



## OPPORTUNITY PROFILE

### Board Directors

# THE ORGANIZATION ALBERTA RECYCLING MANAGEMENT AUTHORITY

## OUR STORY

For thirty years, Albertans have proven their commitment to the environment through enduring support and participation in our 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 multistakeholder board, four industry councils, over 5,300 registered suppliers and producers, and 27 recyclers.

Additionally, we have 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 approach our 31st year of operations, we recognize the partnerships that have formed the foundation of our organization—which 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 Gross Value Added (GVA). We also acknowledge several achievements that have helped make ARMA a vital presence on the province's environmental landscape including:

- Diverting 11.2 million electronics, 31.5 million litres of paint, 137 million tires, and over 1.9 billion litres of used oil from Alberta's landfills.
- Completing the Expanded Electronics Pilot (ePilot), a two-year pilot which contemplates the addition of an additional 500 electronic materials into the existing electronics program. The pilot provided valuable insights into what material streams could be further targeted to achieve circularity and shaped our recommendations for expansion. These recommendations have been presented to the provincial government, and while this is being reviewed, our ePilot has been extended to permit the continued collection and processing of the expanded materials.
- Completing the consultations with industry associations and other stakeholder organizations regarding the expansion of the Used Oil & Materials program which shaped our recommendations for the program expansion. These recommendations have been presented to the provincial government and we continue to work with them on the proposal.
- Creating a solar panel recycling group and establishing Canada's first set of solar panel recycling standards and diverting over 1,900 panels from landfill.
- Educating municipalities on the benefits of tire-derived aggregate—an engineered product—and facilitating grants for its use as a drainage blanket in leachate collection systems in place of conventional aggregate, a non-renewable resource.
- Awarding 25 Alberta Municipalities with recycled plastic park benches as part of our 30th-anniversary celebration.
- Developing a new website with an enhanced Depot Finder to better serve the needs of Albertans and aid them in their accessibility and knowledge of recycling.
- Implementing ARMA Connect, our transformational new software program that replaces our old core databases for the administration of environmental fee revenue, recycling incentive claims, and collection site

claims. This implementation signals a critical investment in IT infrastructure to increase operational efficiency and equip our organization to grow and evolve.

- Examining and restructuring our governance model to ensure that we are nimble and able to continue to evolve and take on new responsibilities and initiatives.
- On October 3, 2022, it was announced that ARMA would be the oversight body for the province's Extended Producer Responsibility (EPR) regulation which supports two product streams: Single-use Products, Packaging and Paper Products (PPP), and Hazardous and Special Products (HSP). Alberta's EPR regulation (194/2022) shifts the cost of recycling from municipalities to industries that produce products. This approach will support a plastics circular economy to help us better manage single-use plastics and other recyclable materials and reduce greenhouse gas emissions by about 72,000 tonnes annually.

While these are undoubtedly tremendous accomplishments, there is so much more to do as we move forward.

Working from our strong foundation, ARMA is as committed as ever to fulfilling our vision of Inspiring A Future Without Waste and building a strong, robust circular economy. This ambitious vision is 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 stewardship programs while expanding into the oversight of EPR, building a high-value circular economy where ingenuity creates local jobs and extends our value beyond Alberta's borders while reducing our environmental impacts.

## THE OPPORTUNITY BOARD DIRECTORS

ARMA is committed to transparency and to responsible governance practices. The Board is responsible for the stewardship of the organization, establishing the key policies and standards for the organization, including policies for the assessment and management of its risks and for reviewing and approving its strategic plans. To meet its governance and oversight responsibilities, the Board has adopted a Board mandate and Directors Terms of Reference. In carrying out their responsibilities, Directors are expected to be actively engaged in and add value to the Board's work.

ARMA is seeking **four (4)** Directors to be appointed in September 2023 at the Annual General Meeting. To ensure consistency, these four (4) new Board Directors will have staggered terms of either one (1), two (2), or three (3) year initial term with the ability for reappointment. Terms will be established upon selection in discussion with the successful candidates.

The Board meets quarterly in June (Q1), August (Q2), November (Q3) and February (Q4).

The Board currently has three standing Committees:

- Audit & Finance Committee
- Governance & People Committee
- Assessment Committee

The Audit & Finance and Governance & People Committees typically meet the same month as the Board, with the Audit & Finance Committee holding one additional meeting in January, to address budget specifically.

The Assessment Committee meets two times per year, typically in October and March.

All committees have the ability to call meetings on an ad hoc basis as the need arises.

Committee members are selected with regard to previous senior Executive and leadership experience and/or extensive Directorship experience.

### **Board Directors are expected to:**

- Be knowledgeable about the mission, vision, values, strategic direction, and activities of ARMA.
- Demonstrate a solid understanding of the roles, responsibilities, and the legal duties of a Director, and the governance structure of ARMA, and the regulatory environment in which ARMA operates.
- Actively participate in Board-related matters, contribute, and add value to Board work and discussions.
- Be available and dedicate time to the role, including to attend and be prepared for meetings and be informed on relevant issues (through pre-reading information packages or otherwise).
- Participate in Committees where appointed and become knowledgeable about the purpose and goals of the duties required of that Committee.

## **THE PERSON**

Board Director candidates will be seasoned leaders, with Board and/or executive leadership experience from a wide variety of industry sectors. They will be well respected members of the community and with all levels of government.

As a member of the Board of ARMA, the Director will contribute positively and effectively to the maintenance of the Board as a strong, active and independent Board that operates ethically and according to Board Governance principles, law, and best practice. Board Director candidates should have a significant connection to Alberta and can demonstrate an understanding of Alberta industry and policies.

### **The ideal candidate will have one or more of the following key competencies or areas of expertise:**

- Extended Producer Responsibility including knowledge of EPR regulatory frameworks and systems with a policy approach under which producers are given a significant responsibility – financial and/or physical – for the treatment or disposal of post-consumer products.
- Circular economy knowledge of a sustainable alternative to the traditional linear (take-make-dispose) economic model, reducing waste to a minimum by reusing, repairing, refurbishing, and recycling existing materials and products.
- Enterprise risk management, ability to identifying potential risks, recommending, and implementing preventative measures, and devising plans to minimize the impact of risks. Experience or knowledge of auditing practices, organizational controls, and compliance measures is highly desirable.
- Communications, public relations or interacting with the media, including knowledge of effective advocacy and public engagement strategies, developing key messages, crisis communications, or social media and viral marketing.
- Information technology management experience including the study, design, development, implementation, support, or management of computer-based information systems; particularly software applications, computer hardware, programming, or database development.
- Entrepreneurial experience owning or operating a business.
- Experience in providing leadership and oversight of complex strategic planning exercises.
- Economic development knowledge including experience with programs, policies or activities that seek to improve the economic well-being and quality of life for a community.

- Rural connection with significant knowledge and experience interacting with rural communities or residing in an area that is located outside of a city, town, village or summer village.

We are committed to supporting diversity, equity, and inclusion initiatives in our recruitment processes and in our work environment, where every individual feels valued, respected and a sense of belonging. The ideal candidate will enhance the diversity of the Board including being able to recognize and appreciate the unique perspectives and contributions of a diverse board. All qualified candidates are encouraged to apply.

## KNOWLEDGE, SKILLS, AND ATTRIBUTES

### A director who fulfils expectations:

Exhibits **independent judgment**: by maintaining impartiality, is aware of and guards against personal and organizational bias and inequity, maintaining clear delegations and refraining from engaging in management activities of any nature, by exercising the director’s own judgment and opinion; and by the director’s expected willingness to take a stand as needed even if contrary to prevailing wisdom or opinion, for the good of ARMA.

Exhibits **integrity**: by being trustworthy, honest, candid, dependable and consistent in action, words and beliefs; by maintaining the utmost confidentiality and supporting and being accountable for board decisions; by demonstrating and insisting on high ethical standards; and by representing ARMA appropriately when interfacing with members of the public and acting in a manner that would withstand scrutiny and never using power inappropriately.

Displays **commitment to do the right thing for the good of ARMA**: by avoiding or remaining free from real or perceived conflicts or self-interest, or appropriately disclosing and managing these; and by impartially assessing perspectives and views without favour or prejudice to a particular stakeholder, interest or relationship.

Displays **commitment to an oversight role**: through meeting attendance with at least 80% of the board and committee meetings of which they are a member, availability, responsiveness, attentiveness and an information-seeking orientation; by evidence of diligent meeting preparation, review, and reporting and attention to detail; by the employment of competencies expected from or possessed by the director; and by possessing a solid understanding of fiduciary, ethical and legal responsibilities of board membership, and the distinction between governance and management, and acting appropriately.

Displays a **capacity to challenge**: by critically, informatively, proportionately, and constructively inquiring, challenging, testing, scrutinizing and debating core assumptions, proposals, or decisions on major risks and strategic issues; probing factors contributing to variations between expected and actual performance; and, as needed, challenging emerging conventional wisdom or the board’s group thinking or decision-taking process.

Displays a **willingness to act**: when financial and non-financial performance measures are not being met; by taking leadership of, and following through on, key topics as needed and gathering support from peer directors; and by assertiveness, perseverance, and supporting the taking of significant, ascendant or principled action or decisions as warranted.

Displays **conceptual thinking skills**: by being a quick study, willing to learn, and possessing the intellectual capacity to understand, combine, and interpret complex and diverse information; by thinking with an open mind and establishing patterns, connections and meanings among seemingly separate issues or disparate facts; and by effectively assessing interdependent, system-wide causes, relationships, and organizational alternatives.

Displays **communication skills (oral, written and visual)**: by listening, respecting, acknowledging, and building upon the viewpoints and perspectives of others; and by presenting thoughtful views and asking well-formulated questions in a clear, consistent, logical, honest, audible, well-timed, constructive, and persuasive manner and tone that contributes positively to debates.

Displays **teamwork skills**: by engaging directors and management with perception, acuity, tact, and rapport to build constructive working relationships and dynamics that engender mutual trust, respect, and contribution; and by an

orientation toward resolving differences of opinion, forging consensus, reaching solutions, and maintaining resiliency and composure under difficult circumstances.

Displays **influence skills**: by political adeptness, appealing to the interests of others, persuasive reasoning, and effective modelling behaviours to gain support for ideas and positions, by providing feedback, mentoring, coaching, and development of management and peer directors; and by negotiating, advocating, and using personal networks and alliances on behalf of ARMA.

## REMUNERATION

Compensation is provided for the time Directors spend on ARMA Board business, and reasonable expenses incurred while undertaking ARMA Board business are reimbursed as per ARMA's Remuneration and Expense Policy. Further details will be discussed in a personal interview.

## APPLICATION DEADLINE

April 14, 2023

## FOR INFORMATION PLEASE CONTACT:

**Anurag Shourie or Diana Ly**

Leaders International

Suite 501–10226 104 Street

Edmonton, AB T5J 1B8

Phone: 780-420-9900 Email: [Edmonton@Leadersinternational.com](mailto:Edmonton@Leadersinternational.com)