

Date: July 26, 2022	Time: 1:00-2:30pm
SPAC Co-Chairs: Paulina Leung, Tom Wright	Council Secretary: Cameron Parrack
<p>Attendees:</p> <p><u>Service Providers Advisory Council Members:</u> Peter Hargreave, Ontario Waste Management Association (OWMA) Charlotte Ueta, City of Toronto Josh Wiwcharyk, Loop Recycled Products James Ewles, Raw Materials Company (RMC) Paulina Leung, Emterra Clayton Miller, Quantum Lifecycle Partners Izzie Abrams, Waste Connections of Canada Adam Moffatt, Ontario Tire Dealers Association (OTDA)</p> <p><u>RPRA:</u> Frank Denton, Chief Executive Officer Noah Gitterman, General Counsel and Chief of Strategic Initiatives Wilson Lee, Chief of Programs and Public Affairs Lorella Hayes, Chief Financial and Administrative Officer Mary Cummins, Registrar Cameron Parrack, Manager of Programs and Stakeholder Relations</p> <p><u>RPRA Board:</u> Tom Wright, Vice-Chair Robert Poirier, Chair</p> <p><u>MECP Representative:</u> Jon Fox, Resource Recovery Policy Branch Shelly Bonte-Gelok, Resource Recovery Policy Branch Krista Friesen, Resource Recovery Policy Branch</p>	
Guests: None	
Regrets: Dave Gordon, Association of Municipalities of Ontario (AMO), Adam McCue, Northumberland County, Norm Lee, Region of Peel, Charles O'Hara, Resource Recovery Policy Branch, John Armiento, Resource Recovery Policy Branch	
Recording Secretary: Susan Selby, Scheduling and Administrative Coordinator	

1. Introductions and Co-Chair's Remarks

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

2. CEO's Remarks

- RPRA's CEO provided opening remarks, including reviewing business planning process.

3. Final draft strategic priorities

- RPRA staff reviewed the near final strategic priorities, which have been revised following feedback received from the Advisory Councils in May and the RPRA Board including:
 - Clarification on publishing information submitted to the registry, which is meant to encompass analysis, presentation and communication of this data (Strategic Priority #1)
 - Focus on broader registrant community (Strategic Priority #2)
 - Increased focus on value for money (Strategic Priority #4)
- SPAC members provided the following feedback related to the term “value for money” term used in Strategic Priority #4:
 - Value for Money may not be the correct term for use in this Strategic Priority, as RPRA has been mandated to achieve specific outcomes (i.e. registrants are meeting regulatory requirements) and the value is inherent.
 - Consider using the terms “cost effectiveness”, “cost efficiency”, “optimization” or “financial transparency”
- SPAC members provided feedback related to Strategic Priority #1 (providing Ontario with reliable and useful resource recovery and waste information)
 - SPAC member noted that RPRA’s mandate includes promoting public education and awareness and as such RPRA should act as a consolidator of promotion and education, accessibility and other program information
 - Support was expressed for RPRA performing analysis on information reported by registrants

4. Proposed performance measures

- RPRA staff reviewed existing performance measures that will continue in 2023 as well as additional proposed performance measures for Council member feedback.
- RPRA has and will continue to review how comparable regulators report on organizational performance and compliance activities. To date, RPRA has observed that most are focused on activity related metrics (i.e., cases opened/closed, free riders brought into compliance).
- RPRA staff clarified that current organizational KPIs will continue to be reported in the Authority’s annual report, as per RPRA’s operating agreement with the ministry. Any new organizational KPIs established will be measured and reported on in the 2023 Annual Report, to be published in June 2024, although some early data related to new organizational KPIs may be able to be posted on RPRA’s public reporting webpage.
- RPRA staff noted that RPRA is currently consulting on enhancing public reporting of resource recovery data and RPRA compliance activities.
- SPAC member suggested additional program performance measures, including:
 - Cost per kg to enforce each regulation
 - Program material collected and/or processed per capita

5. Estimated resourcing requirements – 2023 preliminary draft budget and 2024-25 forecasts

- RPRAs staff presented the draft resourcing requirements for the business planning period, including the key considerations, risks and assumptions used to develop the draft 2023 budget and 2024-2025 forecasts, noting that the resourcing plan aims to ensure that RPRAs provides a reasonable level of service to deliver on our mandate and support registrants and program participants.
- SPAC member asked if program budgets have been analyzed to allocate cost based on the level of effort required to support each program (i.e. RRCEA vs EPA program support).
 - RPRAs staff noted that we allocate costs to each program, where possible. However, we don't assign our front-line staff to specific programs, but have SMEs for each team.
 - RPRAs staff clarified that the cost to deliver all RPRAs programs increasing, but details about the cost to deliver each individual program will be disclosed during the 2023 fees consultation in fall 2022.
- SPAC member asked if RPRAs has investigated how other DAAs structure operating reserves
 - RPRAs notes that our analysis on this topic is ongoing, but our use of reserves is similar to other DAAs. RPRAs committed to sharing findings of our analysis with the Council once available.
- SPAC member questioned whether the FTE headcount provided in the draft resourcing plan is sufficient to deliver on the RPRAs's current mandate.
 - RPRAs staff noted that it is very difficult to predict human resourcing requirements over the three-year business planning period due to the uncertainty related to service delivery needs, in particular the volume of activities generated by producer needs, of new programs and other market factors.
 - However, RPRAs has more forecasting data and resource recovery program delivery experience today, than we did in the past, so there is now higher confidence in estimates.
 - The proposed resourcing plan is not a conservative estimate, but reflects the middle of the range of the anticipated resource requirements to deliver our mandate through the planning period.

6. Compliance and Registry Update

- RPRAs Registrar delivered a presentation on Registry and Compliance Operations.
- Detail was provided on past, current and projected volumes of activities related to registry campaigns, audit and verification initiatives, program registrant volumes, registrant interactions, compliance, and registry cases.
- RPRAs is using data collected as program launch and become mature to be refine predictions of future resourcing requirements.
- Information was shared related to the current registry case backlog of potential compliance cases.
- SPAC member asked whether RPRAs's proposed resourcing plan aims to mitigate the case backlog?
 - The case backlog is being addressed now and proposed resources are intended as sufficient to address going forward.

- SPAC member expressed support for compliance metrics to be publicly reported.
- A discussion was had about the expected significant increase in registrants as the HWP program launches in January 2023 and whether RPRA will have adequate resources to support this program.
 - RPRA noted that robust training materials are being developed to support HWP registrants and service providers.
 - RPRA also plans to provide targeted support to HWP service providers who will act as delegates for many generator businesses, thereby reducing the need to support the entire generator community in using the registry.
- SPAC member asked if RPRA is fulfilling any functions that were or have been performed by the Continuous Improvement Fund (CIF)?
 - RPRA staff indicated that the Authority is not fulfilling any of the current functions of the CIF, but there is some data analysis that may continue under RPRA.
 - RPRA staff noted that some of the information reported into the Datacall will be lost after WDTA Blue Box program winds down and there are early conversations with the ministry to determine who may manage this information going forward.

7. Co-Chair's closing remarks

- RPRA staff outlined next steps in the Business Planning process and noted the SPAC would be engaged again in the fall to review the final business plan.
- Feedback received from Council members on the proposed performance measures and resourcing plan will be reviewed during next Council meeting, including sharing how feedback provided was considered and incorporated into final strategic priorities.
- The CEO and SPAC Co-Chairs thanked the members for their participation and feedback and to give additional thought to the questions that were presented.