish Canada's first set of solar panel recycling standards.
- **$15 million** in grant funding awarded to over **800** municipalities, Indigenous communities and non-profit groups who incorporated recycled tire products in their community projects or upgraded tire collection sites at landfills and transfer stations.
- Providing over **500,000 tonnes** of tire-derived aggregate – an engineered product – to municipalities for use as a drainage blanket in leachate collection systems in place of conventional aggregate, a non-renewable resource.
- Since assuming management of the used oil materials recycling program in 2018, municipalities and Indigenous communities have registered **224** collection sites to date where Albertans can safely drop off their used oil materials.
- Engaging with post-secondary institutions and industry to bring together resources and foster innovation for establishing stronger made-in-Alberta solutions for downstream markets.

As ARMA heads into the next 30 years, we have set a bold target: ***Inspiring A Future Without Waste.*** This vision, unveiled in 2020, is ambitious and exactly what is needed to continue fostering creativity, leadership and enhanced performance. Within this space we will continue collaborating with innovators and entrepreneurs to advance our existing programs and make new ones, building a high-value circular economy where ingenuity creates local jobs and extends our value beyond Alberta's borders.

Importantly, ARMA's direction supports the province's future EPR framework that will create more jobs and new systems for three product streams: single-use plastics, paper and packaging products, and household hazardous waste.

ARMA is a not-for-profit organization incorporated under the Societies Act and operates as a delegated administrative organization accountable to the Alberta Minister of Environment and Parks through its Budget, Business Plan, and Annual Report.

The Designated Material Recycling and Management Regulation (the Regulation) authorizes ARMA to levy and collect Surcharges (environmental fees) on the sale or supply of designated material in or into Alberta. These funds are to be used to provide or pay for any or all of the following components regarding designated material:

- 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 uses of recycled materials and products.

ARMA is authorized to manage four Designated Materials – electronics, paint, tires, and used oil materials – through a process called multi-material stewardship. Fundamental to this process is ensuring that the financial resources, including environmental fee revenue for each designated material program, are managed independently, while at the same time realizing the synergies and cost-effectiveness of operating under a single organization.

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

OUR MISSION

Our mission is 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 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.

STRATEGIC FOCUS

To provide direction to the annual business planning process, the Board of Directors developed a strategic focus that expands on current priorities and opens new avenues for discussion and research.

- Evolve and be innovative in developing Alberta-made solutions to address local challenges that could make a global impact.
- Work with the province's recycling champions including municipalities, Indigenous communities, industry, thought leaders, post-secondary institutions, and government to generate ideas, systems and services to enhance and expand existing programs as well as explore new ones.
- Fulfill our recycling mandate but also discover waste minimization opportunities that incorporate rethinking, refusing, reducing, reusing, repairing, repurposing and recovering.
- Continue to explore and support different stewardship models e.g., extended producer responsibility to evolve with the needs of Alberta.
- Develop synergies and harmonization with other industry-related environmental organizations across Canada.
- Gain and maintain public support for recycling initiatives in Alberta through effective stakeholder and industry awareness efforts across all programs and at the corporate level.

PROGRAM STORIES AND KEY PROGRAM PERFORMANCE MEASURES

OUR STORY – TIRES

Background

Alberta has the second oldest tire recycling program in Canada, established in 1992. The result to date tells the story with **135.8 million tires** recycled and while this program is firmly embedded 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 recyclers into products such as tire-derived aggregate (an engineered cost-effective alternative to conventional aggregate) mulch for landscaping or crumb applied as top dressing in sports fields, and as feedstock for manufactured products.

Strategic Priorities

One of the Board's strategic priorities (set in 2021-22) was to adjust the environmental fee on medium truck tires (MTT) which are tires designed for use on highway tractor trucks, commercial trucks, buses, larger RV, and trailers. The $9.00 rate for MTT was set in 2011 as phase one of an amendment to bring the fee closer to what it actually costs to collect and recycle this type of tire. With the support of the tire industry and the Minister of Environment and Parks, the fee on MTT will be increased to $14.00 effective April 1, 2022.

In addition to program sustainability, this adjustment will benefit a number of areas in the program including the eventual reinstatement of research and development funding – a critical element in innovation – as well as the long-standing grant program that municipalities, Indigenous communities and non-profit groups eagerly await each year to incorporate recycled tire products in their community projects.

KEY PROGRAM MEASURES

TIRES PROCESSED	TONNES	KG. PER CAPITA	RECOVERY RATE FOR PLTT, MTT, AND SIO* TIRES	RECOVERY RATE FOR OFF-THE-ROAD TIRES
2021/22 Forecast	66,050	14.74	93%	38%
2022/23 Target	65,929	14.57	90%	58%
2023/24 Projection	64,221	14.05	87%	51%
2024/25 Projection	65,113	14.10	88%	50%

**Passenger and light truck tires (PLTT), medium truck tires (MTT), specialty, industrial and other tires (SIO).*

See definitions on page 18 for KG. PER CAPITA and RECOVERY RATE.

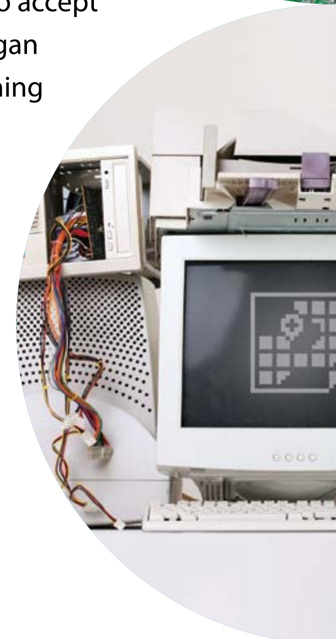
OUR STORY – ELECTRONICS

Background

In 2004, Alberta launched the first electronics recycling program in Canadian history with computer equipment, TVs and some office equipment accepted for recycling. Albertans' support and participation in this program has been firmly established with over **11 million electronics** recycled to date by six companies registered with ARMA. Collectively the millions of electronics recycled has generated over **222,026 tonnes** of glass, plastic and metals that has been shipped back into the manufacturing supply chain.

Strategic Priorities

Building on the legacy of the electronics program, the expanded electronics pilot project (ePilot) is a Board-directed strategic priority supported by the Minister of Environment and launched in 2020 to accept six additional categories of electronics. ARMA has been compiling valuable data since the pilot began regarding the types of devices being recycled in the project. This information will assist in determining the proposed environmental fee structure for this material upon conclusion of the pilot.



Innovation is a key component of the project, demonstrated by a study being conducted on solar panels for which there is currently no set of recycling standards in Canada. ARMA has established a committee of experts who understand the complexities of handling this material to help determine the feasibility of recycling this product.

On the front line, municipalities have embraced the project with **440 collection sites** accepting an additional **500 different types of electronics** at their collection sites. This has resulted in the registered recyclers – who pick up this material from collection sites – processing **3,889 tonnes** since the start of the project in September 2020 at their Alberta-based facilities.

KEY PROGRAM MEASURES

	TONNES*	KG. PER CAPITA	RECOVERY RATE
2021/22 Forecast	9,501	2.12	29%
2022/23 Target	9,026	1.99	29%
2023/24 Projection	8,936	1.96	28%
2024/25 Projection	8,846	1.92	27%

The targets and projections measure program material only; see the last paragraph above for reference to ePilot material.

See definitions on page 18 for KG. PER CAPITA and RECOVERY RATE.

OUR STORY – PAINT

Background

Launched in 2008, the paint recycling program has been consistently utilized by the general public and businesses alike with **31 million** litres of paint and **7 million** spray paint cans recycled since program inception. As of 2015, ARMA formalized the tracking of recycling for metal and plastic cans, and since that date over **1,700 tonnes** have been processed.

Made-in-Alberta solutions address the handling of leftover latex paint with an approved recycler who processes it into new paint. If the latex is found to be solid or semi-solid, it does not need to be landfilled but rather is used as feedstock in cement manufacturing. 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 molded products and the metal containers are recycled into industrial products such as rebar.

Strategic Priorities

In April 2021, an increase to the environmental fees on the sale of eligible paint products, the first adjustment in 12 years, brought the fees in line with current market and economic conditions.

The **360** registered paint collection sites – comprised of municipalities and Indigenous communities – benefited from this fee adjustment as increases were made to their collection site grant to help them manage this material. This adjustment has ensured that they no longer have to bear the cost of collecting leftover paint products.

In 2022-23, 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 in general by ensuring there is no limit to the amount of leftover material they can bring in at no charge.

In the spirit of ARMA's vision of inspiring a future without waste, the Board has directed administration to develop an education program that addresses paint purchasing practices, focused on 'buying what you need' to reduce excess leftover paint that may go unused.

Additionally, administration will begin the process of requesting government support to consult with industry on amending the Paint and Paint Container Recycling Regulation to include other paint products.

KEY PROGRAM MEASURES

PAINT AND COATINGS PROCESSED	KG. (MILLIONS)	LITRES* (MILLIONS)	KG. PER CAPITA	RECOVERY RATE	CAPTURE RATE
2021/22 Forecast	2.78	2.32	0.62	9.6%	80.2%
2022/23 Target	2.70	2.25	0.60	10.2%	85.0%
2023/24 Projection	2.73	2.27	0.60	9.9%	82.6%
2024/25 Projection	2.75	2.29	0.60	9.9%	82.6%

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

AEROSOL PAINT CANS PROCESSED	UNITS	RECOVERY RATE
2021/22 Forecast	720,073	17.0%
2022/23 Target	705,672	16.6%
2023/24 Projection	712.729	16.2%
2024/25 Projection	719,856	16.2%

PAINT AND COATING CONTAINERS PROCESSED	METAL (KG.)	PLASTIC (KG.)	TOTAL (KG.)
2021/22 Forecast	286,939	230,980	517,919
2022/23 Target	301,286	242,529	543,815
2023/24 Projection	304,298	244,954	549,252
2024/25 Projection	307,341	247,404	554,745

See definitions on page 18 for KG. PER CAPITA, RECOVERY RATE and CAPTURE RATE.

OUR STORY –USED OIL MATERIALS

Background

ARMA has been overseeing this program, originally established in 1997, since responsibility for it was transferred to the organization in October 2018 by the Government of Alberta. To date, a staggering **1.94 billion** litres of used oil has been recovered along with **164.7 million** filters and **43.8 million** kilograms of containers.

High-quality used oil is re-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.

In 2019 ARMA began registering municipal and Indigenous collection sites in the program. There are currently **224 sites** registered, receiving signage from the program to help direct their residents to safely leave their leftover used oil materials for recycling and assistance as needed for pickup of materials from 12 ARMA-registered processors.

Strategic Priorities

In 2021-22 ARMA received confirmation from Alberta Environment and Parks (AEP) to conduct a consultation with industry associations and other stakeholder organizations regarding expansion of the program to include the following:

- Diesel Exhaust Fluid (DEF) containers,
- Glycol/Antifreeze concentrate and pre-mix,
- Glycol/Antifreeze containers,
- Brake fluid containers,
- Aerosol containers for brake cleaner, automotive parts cleaner, and lubricant, and
- Windshield washer fluid containers.

The proposed expansion is also focused on increasing the maximum container size in the program from 30L to 210L. This consultation is estimated for completion in the late spring of 2022.

KEY PROGRAM MEASURES

USED OIL RECOVERED	LITRES* (MILLIONS)	KG. (MILLIONS)	KG. PER CAPITA	CAPTURE RATE
2021/22 Forecast	81.49	70.90	15.82	77.9%
2022/23 Target	82.73	71.98	15.90	77.9%
2023/24 Projection	83.56	72.70	15.90	77.9%
2024/25 Projection	84.39	73.42	15.90	77.9%

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

FILTERS COLLECTED AND PROCESSED	KG. (MILLIONS)		KG. PER CAPITA	RECOVERY RATE
	Collected	Processed		
2021/22 Forecast	4.13	2.95	0.92	82.1%
2022/23 Target	4.24	3.03	0.94	82.3%
2023/24 Projection	4.29	3.06	0.94	82.3%
2024/25 Projection	4.33	3.09	0.94	82.3%

CONTAINERS COLLECTED AND PROCESSED	KG. (MILLIONS)		KG. PER CAPITA	RECOVERY RATE
	Collected	Processed		
2021/22 Forecast	2.38	1.79	0.53	96%
2022/23 Target	2.38	1.79	0.53	96%
2023/24 Projection	2.41	1.82	0.53	96%
2024/25 Projection	2.43	1.82	0.53	96%

See definitions on page 18 for KG. PER CAPITA, RECOVERY RATE and CAPTURE RATE.

PROGRAM SUPPORT GOALS

Results for the four goals and outcome of the Strategic Priorities will be included in the 2022-23 Annual Report.

GOAL 1

ALL DESIGNATED MATERIALS AVAILABLE AT END-OF-LIFE (EOL) ARE COLLECTED AND PROCESSED.

Annual targets are set to drive a consistently high recovery of available EOL designated materials to measure the progress towards recycling all the material discarded by Albertans. The targets 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

Volume of EOL material processed per Albertan, to allow for meaningful comparison between programs and jurisdictions.

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2. RECOVERY RATE

The amount of EOL product processed as a percent of the amount of new product purchased by consumers in a year.

The recovery rate is a useful target 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 accumulation of products by consumers rather than recycling old units when new units are purchased e.g., consumers retaining multiple electronic products.

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3. CAPTURE RATE

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

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

The amount for EOL paint is assumed to be 12%. For example, if 100 litres of paint is sold, 12 litres (or 12%) will be EOL. If 8 litres is recovered that results in:

- a recovery rate of 8% (8 litres recovered / 100 litres sold); or
- a capture rate of 66.7% (8 litres recovered / 12 litres EOL)

Regarding used oil, the amount for EOL is assumed to be 64.5%. For example, if 100 litres of oil is sold, 64.5 litres (or 64.5%) will be EOL. This is based on industry estimates that 35.5% of oil sold is consumed during use.

GOAL 2

SUSTAINABILITY

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

PERFORMANCE MEASURE 2.2
ENVIRONMENTAL FEE MANAGEMENT

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

GOAL 3

EFFECTIVENESS

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 landfill.

PERFORMANCE MEASURE 3.1
KEY STAKEHOLDER AWARENESS AND SUPPORT

Key stakeholders are aware of ARMA programs and the levels of awareness increase over time.

PERFORMANCE MEASURE 3.2
RESIDENTIAL PARTICIPATION AND ACCESS

Access to facilities, including collection sites, voluntary return-to-retailers and processor facilities for Albertans to recycle their EOL electronics, waste paint and used oil, filters and containers is improving.

PERFORMANCE MEASURE 3.3
INDUSTRIAL, COMMERCIAL AND INSTITUTIONAL (ICI) PARTICIPATION

The level of participation by the ICI sector in recycling their EOL electronics, paint, and used oil materials through the program is increasing.

GOAL 4

COMPLIANCE

Compliance with Regulation, Bylaws, requirements for suppliers, registered processors, downstream processors, collection sites and high environmental standards.

PERFORMANCE MEASURE 4.1
ENSURING REVENUE COMPLETENESS

ARMA reviews the submissions of environmental fees by suppliers of designated materials to confirm compliance with the Regulation and with ARMA bylaws.

PERFORMANCE MEASURE 4.2
ENVIRONMENTAL ASSURANCE – PROCESSORS AND DOWNSTREAM PROCESSORS

Ensure that EOL materials are recycled to a high environmental standard. Registered processors and downstream processors must meet or exceed the Processor Incentive Program Requirements. This includes compliance with applicable environmental, occupational health and safety regulations as well as industry standards related to health and safety, transportation and export.

PERFORMANCE MEASURE 4.3
ENVIRONMENTAL ASSURANCE – MUNICIPAL COLLECTION SITES

Ensure that municipal sites which receive ARMA grant funding meet or exceed the collection site requirements, consistent with the funding terms of the grant.

APPENDICES

A	B	C	D
Strategic Priorities	Program Summary Budgets	ARMA Accountability Statement	Household Hazardous Waste

AREA	STRATEGIC / ORGANIZATIONAL PRIORITY	TASK/SUBJECT	TIMEFRAME
ORGANIZATION	IT DATABASE	ARMA Connect database replacement	2020/23
	GOVERNANCE	Review of internal governance and policies	2020/23
	EPR SUPPORT	ARMA to support government in developing infrastructure for an EPR framework	2021/23
	ARMA INNOVATION ENDOWMENT FUND	Support the government in incorporating an innovation endowment fund in the designated material regulation	2022
	HUMAN RESOURCES (HR)	HR infrastructure rebuild	2021/23
	EDUCATION PROGRAM	Develop educational materials and method of distribution for applicable primary and secondary school levels	2022/23
ELECTRONICS	EXPANSION	Support the government in amending the *Electronics Designation Regulation* to include ePilot devices	2020/23
	REUSE - PARTS ONLY	Reuse (parts only); implement April 1, 2023	2023
	COLLECTION SITES	Optimize collection site options	2021/23
	INNOVATION	Local downstream business development	Ongoing
	REUSE PROGRAM	Reuse program for whole devices	2023
PAINT	EXPANSION	Support government in amending the paint regulation to include other paint products	2024
	EDUCATION	Paint purchasing – buy what you need	2022
	PROCESSING	Optimize processing: processor risk mitigation	2024/25
TIRES	FEE INCREASE	Revision to bylaw to reflect fee adjustment on medium truck tires	2022
OIL	EXPANSION	Support the government in amending the used oil regulation to include other automotive materials and containers	2022
	PROGRAM DEFINITIONS	Update Processor and collector definitions	2023
	PROGRAM INCENTIVES	Processor incentives - results hierarchy	2023
ALL PROGRAMS	ENHANCED RECYCLING	Enhanced recycling options	Ongoing

ELECTRONICS RECYCLING ALBERTA 2022/2023 BUDGET

	A BUDGET 22/23	B FORECAST 21/22	C BUDGET 21/22
Revenue			
Environmental fees	$ 5,164,988	$ 6,856,045	$ 9,040,563
Other revenue	66,585	55,556	54,948
Total operating revenue	5,231,573	6,911,601	9,095,511
Operating expenditures			
Recycling incentive program	8,250,342	8,683,212	10,087,828
Recycling development programs	1,234,037	1,103,883	1,223,356
Program delivery costs	1,189,653	706,061	984,211
Total operating expenditures	10,674,032	10,493,156	12,295,395
Program margin	(5,442,459)	(3,581,555)	(3,199,884)
Corporate cost allocations	1,013,053	823,089	859,238
Corporate cost allocations as % of total expenditures	*8.7%*	*7.3%*	*6.5%*
Total program expenditures	11,687,085	11,316,245	13,154,633
Operating revenue over (under) total expenditures	(6,455,512)	(4,404,644)	(4,059,122)
Investment income earned	3,441,000	5,000,000	3,185,107
Main program budget – change in net assets	$ (3,014,512)	$ 595,356	$ (874,015)
Expansion pilot expenditures	$ 8,184,455	$ 7,750,435	$ 18,968,936
Overall - change in net assets	$ (11,198,967)	$ (7,155,079)	$ (19,842,951)

PAINT RECYCLING ALBERTA 2022/2023 BUDGET

	A BUDGET 22/23	B FORECAST 21/22	C BUDGET 21/22
Revenue			
Environmental fees	$ 5,864,757	$ 6,226,696	$ 6,355,486
Other revenue	20,279	14,746	13,693
Total operating revenue	5,885,036	6,241,442	6,369,179
Operating expenditures			
Recycling incentive program	4,872,524	5,112,671	5,291,765
Recycling development programs	105,043	66,370	87,318
Program delivery costs	483,156	196,219	356,190
Total operating expenditures	5,460,723	5,375,260	5,735,273
Program margin	424,313	866,182	633,906
Corporate cost allocations	358,956	239,958	330,385
Corporate cost allocations as % of total expenditures	*6.2%*	*4.3%*	*5.4%*
Total program expenditures	5,819,679	5,615,218	6,065,658
Operating revenue over (under) total expenditures	65,357	626,224	303,521
Investment income earned	27,500	27,000	34,000
Change in net assets	$ 92,857	$ 653,224	$ 337,521

TIRE RECYCLING ALBERTA 2022/2023 BUDGET

	A BUDGET 22/23	B FORECAST 21/22	C BUDGET 21/22
Revenue			
Environmental fees	$ 26,852,830	$ 24,255,086	$ 23,917,004
Other revenue	92,385	88,472	82,159
Total operating revenue	26,945,215	24,343,558	23,999,163
Operating expenditures			
Recycling incentive program	23,347,538	22,771,702	22,529,949
Recycling development programs	390,474	341,051	376,605
Program delivery costs	1,644,901	1,170,203	1,566,699
Total operating expenditures	25,382,913	24,282,957	24,473,253
Program margin	1,562,302	60,601	(474,090)
Corporate cost allocations	1,567,301	1,400,027	1,470,440
Corporate cost allocations as % of total expenditures	*5.8%*	*5.5%*	*5.7%*
Total program expenditures	26,950,214	25,682,983	25,943,693
Operating revenue over (under) total expenditures	(4,999)	(1,339,425)	(1,944,530)
Investment income earned	889,000	1,200,000	697,081
Change in net assets	$ 884,001	$ (139,425)	$ (1,247,449)

USED OIL RECYCLING ALBERTA 2022/2023 BUDGET

	A BUDGET 22/23	B FORECAST 21/22	C BUDGET 21/22
Revenue			
Environmental fees	$ 15,305,801	$ 15,073,847	$ 15,279,691
Other revenue	58,585	56,876	52,817
Total operating revenue	15,364,386	15,130,723	15,332,508
Operating expenditures			
Recycling incentive program	13,058,086	12,866,193	12,839,688
Recycling development programs	189,983	89,471	164,221
Program delivery costs	1,246,978	1,031,183	1,308,711
Total operating expenditures	14,495,047	13,986,847	14,312,620
Program margin	869,339	1,143,876	1,019,888
Corporate cost allocations	934,231	915,142	964,973
Corporate cost allocations as % of total expenditures	*6.1%*	*6.1%*	*6.3%*
Total program expenditures	15,429,278	14,901,988	15,277,593
Operating revenue over (under) total expenditures	(64,892)	228,735	54,915
Investment income earned	193,500	133,500	142,500
Change in net assets	$ 128,608	$ 362,235	$ 197,415

ACCOUNTABILITY STATEMENT

The Alberta Recycling Management Authority (ARMA) Business Plan for the three years commencing April 1, 2022 was prepared in accordance with the requirements found in Section 16 of the Designated Material Recycling and Management Regulation (Alberta Regulation 93/2004), 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 Parks' 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, 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.

Approved by ARMA's Board of Directors
January 25, 2022

Brad Pickering,
Chair

HOUSEHOLD HAZARDOUS WASTE (HHW)

Since 2004, ARMA has administered funding on a contract basis with Alberta Environment and Parks (AEP) 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 eventual transition to extended producer responsibility as a long-term solution for HHW management.

In the interim we will continue to provide contracted oversight to the HHW program for AEP including working with collectors to identify additional facilities as needed for material treatment and destruction.

albertarecycling.ca