Date: August 17, 2023	**Time:** 1:00pm – 2:30pm
IAC Co-Chairs: Carol Hochu, Tom Wright	**IAC Secretary:** Cameron Parrack

Attendees:

Industry Council Members:
(In Person) Carol Hochu, Tire and Rubber Association of Canada
(Virtual) Cherith Sinasac, ElectroFederation Canada
(In Person) Julie Kwiecinski, Canadian Federation of Independent Business
(Virtual) Gordon Cameron, Ontario Community Newspapers Association
(Virtual) Simon Kinsman, Canadian Consumer Specialty Products Association
(Virtual) Michelle Saunders, Food, Health & Consumer Products of Canada
(Virtual) Brock Roseborough, Global Automakers of Canada
(In Person) Sebastian Prins, Retail Council of Canada

RPRA Staff:
(In Person) Frank Denton, Chief Executive Officer
(In Person) Noah Gitterman, Chief of Strategic Initiatives and General Counsel
(Virtual) Wilson Lee, Chief of Programs and Public Affairs
(Virtual) Lorella Hayes, Chief Financial and Administrative Officer
(In Person) Mary Cummins, Registrar
(In Person) Cameron Parrack, Manager of Programs and Stakeholder Relations
(In Person) Stacey Bowman, Senior Resource Recovery Program Analyst
(In Person) Nandaraye Choi, Coordinator, Programs and Public Affairs
(Virtual) Adeola Ayoade, Manager of Finance

RPRA Board:
(Virtual) Tom Wright, RPRA Board Vice-Chair
(Virtual) Robert Poirier, RPRA Board Chair

MECP Representative:
(Virtual) Mark Peverini, Resource Recovery Policy Branch

Regrets:
Shelagh Kerr, Electronics Product Stewardship Canada
Stephen Gordon, National Electrical Manufacturers Association
Paul Deegan, News Media Canada
Shane Buckingham, Canadian Beverage Association

Recording Secretary: Nandaraye Choi, Coordinator, Programs and Public Affairs

1. **Introductions and Co-Chair's Remarks**

   - Welcome and opening remarks by the IAC Co-Chairs.

2. CEO's Remarks
- RPRA's CEO provided opening remarks including reviewing this year's business planning process; gathering feedback on RPRA's resourcing plan to deliver on strategic priorities; public reporting; and IT/registry enhancements.
- RPRA's CEO highlighted RPRA's focus on increasing transparency, including public reporting of compliance activity data and operations and financial data.
- RPRA's CEO acknowledged the continued requests from IAC members for benchmarking financial performance against similar organizations but noted the difficulty in identifying comparable organizations due to RPRA's unique mandate and source of funding as a cost recovery organization. Despite the difficulty in identifying similar organizations, RPRA continues to monitor and welcomes suggestions from IAC members.
    - o IAC members provided two suggestions for benchmarking financial performance:
        - ▪ RPRA benchmark against all Ontario DAAs to compare financial performance within the cohort.
            - • RPRA staff noted the cohort of Ontario DAAs is made up of organizations with significantly differing mandates and budgets. For example, ESA and TSSA have public safety mandates and derive revenues from inspections, licenses and permits. These differences make direct comparisons and benchmarking extremely difficult.
        - ▪ RPRA benchmark Ontario regulatory oversight cost to material management (PRO) cost and compare with other Canadian jurisdictions.
            - • RPRA staff noted that PRO costs are not available to RPRA.

3. 2024-2026 Business Planning Process
- RPRA staff reviewed the business planning process, current assumptions, and draft strategic priorities, which are the same as last year as RPRA continues to focus on refining service delivery.
    - o RPRA's CEO noted the ministry's review of producer responsibility regulations, including consultation with stakeholders.
        - ▪ The published business plan assumes no new programs or regulatory amendments.
        - ▪ Any in-year changes that affect RPRA operations (e.g., changes due to Minister's direction or regulations) will be reviewed to determine if in year changes to the budget are required.
    - o IAC member noted that the upcoming ministry consultation on RRCEA regulations is an opportunity for stakeholders to provide feedback on regulatory amendments, but also provide feedback on operational oversight changes that do not require regulatory amendments.
- RPRA staff shared proposed performance measures for 2024, which have been streamlined and organized according to each strategic priority.
    - o IAC member expressed support for performance measures derived from registrant survey results (perception of RPRA performance, registry services and education and communication materials).
    - o IAC member suggested if a performance measure for public reporting effectiveness is introduced that it should include feedback from all consumers of the information (i.e., academia, industry associations, Ontario residents) as opposed to a metric limited to registrant perception.

- o IAC member noted that maintaining an operating reserve below 50% of budgeted operating expenses is a requirement of RPRA's operating agreement and should not be included as a performance measure. IAC members suggested that achieving 40% or lower could be a possible target.
    - RPRA staff noted that aiming for a low reserve amount may not be prudent given the uncertainty of RPRA's operating environment.
    - RPRA staff shared that the Board has directed staff to investigate if a lower contribution to the operating reserve can occur in 2026.
    - RPRA staff also noted that the operating reserve is a source of liquidity and supports cash flow given RPRA's irregular invoicing frequency, providing an opportunity to avoid borrowing and incurring interest costs.
    - IAC members suggested that as RPRA and the programs the organization supports become more mature and predictable perhaps there will be an opportunity to lower the amount held as operating reserve.
- IAC member expressed interest in a performance measure to assess compliance efficiency in terms of expenditure on compliance effort tracked against revenue recovered.
  - o RPRA staff indicated that a risk-based compliance approach is employed to allocate compliance and enforcement resources to high priority cases.
  - o RPRA staff also shared that some producers and PROs have advocated for RPRA to direct enforcement efforts towards all registrants regardless of size to ensure a level playing field is maintained.

- RPRA staff presented draft 2024-2026 budget and forecasts, noting the 2024 budget is aligned with last year's 2024 forecast. The 4% increase over the 2023 budget is related to investments in salaries and benefits, professional fees and IT and registry related expenses.
  - o IAC member requested RPRA's rationale for forecasted increases in 2025 and 2026.
    - RPRA staff explained that the forecasted increase is due to anticipated inflationary pressure on salary and benefits and registry and IT expenses.
  - o IAC member asked whether RPRA plans to increase FTEs beyond business planning period.
    - RPRA has not yet forecasted staffing needs beyond the business planning period but given the current assumptions of no new programs, RPRA believes that our current staffing levels are adequate to deliver on our mandate.
    - RPRA staff noted that if additional resources are required to deliver on mandate within the business planning period that contingency amounts built into forecasts would be accessed.
  - o IAC member questioned whether 2025 and 2026 resourcing forecasts would be sufficient to support the large and complex Blue Box program during the transition period.
    - RPRA staff shared that professional services are being leveraged to support irregular work during the Blue Box transition such as developing registry procedures and operational processes.

4. **Public Reporting**
   - RPRA staff provided an update on recent enhancements to RPRA's public reporting webpage, including a new section on compliance activities.
   - RPRA requested feedback from council members on what additional enhancements to public reporting would be valuable (i.e., analysis, visualizations of trends, enhancement to collection site map).
     - IAC member requested that publicly reported data also be made available in accessible/machine-readability format.
       - RPRA staff shared that work is underway to make data available in excel and other machine-readable formats.
     - IAC member noted the loss of granular Blue Box data (i.e. program cost per tonne manage, generated and marketed tonnes by material, revenue generated)
       - RPRA staff indicated that it can only publicly report on what registrants are required to report as defined in each regulation.
   - IAC member expressed interest in greater analysis on reported program performance to add context and communicate progress towards achieving environmental outcomes; information that would be meaningful to Ontarians.
     - RPRA's CEO shared that the organization shifting to become more public facing, including communicating how to participate (i.e., enhanced public collection site map) and how participating in Ontario's resource recovery system leads to positive environmental outcomes.

5. **Update on RPRA Program Technical Committees**
   - RPRA staff provided an update on the planning and resourcing of RPRA program technical committees in response to requests from advisory council members, targeting the launch of the first technical committee in 2024.
   - It is anticipated that the technical committees would be a forum for RPRA to gather input from registrants on program implementation issues.

6. **RPRA Strategic Planning**
   - RPRA CEO provided an update that the organization has begun a strategic planning exercise with a scope that extends beyond our current three-year business planning period.
   - RPRA is inviting external experts to help build our understanding of RPRA's place within the broader worlds of resource recovery and waste, as well as the political, economic, social, and technological factors that may affect RPRA's work in the future.

7. **Co-Chair's Closing Remarks**
   - IAC Co-Chairs thanked the members for their participation and feedback.