RPRA
Resource Productivity
& Recovery Authority

Strategic Plan
2025-2030

CONTENTS
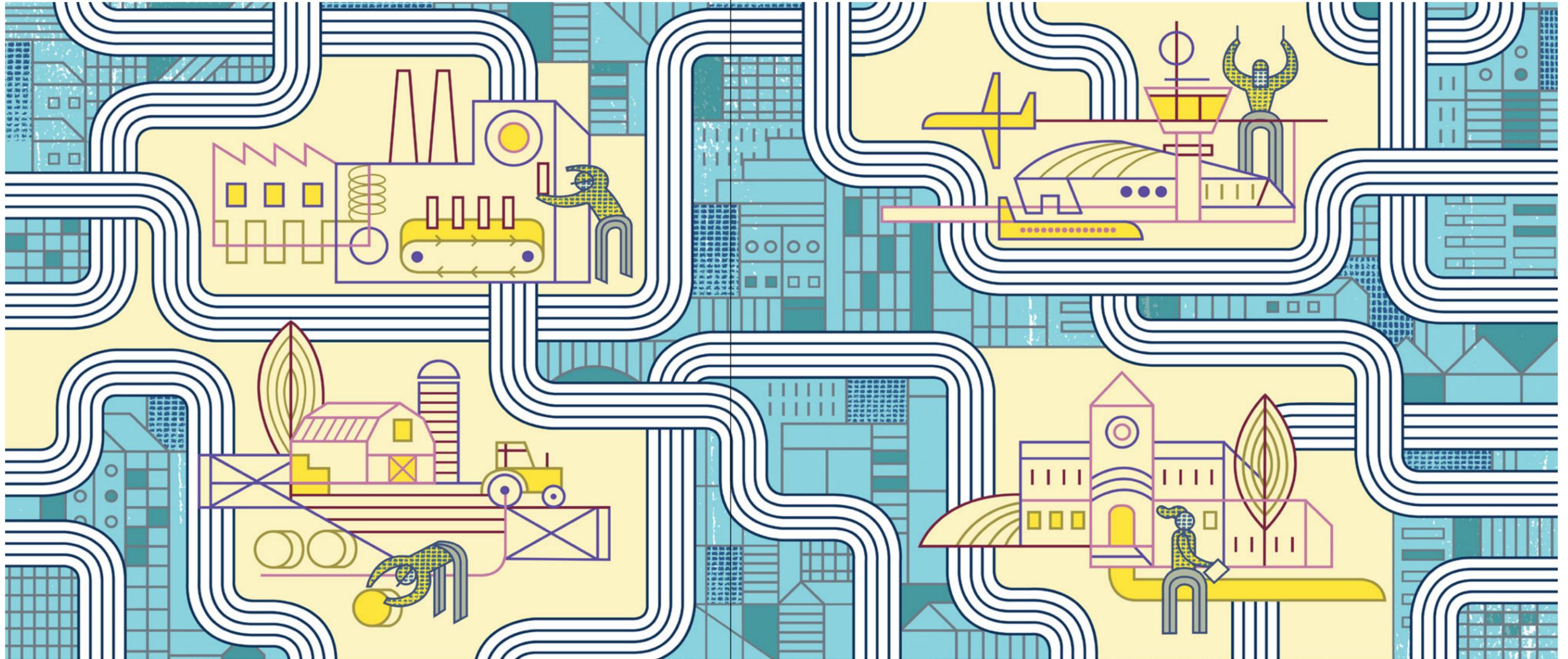
VISION & MISSION

WE ENVISION

A waste-free and prosperous Ontario

RPRA is part of an ecosystem of people and organizations working towards a zero-waste future when resources are fully recovered from packaging and products at the end of their useful life, and an innovative and productive circular economy contributes to Ontario's health and prosperity.
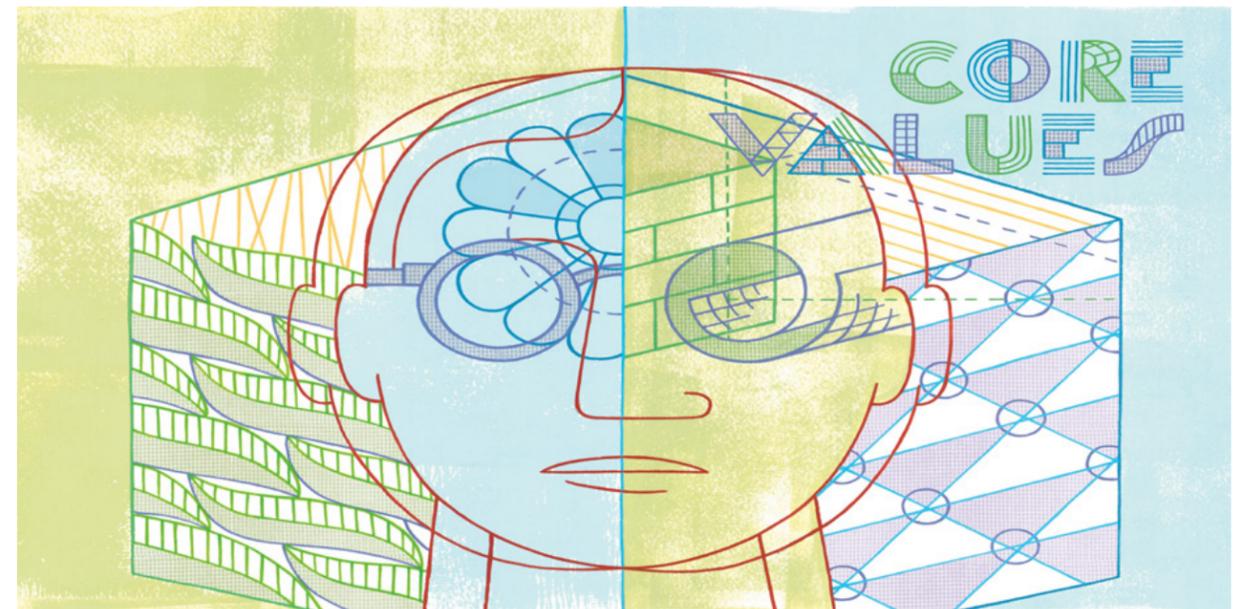
OUR MISSION

RPRA supports waste reduction and resource recovery by enforcing compliance with Ontario's producer responsibility laws, providing registry services to our regulated community, and reporting publicly on Ontario's progress towards a circular economy.

As Ontario's circular economy regulator, it is RPRA's responsibility to help ensure our regulated community complies with the province's producer responsibility laws.

RPRA administers easy-to-use registry services to help businesses, municipalities and others meet their reporting obligations for waste and resource recovery. RPRA also manages and publishes registry information about Ontario's progress towards a circular economy.

CORE VALUES

RPRA'S VALUES

Our values guide how we accomplish our mission. Our values are considered throughout decision making processes and day-to-day operations involving our regulated community, partners, stakeholders, and staff.

Fairness
Our policies, systems, and practices are designed and implemented based on principles that ensure the realization of our mission without favoritism or discrimination. We begin by assuming positive intent.

Accountability
We acknowledge and take responsibility for our actions, decisions, and policies, ensuring they meet the spirit of our values and reflect the mandate in which the Authority has been entrusted. We are committed to the principle of value for money and to carrying out our activities in an efficient and cost-effective manner.

Integrity
We believe in working in ways that consistently earn the trust and respect of our colleagues and those we regulate and work with outside the organization in achieving the Authority's mandate. Open dialogue and transparency are key to achieving this trust.

Collaboration
We work with team members, colleagues, stakeholders, and partners to build consensus and solve problems, recognizing our obligation to deliver on our regulatory mandate.

Inclusion
Our practices continuously evolve to ensure we reflect and include the value of diversity (ethnicity, gender, age, national origin, disability, sexual orientation, education, faith, culture, race, perspectives, work experiences, and lifestyles) in our everyday work. We acknowledge that we operate in a changing society and we will reflect that change in our work.

Innovation
We create, and seek to support others in creating, new solutions by listening, learning, and being open to new ideas and approaches.

ABOUT RPRA

Under the *Resource Recovery and Circular Economy Act, 2016* (RRCEA), RPRA is responsible for implementing Ontario's producer responsibility regulatory framework for materials designated by the Ontario government. Regulated materials include Blue Box materials, hazardous and special products, batteries, electronics, lighting and tires. Businesses that supply consumer goods to Ontario are responsible for ensuring that products and packaging at end-of-life are recovered in accordance with the requirements set out in regulations issued under the RRCEA.

RPRA also builds and operates registries for the excess soil and hazardous waste programs, both of which are administered by the Ministry of the Environment, Conservation and Parks under the *Environmental Protection Act*.

PURPOSE OF THIS PLAN
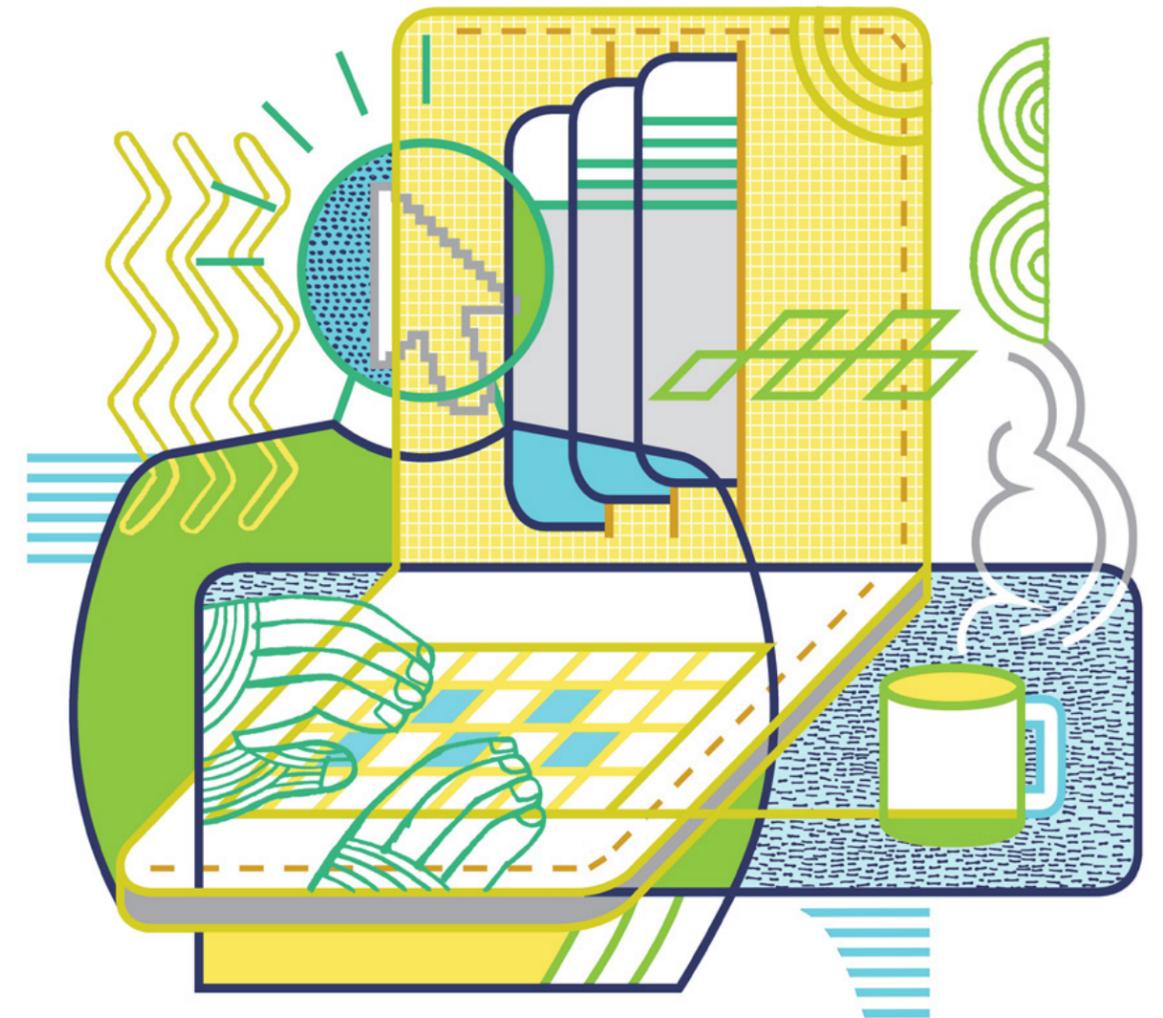
RPRA's strategic plan was developed to provide a framework for our annual business planning process, ensuring the activities we plan and budget for each year are aligned with the strategies and objectives we have identified as providing the clearest paths toward accomplishing our goals. The goals, in turn, are distance-markers that indicate whether or not we are fulfilling our mission.

RPRA will consult this plan each year when planning its activities and budget for the following year, as well as when making directional decisions on priorities, policies and procedures. Annual corporate reporting will show RPRA's progress toward achieving its strategic goals.

RPRA'S ECOSYSTEM
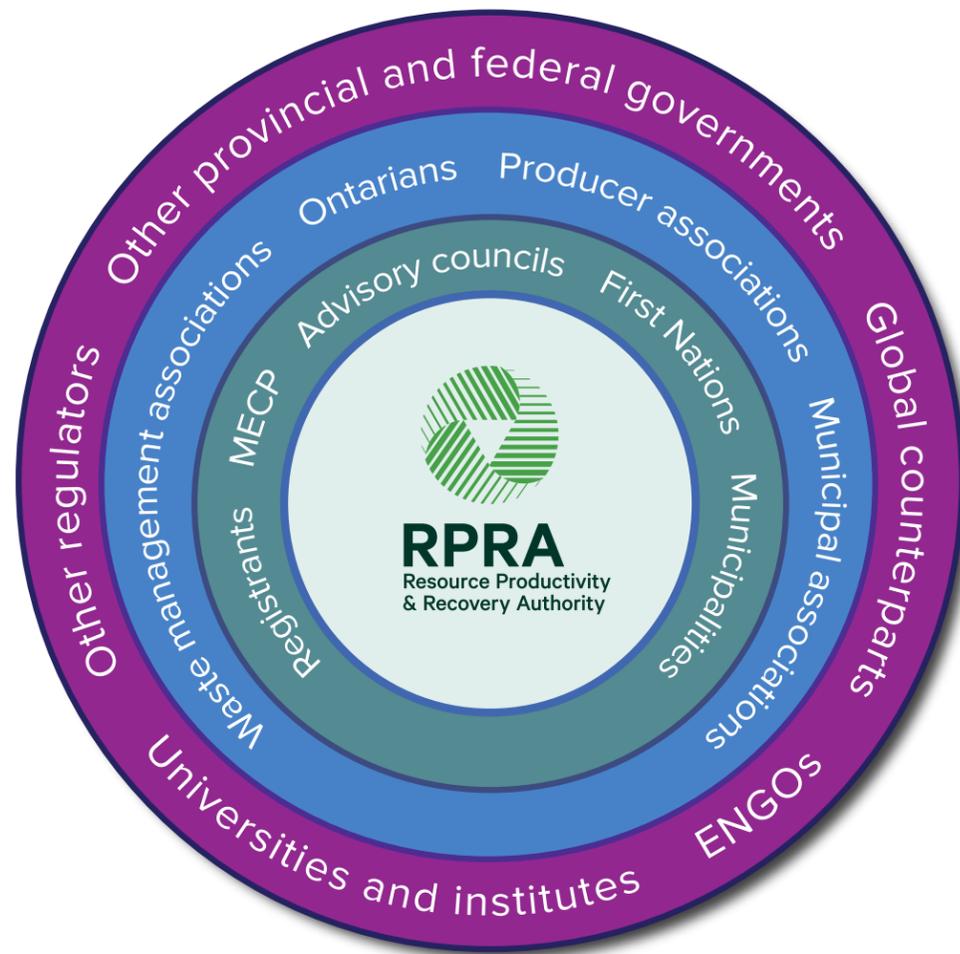
RPRA is part of an ecosystem of organizations and people that includes registrants, stakeholders, audiences, experts and the public. This wider group also contributes to Ontario's transition to a circular economy, including the recovery, reuse, and recycling of end-of-life products and packaging.

In our ecosystem map, RPRA is at the center of concentric circles of communication and collaboration. In the first circle are organizations we interact with as a direct outcome of our statutory mandate to administer the province's producer responsibility laws and provide registry services.

The second circle includes parties that are affected by and have an interest in RPRA's decisions.

Parties in the third circle look to RPRA for information on Ontario's progress toward a circular economy, and learnings on how to implement producer responsibility regulations. In turn, RPRA looks to these parties as sources of information and partners in fulfilling our vision.

RPRA'S FIVE STRATEGIC GOALS
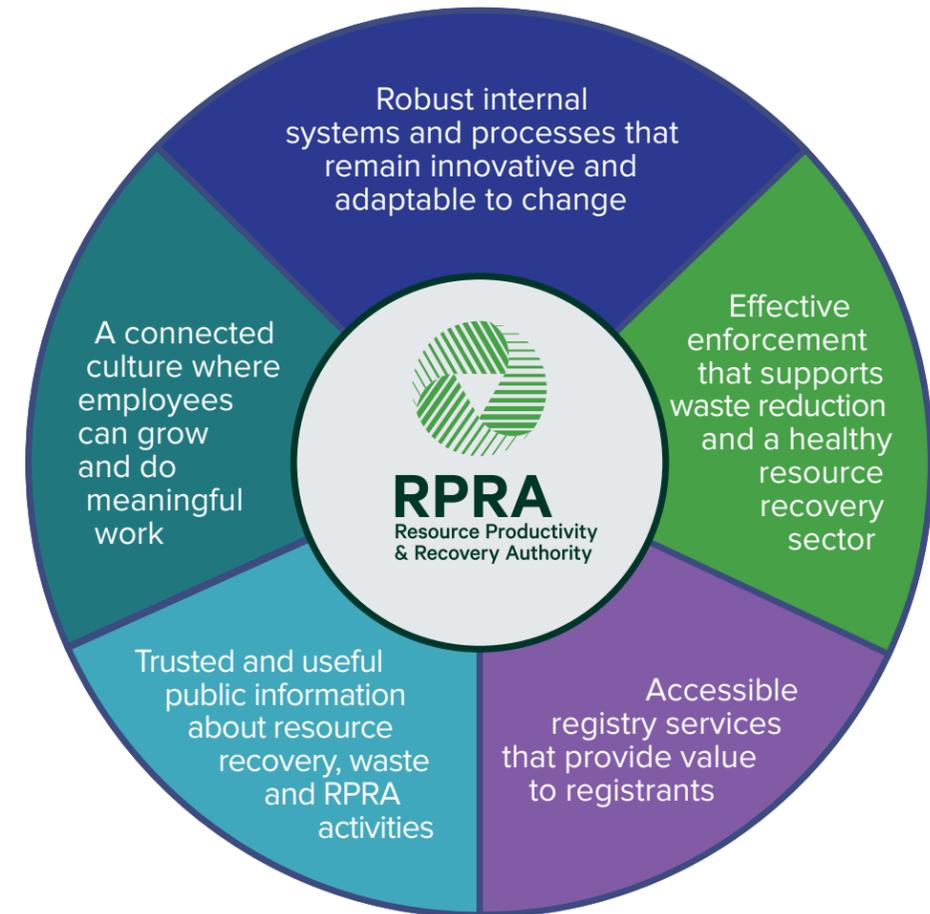
Our five strategic goals are markers of success in achieving our mission.

Effective enforcement, accessible registry services, and trusted public information are the three main components of RPRA's mandate.

A connected culture and robust internal systems and processes articulate the conditions necessary to achieve our three mandate-driven goals.

STRATEGIC GOALS, OBJECTIVES AND STRATEGIES

Our strategic goals are rooted in our values, and support our mission and vision.

Each objective is a necessary achievement en route to a strategic goal,

and each strategy represents a choice RPRA has made about how we will reach those achievements.

GOAL: ACCESSIBLE REGISTRY SERVICES THAT PROVIDE VALUE FOR REGISTRANTS

RPRA will provide accessible and responsive registry services to enable registrants to fulfill their regulated requirements with minimal administrative burden.

We will enhance usability, security and reliability while always considering the cost-effectiveness of our decisions.

OBJECTIVES	STRATEGIES
Provide responsive services that enable registrants to meet their regulatory requirements	• Publish and track registry service standards • Apply technological solutions to improve service and reduce burden • Empower registrants with clear communications, registry tools and resources for greater self-sufficiency
Cost-effectively maintain and enhance usability, security and reliability of the registry	• Prioritize enhancements based on user-need and informed cost-benefit analyses • Leverage our common registry platform to maximize cost savings • Retain agility and user-centricity of our registry projects and continue engaging stakeholders during build processes • Integrate security and reliability goals in project design and maintenance

GOAL: EFFECTIVE ENFORCEMENT THAT SUPPORTS WASTE REDUCTION AND A HEALTHY RESOURCE RECOVERY SECTOR

In conducting compliance and enforcement activities, RPRA keeps in mind the ultimate aims of waste reduction and a healthy resource recovery sector. Compliance and enforcement activities include bringing 'free riders' who aren't fulfilling their obligations into compliance, verifying reported data, and ensuring producers are meeting their resource recovery performance obligations.

RPRA will make risk-informed decisions about compliance activities, with the goal of minimizing cost and administrative burden, while also achieving desired compliance outcomes. The trust of our regulated community is a prerequisite to effective enforcement.

OBJECTIVES	STRATEGIES
Make risk informed decisions about compliance activities	• Verify registry data according to outcomes-based risk assessments • Use a risk assessment methodology informed by the policy objectives of the producer responsibility framework to prioritize compliance decisions • Incorporate understanding of producer responsibility markets and service provider capacity when making compliance decisions • Use efficient, risk-based compliance processes and procedures to manage compliance decision-making
Minimize burden on the regulated community while achieving compliance outcomes	• Take a communications-first approach to achieving compliance, using communicating-for-compliance ("C4C") as a core technique • Consider the perspectives of regulated communities when developing procedures and guidelines and interpreting regulations • Commit to timely and transparent communication of compliance decisions • Consider the obligations of the regulated community in other jurisdictions
Build trust with our regulated community	• Be consistent and predictable in our approach to compliance • Clearly communicate the expected outcomes of resource recovery regulations and how they're implemented through RPRA's compliance decisions • Build knowledge of industries and industry markets so we can help registrants determine an effective path to compliance

GOAL: TRUSTED AND USEFUL PUBLIC INFORMATION ABOUT RESOURCE RECOVERY, WASTE AND RPRA ACTIVITIES

RPRA will provide useful and trusted information about Ontario's progress towards a circular economy, including how much material is supplied and recovered by regulated businesses, and what RPRA does to support and enforce compliance with the producer responsibility framework. The information will be clear, reliable, and accessible to everyone on RPRA's website.

OBJECTIVES	STRATEGIES
Make registry information public by default, other than commercially sensitive information	• Engage stakeholders in decision-making about what registry information is made accessible and when • Move towards open access to registry data to enable others to use and analyze the data
Present reliable information to support the needs of registrants, the government, other stakeholders and the public	• Use analytics, visualizations, and contextual information to present data to the public in accessible and meaningful ways • Implement a registry-wide data governance plan to ensure usability and integrity of data across all programs • Work with other jurisdictions to develop common metrics to enable comparisons of Ontario's progress towards the circular economy
Transparently communicate our operational decisions and activities	• Make information about compliance and enforcement activities available on an ongoing and timely basis • Engage all stakeholders through meaningful public consultation and report back on how input is considered • Make financial, operational, and survey reporting and metrics publicly available and accessible of Ontario's progress towards the circular economy

GOAL: A CONNECTED CULTURE WHERE EMPLOYEES CAN GROW AND DO MEANINGFUL WORK

RPRA will prioritize empowerment, trust and inclusivity in our workplace culture to bring out employees' best work.

OBJECTIVES	STRATEGIES
Create a supportive, inclusive and trust-based work environment	• Prioritize and enhance engagement, inclusion, equity and diversity • Ensure an informed workforce by sharing information openly • Integrate employee health and wellbeing into organizational decision-making
Empower RPRA employees to innovate, adapt to change, and perform at the leading edge	• Evolve employee development and learning plans to prepare employees for the future • Invest in technology resources and systems to enable employees to do their work effectively and efficiently • Equip employees with the knowledge of what RPRA does and why, and help them understand their individual contributions to RPRA's mission and mandate

GOAL: ROBUST INTERNAL SYSTEMS AND PROCESSES THAT REMAIN INNOVATIVE AND ADAPTABLE TO CHANGE

As RPRA has grown as an organization, we need to build out our processes and systems to ensure continued effectiveness and efficiency. At the same time, our goal is to remain nimble and able to adapt to new or amended regulations, new technologies, and new or different registrant needs.

OBJECTIVES	STRATEGIES
Embed data-informed decision-making in all operations	• Cultivate data literacy in RPRA staff • Create a robust data analysis capacity to ensure security and accuracy, and support a full range of decision-making needs • Make data accessible and useful to staff through dashboards, self-serve analytics and other tools
Continuously improve technology, processes, and systems to drive efficiency and effectiveness	• Enshrine digital-first and cloud-first principles in technology governance, to ensure consistency, scalability, and sustainability • Ensure that technology, systems and processes remain fit-for-purpose by incorporating feedback and measurement into design • Evolve our digital roadmap to ensure that it supports both strategic and operational objectives
Refine a planning framework that increases alignment, prevents redundancy and fosters innovation	• Integrate key projects and initiatives into a transparent common governance framework to set priorities and direction across the organization • Pursue a consistent change management approach to help staff and stakeholders engage with, understand, and adopt new projects and initiatives • Mature our planning ability to bridge strategic priorities and day-to-day operational needs