

Annual
Report 2011

Empowering, Innovating, Transforming:
The Sustainable Future



Rethink your relationship with fires



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Who We Are & What We Do

Ontario Tire Stewardship (OTS) is an Industry Funding Organization (IFO) incorporated under Ontario's Waste Diversion Act in 2009, to implement and operate the Used Tires Program.

Through the Used Tires Program, and consumer and industry education programs, Ontario Tire Stewardship is empowering Ontarians to change the relationship they have with their tires. Ontario Tire Stewardship has helped recycle more than 12 million used tires that are generated annually in the province, preventing scrap tires from ending up in landfills or being dumped illegally. Ontario Tire Stewardship directs these scrap tires to Ontario recyclers to create innovative eco-friendly products that are used for a variety of applications in homes, gardens, schools, arenas and parks to transform our communities into livable, sustainable spaces. By the end of 2011, Ontario Tire Stewardship recycled more than 33 million scrap tires in Ontario and there are now over 7,200 tire collectors in Ontario registered with the Ontario Tire Stewardship's Used Tire Program.

Beyond recycling, Ontario Tire Stewardship also educates and encourages Ontarians on the use of green products made from used tires that last longer and perform better than similar products in the market. Ontario Tire Stewardship also shares tips with Ontario drivers on how to get the most life and performance from their tires.

More information on Ontario Tire Stewardship for industry members can be found at www.ontariots.ca.

For consumer information related to proper tire recycling and recycled tire products, visit www.GreenMyTires.ca.

You can also follow us on Twitter [@GreenMyTires](https://twitter.com/GreenMyTires).



Rethink your relationship with tires

Mission & Values

Vision

We envision a self-sustaining industry in which Ontario companies are the leaders in supplying highly-preferred, innovative products that use material from recycled tires.

Mission

To get 100% of Ontario tires efficiently and responsibly recycled into new products, leading to more livable communities and a growing green economy in this province.

Values

Ontario Tire Stewardship aims to transform the relationship Ontarians have with the lifecycle of their tires, through a comprehensive approach that takes into account our environment, our economy and our quality of life. We believe this can be achieved by factoring the following aspects in everything we do:

- Delivering results
 - Economic development
 - Innovating
 - Taking responsibility
 - Collaborating with stakeholders
-

Why Ontario Tire Stewardship?

We're protecting our environment.

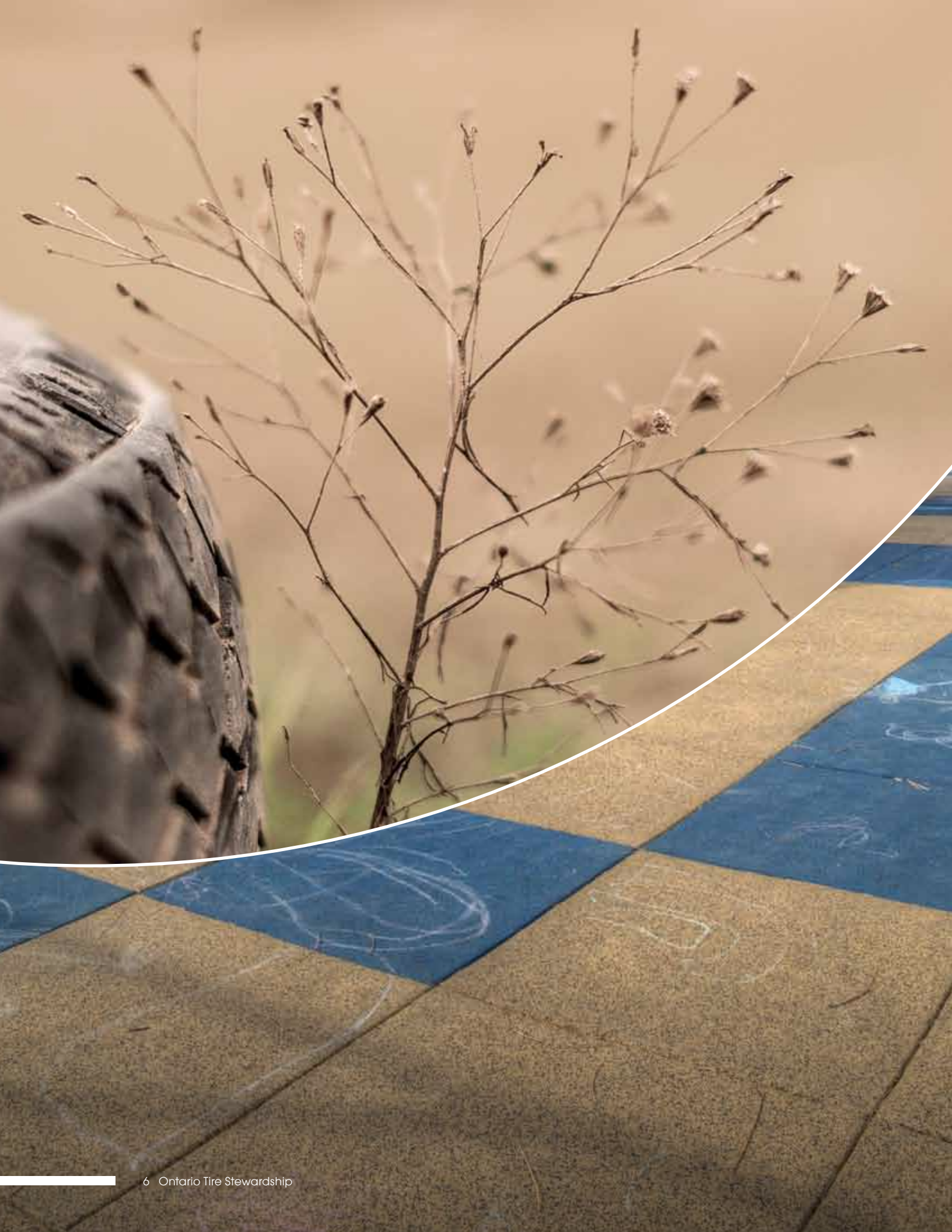
We divert 100% of Ontario's used tires from landfills and burning. That's 33 million tires and counting.

We're helping fuel our economy.

Our support of Ontario companies that make new products out of old tires has brought more than \$40 million dollars in new investments and hundreds of new jobs to this province.

We're enhancing our quality of life.

Recycled tires are turned into products that make our homes and offices greener, our schools and playgrounds safer and our communities more vibrant.



Message from the Chairman



On behalf of the Board I am pleased to present Ontario Tire Stewardship's (OTS) 2011 Annual Report. As you will see Ontario Tire Stewardship continues to exceed its performance objectives and deliver a program that has not only recycled over 33 million tires to date, but has also furthered the growth of the tire recycling sector in Ontario, attracting new investment and leading to the creation of new green manufacturing jobs here in the province.

Leaving many of the "start-up" challenges of 2010 behind, the Board has focused on ensuring the financial and operational stability of the program in 2011 and beyond. While outside factors including the Government's uncertain intentions regarding the review of the Waste Diversion Act and actions on program fees do introduce a degree of uncertainty, the Board is committed to the on-going sustainability of the program and has taken steps through 2011 to deliver on this commitment.

Strategically, the greatest challenge facing Ontario Tire Stewardship is ensuring the support of the Stewards for the program approach. While Ontario's chosen Brand-Owner and First Importer Steward model creates additional administrative challenges for both Ontario Tire Stewardship and the Stewards, the priorities of the organization are clear: to deliver the program in as efficient and effective a manner as possible, and to ensure a level playing field in the market so that the program does not create unintended market distortions. To this end, Ontario Tire Stewardship has continued its aggressive audit program, and has sought to partner with the Government's enforcement arm to leverage its impact to even greater effect.

In the end the program works, and works well, because of the support and input of all our stakeholders. The tire industry has never shied away from making its comments and suggestions known to Ontario Tire Stewardship, and the program is the better because of it. I would especially like to thank the Board, whose knowledge, commitment and focus have set the successful direction for Ontario Tire Stewardship from the outset, for their efforts over the past year. It is as a result of their leadership that I am confident that Ontario Tire Stewardship will continue to be a model for other Stewardship organizations to emulate.

Sincerely,

A handwritten signature in black ink, appearing to read "Glenn Maidment", followed by a vertical line.

Glenn Maidment
Chairman

Message from the Executive Director



On behalf of Ontario Tire Stewardship team I am very pleased to present this 2011 Annual Report. The statistics and information presented in this report serve to highlight the continued success the Ontario Used Tires Program has enjoyed in 2011.

In many ways the program in 2011 is a far different one than the one we launched in 2009 and operated through 2010. As our knowledge and understanding of the Ontario used tire recycling market has matured, the organization's focus on its strategic priorities has become more pronounced. This can be seen in the results of 2011. The organization has continued to exceed our diversion objectives, and our operations have continued to become more refined and efficient.

Market development, stakeholder compliance and operational efficiency have become the objectives that shape our decision-making and long-term planning alike. We are constantly striving to find ways to deliver higher-value diversion, while reducing the costs we bill to Stewards over the near and longer-term.

The flurry of new market activity, with new companies entering the market and others consolidating operations, has resulted in changes to operating models that have necessitated alterations to our tracking, payment and reporting systems. Overall these have been well-managed by the organization, facilitating the transition of the Ontario market to a new, more efficient model.

The expansion of Ontario Tire Stewardship's Manufacturing Incentive (MI), market development and Research & Development (R&D) programs have provided significant stimulus to the Ontario tire recycling market. The level of manufacturing activity has significantly increased as existing Recycled Product Manufacturers (RPMs) have shifted their rubber procurement to Ontario Processors and expanded operations, and as a result of the opening of new Recycled Product Manufacturers in the province. The issuance of the third call for R&D project proposals in the fourth quarter generated 15 applications for funding, seven of which were recommended for advancement by the Review Committee.

Building on the success of 2011, and continuing our close partnership with the Stewards, operational Stakeholders and oversight bodies, Ontario Tire Stewardship looks forward to developing sustainable, high-value markets for products made from Ontario recycled rubber, and delivering a program that will benefit all Ontarians and make them proud.

Sincerely,

A handwritten signature in black ink, appearing to read 'A Horsman', written over a horizontal line.

Andrew Horsman
Executive Director



Executive Summary

2011 marked the second full year of operations for the Ontario Used Tires Program, and was a year of significant success. Our efforts at Ontario Tire Stewardship have been focused on achieving one thing through effective tire recycling and education: to create a sustainable future. To achieve this, our work aims to empower, foster innovation and transform three key segments of Ontario's society: our communities, Ontario's tire recycling industry and emerging markets where tire-derived products are gaining exposure and demand. Throughout this report, reference to emerging markets include members who are external to our tire recycling industry, but remain crucial to the success of our programs and the health and sustainability of our communities. These include members within the design, construction and landscaping industry, as well as advocates for the broader environmental cause.

The year 2011 was one filled with milestones, key learnings, new innovations and partnerships and a year of gaining momentum to continue to deliver impactful results.

Ontario Tire Stewardship significantly exceeded its diversion objectives, highlighting the effectiveness of the system of incentives implemented by the organization. Collector, Hauler, Processor and Recycled Product Manufacturer (RPM) registrations have all continued to climb, driving incremental job creation and economic activity in the province.

This year, the Ontario tire recycling market turned a critical corner with the opening of major new Processors, transitioning from a market where scrap tire supply exceeded processing capacity to one where capacity exceeds scrap tire supply. This market shift marked a milestone for the program, and the delivery of a key objective for Ontario Tire Stewardship.

This increase in processing capacity was complemented by a rise in manufacturing in Ontario as well. While crumb rubber production lagged the growth in manufacturing capacity both Processors and RPMs collaborated to mitigate the effects of this timing issue. Growth in manufacturing activity came equally from capacity increases at existing RPMs and the opening of new facilities by new market entrants.

2011 also saw the maturation of many of the program elements introduced by Ontario Tire Stewardship late in the previous year. The Manufacturing Incentive program, launched on a pilot basis in 2010, was fully developed and deployed in 2011, driving an expansion of manufacturing activity in the province. Ontario Tire Stewardship also enhanced its Research & Development program in 2011, enabling industry innovations and resulting in a significant increase in project submissions from potential applicants.

Promotion & Education (P&E) activities were also significantly increased and enhanced in 2011. Ontario Tire Stewardship continued the Tire Life Check (TLC) Tour program, engaging drivers in discussions on how to maintain their tires to get the longest possible life from them, and how to recycle scrap tires through the Used

Tires Program once it is no longer suitable for use. In addition, Ontario Tire Stewardship undertook a “Secret Shopper” program to assess the effectiveness of the POS program and materials, and how the program was being communicated to consumers by retailers.

The team also deployed a trade engagement program designed to increase awareness among tradespeople, property managers, municipal representatives, architects and other potential tire-derived product (TDP) consumer sectors. Key tactics included participation at identified relevant tradeshows, training and marketing support for Recycled Product Manufacturers and support for high-profile demonstration projects that help transform communities into more livable, green spaces.

2011 Used Tires Diversion Performance

Passenger & Light Truck Tires		Medium Truck Tires		Off the Road Tires	
90%	96%	90%	93%	50%	75%
Target by 2013	Actual in 2011	Target by 2013	Actual in 2011	Target by 2013	Actual in 2011

The combined impact of these initiatives has been the development of an Ontario industry sector built around the recycling of used tires that is growing, vibrant and innovative. As a result, the economy and the citizens of Ontario have reaped significant benefits: illegal dumping has been all but eliminated, and existing dump sites are being cleaned up by Ontario Tire Stewardship. Residents can now recycle their used tires at any one of over 7,200 registered collection locations across the province for no charge and be confident that by taking this action they are supporting local recyclers and manufacturers who will responsibly recycle the tires into valuable new products.

With the support of Ontario Tire Stewardship the sector will continue to grow and bring new high-value products to market in 2012 and beyond, leading to a future where used tires are no longer a waste, but a valuable raw material that feeds a robust manufacturing sector in the province.

2011 At-a-Glance

Celebrated the recycling of the 25th millionth tire in Ontario since 2009

Launched consumer website GreenMyTires.ca and its consumer Twitter channel @GreenMyTires

Collected 162,746 tonnes of used tires, or approximately 109 per cent of the re-stated collection objective*

Launched the inaugural Ontario Tire Stewardship Student Design Challenge with the Ontario Association of Landscape Architects (OALA)

On-road tire collection was 143,642 tires or 117 per cent of plan target*

Committed \$10,000 in support of the Earth Rangers Centre for Sustainable Technologies

Supply of Off-Road Tires increased by 45 per cent over 2010

Collector registration increased by approximately 20 applications per week

Launched a new Community Grant Program to transform community spaces with eco-friendly tire-derived products

*This assumes a rate of Collector tire cull for re-use that is not reflected in the diversion tables located in Appendix D.

Appendix D reflects reported collection rates, whereas the above figures are estimates that account for re-use.

Section 1

Empowering For a Sustainable Future

EMPOWERING: OUR COMMUNITIES

In 2011, Ontario Tire Stewardship focused on empowering consumers to make informed choices about tire recycling, proper tire maintenance and sustainable products.

We established an online community with the launch of a consumer website called GreenMyTires.ca, and included a new @GreenMyTires Twitter feed. This allowed us to pilot a sponsorship program with mommy blogger Jen Maier from UrbanMoms.ca, to reach out to a growing community of like-minded individuals interested in learning more about green, healthy products.

Our broader efforts to connect with Ontarians were complemented by the deployment of the Tire Life Check Tour teams, an energetic group of experts who travelled across Ontario to educate consumers on proper tire maintenance and recycling, and popular tire-derived products available in their communities.

Ontario Tire Stewardship's brand, educational programs and positive community impact stories were also communicated through an integrated public relations and advertising strategy that reached targeted communities.

Online Resource and Consumer Engagement

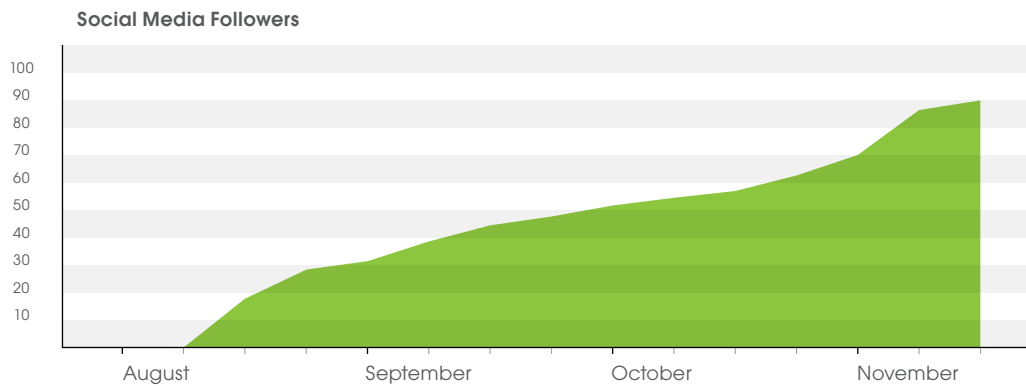
To help Ontario residents understand the purpose of Ontario Tire Stewardship's mandate and programs, as well as the benefits of tire-derived products for their homes and communities, Ontario Tire Stewardship created a new consumer website, GreenMyTires.ca. It includes:

- Interactive rubber home, blog, collector locator, and e-newsletter
- Search Engine Optimization and Search Engine Marketing to extend the site's reach
- Deployment of an edu-tainment video about the life of a tire, from disposal to the manufacture of new green products.

The goal was to build the website traffic to 3,000 visitors per month by the end of December 2011. The site launched in June and traffic built steadily, reaching over 4,000 visits in the month of September.

An integrated social media program was also piloted in 2011, including a Twitter feed and a mommy blogger partnership with UrbanMoms.ca. By engaging consumers in personally meaningful conversations and information on greener alternatives, we achieved the goal to increase the relevance of tire-derived products in people's everyday lives, while building trust and brand value for Ontario Tire Stewardship.

There was a 406% increase in Twitter followers from week one to week 12 of the pilot. By the end of 2011, the number of followers reached 122 with a potential reach of 139,426.



Tire Life Check Tour (TLC)

The primary objective of the Tire Life Check (TLC) Tour has been to educate Ontarians on prolonging the life of their tires through proper maintenance. This program was expanded in 2011 to 85 stops, including nine new stops in northern Ontario. Interactive tire-derived product displays were introduced, prompting discussion, particularly among women, about the connection between tire-derived products and the need to recycle responsibly.

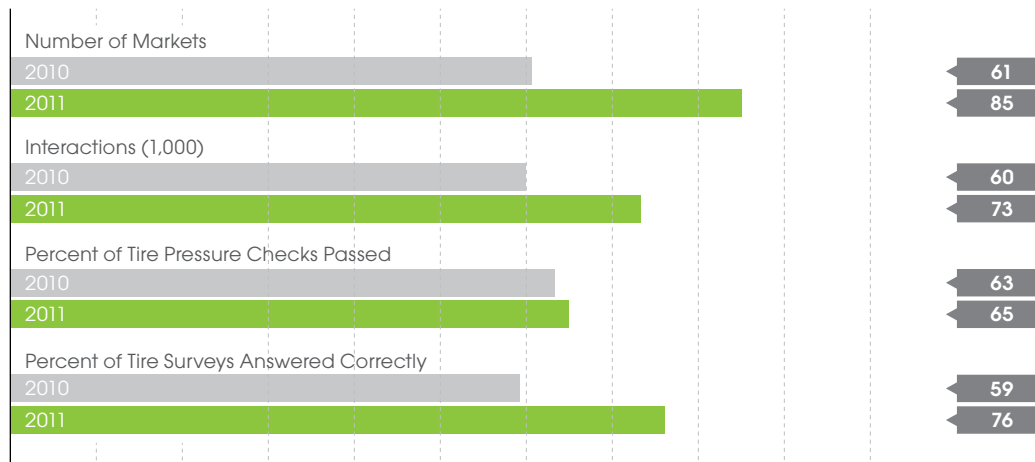
The tour team interacted with more than 73,000 people. More importantly, there is strong evidence that the team's message concerning tire maintenance hit home, as an increased percentage of visitors passed the tire pressure checks and there was an increase of almost 20 per cent of visitors who correctly answered questions about tire care versus the previous year.

PR and Advertising Communications

To continue raising consumer awareness of the Used Tires Program (particularly in areas where research indicated there was a lack of program knowledge), Ontario Tire Stewardship employed a number of communication elements.

Media outreach leveraged "good news" and important program milestones to drive interest. News of the two major consumer collections events (Ontario Automotive Recyclers Association (OARA) Tire Take-Back and CAA RecycleDrive Program), 25th millionth tire milestone, Green My Tires website launch, and TLC Tour stops delivered a high level of media coverage and impressions. Outreach covering the Community Grant program and the inaugural launch of the Student Design Challenge communicated tire-derived product benefits to a variety of relevant buying audiences. 2011 media outreach delivered over 39 million impressions and 329 stories with mentions of Ontario Tire Stewardship versus over 13.9 million impressions for 2010.

2011 Tire Life Check Tour Impact Summary



Advertising was used tactically with an emphasis on reaching residents in the GTA as well as more rural areas in Northern and Eastern Ontario. “From Black to Green” advertisements were placed in the *Toronto Star* Spring Green Guide, Municipal Collection calendars and mailers and our Winter Tire Maintenance advertorial campaign appeared in more than 80 Ontario Community Newspapers Association newspapers.

Shared ad campaigns supporting the OARA Tire Take-Back and CAA RecycleDrive tire collection events also helped effectively deliver Ontario Tire Stewardship’s messaging around the Used Tires Program, tire recycling and importance of community engagement. For both community collection activities, shared advertisements were placed in the following volumes:

Markets Reached by Ontario Tire Stewardship 2011 Newspaper Campaign

OARA Tire Take-Back Event: May
44 newspapers across province

CAA RecycleDrive Event: September
16 papers, primarily GTA and Southwestern Ontario

Section 1

Empowering For a Sustainable Future

EMPOWERING: OUR TIRE RECYCLING INDUSTRY

Ontario Tire Stewardship provided several educational and training resources for Ontario's Recycled Product Manufacturers (RPMs) and industry stakeholders to help them gain a better understanding of the current and future state of the markets for recycled rubber products, and the areas of interest of key decision-makers such as architects and property managers, empowering them to more effectively communicate industry innovations and the benefits of tire-derived products to Ontarians.

This was also supplemented with important collaborations with key industry players, such as the Ontario Automotive Recyclers Association (OARA) and CAA South Central Ontario, to further pool efforts, knowledge and resources to reach target audiences and continue delivering impactful industry-related and consumer programs.

Recycled Product Manufacturer and Industry Stakeholder Education Programs

To prepare Recycled Product Manufacturers to meet current and emerging green standards that are transforming the design and construction industry, Ontario Tire Stewardship hosted a Leadership in Energy and Environmental Design (LEED) education day. LEED Product Reviews were also prepared for the manufacturers' core products to prime these products for integration into the LEED building certification processes.

Ontario Tire Stewardship further educated manufacturers, processors and other industry stakeholders on trends which could affect their business through Ontario Tire Stewardship's bi-monthly Stakeholder Newsletter. Articles in 2011 covered topics such as enhanced American Society for Testing and Materials (ASTM) standards, Low Impact Design and Sustainable Materials Rating Technology (SMaRT) product certification.

Ontario Tire Stewardship also held a Fall information session for stakeholders, industry members and other interested parties to share information on the assistance available to develop and complete the Research and Development application process.

Industry Partnerships and Consumer Collection Events

Ontario Tire Stewardship provided Ontario residents with a greater number of opportunities in 2011 to recycle their old tires and be part of a community effort to help the environment, create green jobs for Ontarians and contribute to the development of new sustainable consumer products.

The second annual OARA/Ontario Tire Stewardship Tire Take-Back event utilized heightened pre-event media outreach, an increased focus on the charitable aspect of the event, and a \$100K fundraising challenge for 64 OARA members to significantly improve community engagement and collection event outcomes.

Increased awareness of Ontario Tire Stewardship's brand, coupled with enhanced media outreach and partner engagement in the program led to improved community engagement results from 2010. In 2011, Ontario Tire Stewardship and OARA collected more than 50 per cent above previous tire collection numbers and saw an increase of 92 per cent in the amount raised by OARA members to be donated to the Sunshine Foundation.

Ontario Tire Stewardship also formed a new partnership with CAA South Central Ontario to pilot Recycle-Drive, a Fall consumer collection event with 15 CAA Car Care Centres and Approved Auto Repair Service (AARS) garages. As part of this program, community members in Ontario were encouraged to bring in old oil filters, car batteries and scrap tires for proper recycling.

OARA/Ontario Tire Stewardship Tire Take-Back Event May 2011 vs. May 2010

Tasks	2011	2010
Tires Collected	48,000 (+50%)	32,000
Dollars Raised for Sunshine Foundation	\$123,000 (+92%)	\$64,000
Media Coverage	124 articles	114 articles
Pre-Event Outreach Impressions	1.3 mm	–
Post-Event Outreach Impressions	1.3 mm	3.9 mm
Participating Locations	64	60

This collaboration provided the ability to promote Ontario Tire Stewardship messages to more than two million CAA SCO members, and helped manage the collection event delivery costs by sharing substantial in-house resources for promotion and logistical organization of the event.

The number of tires collected by CAA SCO increased by 19% over 2010.

Section 1

Empowering For a Sustainable Future

EMPOWERING: EMERGING MARKETS

Empowering the next generation with knowledge and tools to use recycled tire products was one of the key reasons for partnering with the Ontario Association of Landscape Architects (OALA) and Toronto's Evergreen Brick Works facility to launch the inaugural Ontario Tire Stewardship Student Design Challenge. By bringing together landscaping professionals, student design talent, Recycled Product Manufacturers and a high profile urban green space, the competition aimed to stimulate ongoing innovation around the use of sustainable materials to meet the needs of our growing cities.

Ontario Tire Stewardship's 2011 Student Design Challenge

Landscape architects are equally passionate about sustainability and represent a key audience for Recycled Product Manufacturers. In 2011, Ontario Tire Stewardship, with the support of Ontario Association of Landscape Architects (OALA), launched its inaugural Student Design Challenge at Toronto's Evergreen Brick Works.

This competition aimed to inspire the creative use of recycled tire products and ecological design to preserve and restore urban environments through sustainable landscaping. Student teams from universities and community colleges across Ontario submitted their designs in November 2011 to show how they would sustainably transform an outdoor space at Evergreen Brick Works using tire-derived products. A shortlist of the top designs were presented by the students to a panel of industry experts from design, landscaping and tire recycling, as well as our celebrity guest judge and *Breakfast Television Toronto* garden and weather host, Frank Ferragine (a.k.a Frankie Flowers).

The top designs were selected at a gala event in January 2012. The challenge not only raised awareness of tire-derived products among industry professionals – current and future, but it also generated consumer excitement around the Design Challenge Program and its potential positive impact for the community through media coverage in newspapers and on TV. The winning design will be implemented and unveiled at the nationally acclaimed Evergreen Brick Works in Fall 2012.



Section 2

Innovating For a Sustainable Future

INNOVATING: OUR COMMUNITIES

Inspiring communities to embrace new innovations and sustainable products in their homes and public spaces, Ontario Tire Stewardship participated in key consumer trade shows across Ontario in 2011. Featuring environmentally friendly recycled tire products from Ontario product manufacturers, Ontario Tire Stewardship provided consumers with real examples and fresh ideas to innovate their homes and community spaces to lead greener lives.

An example of inspiring youth action and new ideas to re-create old spaces also came to life through an opportunity to feature SofSURFACES' recycled tire products in community playground revitalization projects led by local children on *TVO's* Giver program.



Consumer Tradeshows

Major consumer shows attended by Ontario Tire Stewardship in 2011 included the National Home Show, Eco-Wheels Show and Green Living Show, resulting in educational interactions with more than 2,000 Ontario consumers, informing them of new recycled tire products and the importance of proper tire maintenance and recycling. A full list of consumer tradeshows attended by Ontario Tire Stewardship is available in Appendix G.

Consumers at the 2011 Green Living Show said...

"I am astonished that recycled tires have so many applications – great program."

"I have had an Enviroshake roof for about five years now and love it. The product has actually dropped our heating and air-conditioning bills by at least five per cent the first year alone."

TVO Giver Series

This year, Ontario Tire Stewardship secured an opportunity with TVO's GIVER series, a unique program where six children were challenged to work with volunteers over three days to re-build their community playgrounds to become safer, environmentally sustainable and inviting spaces for families and children.

Durable and eco-friendly playground surfacing from SofSURFACES was used to revitalize three playgrounds in Ontario. The six part series of the reconstruction was also shared across social media channels including YouTube, and aired on television in Spring 2012, educating consumers on the positive benefits of recycled tire products on community projects.



Section 2

Innovating For a Sustainable Future

INNOVATING: OUR TIRE RECYCLING INDUSTRY

To continue providing consumers and communities with new, sustainable solutions, manufacturers must continue to innovate and bring new products to the market. In 2011, Ontario Tire Stewardship helped enable that growth and innovation through its Research & Development (R&D) Grant Program to support the commercialization of new technologies. Ontario Tire Stewardship provided financial support of up to 50 per cent of eligible costs for approved projects, to a maximum of \$250,000 per project.

The program was available to a wide range of organizations including government institutions, universities and colleges, private or publicly traded companies and not-for-profit organizations. These projects took place in Ontario utilizing used Ontario tires, with the goal to fully commercialize the proposed technologies within the province.

Meanwhile, industry players such as Processor Ridge Recycling and Recycled Product Manufacturer, SofSURFACES took the lead and introduced state-of-the-art developments to their facilities and established updated processes to create efficiencies and adapt to growing consumer demand for tire-derived products.

Research & Development (R&D) Grant Program

In 2011, Ontario Tire Stewardship redoubled its focus on delivering a substantive Research & Development (R&D) Grant program centered on supporting the commercialization of technologies which have a high potential to grow existing markets for recycled rubber and/or expand the range of markets that utilize recycled rubber in the production of finished products.

At the start of 2011, Ontario Tire Stewardship awarded three grants to an Ontario proponent totalling more than \$550,000. Following on this success a subsequent call for proposals, supported by Ontario Tire Stewardship's substantial engagement with various industry players, yielded 15 applications from eight different companies for projects ranging from rubber-plastic compounding, to devulcanization to processes to enhance recycling efficiency and drive higher recycled material yield rates.

At the time of writing, seven projects reviewed and recommended by the independent R&D Grant Review Committee as having the highest technical merit and market potential are undergoing financial due diligence. Ontario Tire Stewardship looks forward to moving ahead with these projects and putting out a call for additional applications in 2012.

Rubber-Modified Asphalt Grant Program

Ontario Tire Stewardship also grew the use of recycled rubber in the production of Rubber-Modified Asphalt (RMA) in Ontario. In partnership with the Ontario Ministry of Transportation, Ontario Tire Stewardship supported provincial road and asphalt contractors in producing and paving approximately 12,000 tonnes of RMA

on Ontario highways, using approximately 130 tonnes of crumb rubber from Ontario tires. Ahead of, during and following the 2011 paving season, Ontario Tire Stewardship supported contractors responsible for these projects by providing access to technical support, equipment and rubber sourcing, and logistics coordination.

Early results for these projects are encouraging, and based on the experience and learnings gained in 2011, Ontario Tire Stewardship is consulting with stakeholders and its partners at the Ontario Ministry of Transportation to assess opportunities to develop this market further in 2012.

Ridge Recycling

Ridge Recycling, a Chatham-based Processor recognized that the tire recycling industry had changed significantly from the industry it entered in 2005. With the introduction of Ontario Tire Stewardship's Used Tires Program in 2009, the lifecycle and end use of scrap tires in Ontario have prompted companies to change their processes and products to respond to changing customer demands for quality recycled tire products and responsible tire disposal.

In response to these changes, Ridge Recycling made significant investments in a new tire recycling line capable of delivering ever-finer grades of crumb rubber and powder required for manufacturing new products with recycled rubber content. In Ontario, these fine grades (referred to in the industry as "TDP 1") make their way into a wide range of innovative products such as indoor and outdoor surface tiles, floor underlayment and roofing shingles.

For Ridge Recycling's facility enhancements, the granulation press technology was sourced from Germany and enabled the company to produce crumb rubber with more jagged edges. This meant that less polymer binders were required to form end products. The process also reliably separated high quality and high purity steel from scrap tires, giving another valuable reclaimed material a new lease on life. With ample real estate available to house new crumb lines on-site, Ridge Recycling hopes that by 2013 the company will be able to double its existing capacity.

SofSURFACES Facility Enhancements

In 2011, SofSURFACES designed and implemented a new carousel system that was completely automated, from the addition of the raw materials and moulding to performance testing and laser etching of each tile with a tracking barcode. The new system enabled SofSURFACES to produce a range of product SKUs with just the touch of a button and helped to significantly decrease both production time and energy costs, while increasing quality control and product consistency.

Section 2

Innovating For a Sustainable Future

INNOVATING: EMERGING MARKETS

To demonstrate how the innovations in the tire recycling industry are impacting areas such as design and construction, Ontario Tire Stewardship engaged with potential product consumers to realize strategic product placement opportunities for Recycled Product Manufacturers (see Appendix G). In particular, Ontario Tire Stewardship took advantage of the unique opportunity provided by the 2011 Greenbuild Expo to help raise industry profile and awareness around sustainable tire-derived products among leaders in the green design and construction industry.

In addition to key design and construction trade shows, Ontario Tire Stewardship also forged partnerships with sustainability organizations such as Earth Rangers Foundation and the Association of Municipalities Ontario (AMO) to continue expanding markets for eco-friendly tire-derived products.

Greenbuild

- Showcased 500 million sq. ft. of Canada's registered LEED projects (certified since 2004)
- Recycled Product Manufacturer products featured across four educational and promotional exhibits
- Ontario Tire Stewardship showcased eight Recycled Product Manufacturer products
- Ontario Tire Stewardship display at the Earth Rangers Centre – a Greenbuild feature site

"Ontario Tire Stewardship was able to establish contacts within certain segments that would have proven to be difficult for us to establish on our own."

—Heffco Industries

"(Ontario Tire Stewardship provided) instant exposure of our products and helped us be considered for various facilities in Canada, USA and other countries."

—National Rubber Technologies



Earth Rangers Centre for Sustainable Technology (Woodbridge, Ontario)

2011 Greenbuild Expo: Recycled Product Manufacturer Lead Generation and Product Market Expansion

Hosted for the first time ever outside of the U.S., the 2011 Greenbuild Expo, the world's largest and most influential conference and exposition dedicated to green building, took place in October 2011 in Toronto. As a result of Ontario Tire Stewardship's participation in the expo, Recycled Product Manufacturers gained exposure to over 23,000 leading green builders and designers through a combination of a booth, displays and VIP influencer events, and generated nearly 200 new business leads for Recycled Product Manufacturer products.

Maple Leaf Sport & Entertainment (MLSE) was one of the leads generated as a result of the conference. As part of MLSE's green building initiatives and environmental considerations, the company was seeking recycled sport flooring for its Ricoh Centre, a home ice arena for the Toronto Marlies. After learning of an eco-friendly flooring alternative produced by National Rubber Technologies Inc., a Recycled Product Manufacturer registered with Ontario Tire Stewardship, the company's Pro-Fit rubber flooring was selected. Pro-Fit provided high durability, floor protection, impact and sound absorption, and slip resistance - wet or dry. Not only did it have the potential to save money for MLSE in the long run due to greater durability, but it also contained a minimum of 92 per cent recycled content from used tires.

Ontario Tire Stewardship Sponsors Earth Rangers Centre for Sustainable Technology

In 2011, Ontario Tire Stewardship announced a new partnership with Earth Rangers Foundation, an award-winning charitable organization dedicated to educating children and their families about biodiversity loss and empowering them to help protect animals and their habitats.

As part of this partnership, Ontario Tire Stewardship committed \$10,000 to develop the Earth Rangers Centre for Sustainable Technology in Woodbridge, Ontario to further expand the market for sustainable recycled tire products and profile tire-derived products at sustainability-focused events, on-site tours, through educational programming and by featuring an interactive tire-derived product display in the lobby of its facility.

The Centre for Sustainable Technology is an advanced green building, certified Gold under LEED for New Construction. The Centre was designed to embody Earth Rangers' values and serve as an example of "walking the talk" to create sustainable spaces. The Centre is also a showcase of cutting-edge sustainable building technologies and products, such as tire-derived products, serving as proof that a building can operate effectively and efficiently, while also minimizing negative environmental impacts.

Section 3

Transforming For a Sustainable Future

TRANSFORMING: OUR COMMUNITIES

What often follows inspiration is action. Ontario Tire Stewardship worked with various Recycled Product Manufacturers, municipalities and community organizations in 2011 to transform community spaces across Ontario into safer, environmentally sustainable public spaces using tire-derived products through its newly established Community Grant Program.

Ontario Tire Stewardship's 2011 Community Grant Program

A Community Grant Program was established in 2011 with the goal of encouraging communities, government and non-profit organizations to utilize environmentally sustainable, Ontario manufactured recycled rubber products in local projects. The intent was to promote the positive impact of tire-derived products for community members and project owners (i.e. better performance, community enhancement, environmental benefits).

While news of the Grant program was well received, generating 454,000 media impressions, the 2011 program fell short of its intended goal to provide \$500,000 in funding to a number of large-scale community improvement projects. It was determined that a more focused approach - one targeting project architects or industry influencers - and a more streamlined funding model would improve future program participation and result in the funding of a more select group of signature projects in 2012 and beyond to the Pan Am games.

Case Study

Kate's Kause Community Playground



Situation: Kate's Kause, a charitable, not-for-profit organization, was inspired by founder, Kelly Meissner's young daughter Kate, who was diagnosed with Angelman Syndrome (AS) as an infant. Raising a child with AS, Kelly understood the importance for children to interact with other children in playgrounds as part of their development and socialization. However, she also recognized that not all community playgrounds were necessarily safe and accessible for children of all abilities.

Solution: In Spring 2012, Kate's Kause dedicated its fundraising efforts and resources to building a safe and all-inclusive play environment within the community in Elmira, Ontario, that would be accessible to children with both physical, as well as cognitive disabilities.

Factoring in playground safety and durability, Kate's Kause chose the SoftTILE Premium product developed by SofSURFACES. SofSURFACES is a registered Recycled Product Manufacturer that uses up to 93 per cent recycled tire content in their products. Through Ontario Tire Stewardship's Community Grant Program, Kate's Kause also received a grant to help offset the cost of the SofSURFACES product.

North American playground standards require that playground surfaces pass a minimum level of safety performance, not to exceed 1000 Head Injury Criteria (HIC). The HIC is determined by dropping a specially designed and weighted object onto the surface being tested, and then calculating the severity of impact force and associated risk of brain injury to the user.

Developed using hollow-core technology and recycled rubber materials to better absorb shock, SoftTILE has been engineered to provide an HIC rating below 570, which is also the threshold considered safe for children in an automobile crash. Since playground surfaces harden over time, this extremely safe HIC rating ensures that the surface will remain compliant to the standard over time.

The environmentally sustainable SoftTILE playground surfacing used in the Kate's Kause playground used the equivalent of 1,753 recycled passenger tires.



Section 3

Transforming For a Sustainable Future

TRANSFORMING: OUR TIRE RECYCLING INDUSTRY

Transforming an established industry, such as the tire recycling industry, requires consistency and education. This is part of the reason why Ontario Tire Stewardship's in-person visits to 550 registered Collectors as part of its "Secret Shopper" insights program was an important benchmark after two years in market. The program revealed that a majority of the visited locations were accurately communicating the purpose of the Used Tires Program to consumers, but also shed light on specific areas for improvement.

Recognizing the efforts of our industry is also an important part of this transformation and we celebrated a milestone of the 25th millionth tire being collected by the Ontario tire recycling industry in 2011.

Gauging Messaging at the Retail Level

In May/June 2011, Ontario Tire Stewardship conducted a "Secret Shopper" Program to gain insights on the information being provided to consumers regarding Ontario Tire Stewardship, the Used Tires Program and the Tire Stewardship Fee during the tire purchasing process. After conducting 550 in-person visits to Ontario Tire Stewardship Collectors (i.e. Auto Service Centres/Garages, Car/Light Truck Dealers, Tire Retailers/Wholesalers and Mass Merchants), it was determined that the vast majority of retail locations were accurately communicating the purpose and fundamentals of the Used Tires Program.

However only one in 10 locations displayed an Ontario Tire Stewardship poster and only three in 10 had any Ontario Tire Stewardship pamphlets on display, which represents a missed opportunity for our organization within the retail space. There is still room to improve consumer perceptions at the retail level and gain additional support for tire recycling, and Ontario Tire Stewardship will be implementing new tactics in 2012 to address this.

Section 3

Transforming For a Sustainable Future

TRANSFORMING: EMERGING MARKETS

Change is never easy, but transforming the way purchasing decisions are made is even harder. That's why Ontario Tire Stewardship was excited when the City of Sault Ste. Marie approached us and expressed interest in the use of recycled tire products as part of its maintenance efforts with a local sidewalk along a high-traffic pedestrian zone. Through Ontario Tire Stewardship's Community Grant Program, the City of Sault Ste. Marie sourced tire-derived rubber sidewalk tiles for its pilot project to help potentially decrease future maintenance costs, while supporting its municipal efforts to create a greener community.



Case Study

City of Sault Ste. Marie's Rubber Sidewalk Project



Situation: Prompted by the seasonal beatings of hot summer months, freezing winter temperatures and winds of Lake Superior, the City of Sault Ste. Marie conducts regular road and sidewalk repairs and safety reviews as part of the City's ongoing community maintenance and beautification efforts. But regular repairs translate to costly long-term expenses and the City of Ste. Marie began exploring sustainable, cost-effective alternatives for its upcoming maintenance projects.

Solution: In May 2012, city council approved a pilot project to replace existing concrete sidewalks with a sustainable rubber sidewalk along Queen Street, between Pim and Church Streets. The location was selected based on adequate traffic volume to test its durability over a period of time.

The sidewalk was constructed using interlocking rubber sidewalk tiles made by Eco-Flex, a Canadian product manufacturer that uses recycled tire rubber materials in its products. Through Ontario Tire Stewardship's demonstration project program, the City of Sault Ste. Marie received a grant to help offset the cost of the Eco-Flex product used in its pilot sidewalk project.

Made from recycled scrap tires, the rubber sidewalk would be set firmly in place but could easily be removed to re-level or re-grade the undersurface, or re-install the product. The durable recycled rubber construction of the Eco-Flex product also allowed the city to better manage seasonal damage to its sidewalk property. Resistant to cracks or separations that commonly result from extreme heat and freezing temperatures, the rubber sidewalk also stays in place without warping or chipping through high impact use, such as frequent snow plowing, de-icing and high-traffic pedestrian and vehicular use.

"Innovative solutions, community safety and sustainable design are key factors for consideration when revitalizing our municipal properties," says Carl Rumiel, Design and Construction Manager from the City of Sault Ste. Marie. "The city and its pedestrians are looking forward to trying the Eco-Flex rubber sidewalk in this pilot project."

The city will be monitoring the durability of the pilot rubber sidewalk through various weather conditions and heavy pedestrian use, comparing it to the traditional concrete sidewalk solution.

The rubber sidewalk tiles used in the pilot project by the City of Sault Ste. Marie incorporated the equivalent of 636 recycled passenger tires.

Appendix A: 2011 Financials

Financial Statements of

ONTARIO TIRE STEWARDSHIP/
SOCIÉTÉ DE GESTION DES PNEUS
USAGES DE L'ONTARIO

Year ended December 31, 2011

INDEPENDENT AUDITORS' REPORT

KPMG LLP Chartered Accountants

Yonge Corporate Centre
4100 Yonge Street Suite 200
Toronto ON M2P 2H3 Canada

Telephone - (416) 228-7000

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Internet - www.kpmg.ca

To the Members of Ontario Tire Stewardship/ Société de Gestion des Pneus Usagés de l'Ontario

We have audited the accompanying financial statements of Ontario Tire Stewardship/Société de Gestion des Pneus Usagés de l'Ontario, which comprise the statement of financial position as at December 31, 2011, the statements of income, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

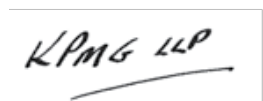
Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Ontario Tire Stewardship/Société de Gestion des Pneus Usagés de l'Ontario as at December 31, 2011, and its results of operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.



Chartered Accountants, Licensed Public Accountants
March 29, 2012
Toronto, Canada

**ONTARIO TIRE STEWARDSHIP/
SOCIÉTÉ DE GESTION DES PNEUS
USAGES DE L'ONTARIO**

Statement of Financial Position
December 31, 2011, with comparative figures for 2010

	2011	2010
Assets		
<i>Current assets:</i>		
Cash	\$ 31,628,714	\$ 6,639,812
Short-term investment (note 2)	—	8,000,000
Trade accounts receivable	6,174,764	13,541,319
Other receivables (note 4)	—	785,609
Prepaid expenses	88,634	48,030
	\$ 37,892,112	\$ 29,014,770

Liabilities and Net Assets

Current liabilities:

Accounts payable and accrued liabilities	\$ 22,941,207	\$ 17,703,320
Seed funding from members	—	21,000
Other liabilities	608,604	1,246,391
	23,549,811	18,970,711

Net Assets:

Unrestricted	—	10,044,059
Internally restricted (note 7):		
Ongoing liabilities fund	4,000,000	—
Operational reserve fund	10,342,301	—
	14,342,301	10,044,059
Commitments (note 5)		
	\$ 37,892,112	\$ 29,014,770

See accompanying notes to financial statements.
On behalf of the Board:

_____ Director

_____ Director

**ONTARIO TIRE STEWARDSHIP/
SOCIÉTÉ DE GESTION DES PNEUS
USAGES DE L'ONTARIO**

Statement of Income

Year ended December 31, 2011, with comparative figures for 2010

	2011	2010
Revenue:		
Steward fees	\$ 70,942,085	\$ 70,227,356
Tire steward fee penalties	160,697	—
	71,102,782	70,227,356
Expenses:		
Operational costs:		
Research and development	708,873	160,253
Stockpile abatement cost	2,027	10,361
Manufacturing incentive	2,776,056	1,258,852
Transportation incentive	26,522,809	30,682,211
Processor incentive	11,698,946	12,811,806
Collection allowance	8,423,666	8,667,378
Promotion and communication	2,147,866	1,121,196
Accrued program costs - GST/HST (note 6)	6,754,262	4,759,794
	59,034,505	59,471,851
Administration:		
Program management	5,440,267	4,647,347
Pre-program launch costs	—	3,141
Professional fees	72,295	51,493
Office and general	582,659	387,186
Bad debt	3,477	—
Write-off of HST input tax credit (note 4)	1,671,337	—
	7,770,035	5,089,167
	66,804,540	64,561,018
Excess of revenue over expenses	\$ 4,298,242	\$ 5,666,338

See accompanying notes to financial statements.

**ONTARIO TIRE STEWARDSHIP/
SOCIÉTÉ DE GESTION DES PNEUS
USAGES DE L'ONTARIO**

Statement of Changes in Net Assets

Year ended December 31, 2011, with comparative figures for 2010

			2011	2010	
	Internally restricted				
	Ongoing liabilities fund	Operational reserve fund	Unrestricted	Total	Total
	(note 7)				
Balance, beginning of year	\$ —	\$ —	\$ 10,044,059	\$ 10,044,059	\$ 4,377,721
Excess of revenue over expenses	—	—	4,298,242	4,298,242	5,666,338
Interfund transfer	4,000,000	10,342,301	(14,342,301)	—	—
Balance, end of year	\$ 4,000,000	\$ 10,342,301	\$ —	\$ 14,342,301	\$ 10,044,059

See accompanying notes to financial statements.

**ONTARIO TIRE STEWARDSHIP/
SOCIÉTÉ DE GESTION DES PNEUS
USAGES DE L'ONTARIO**

Statement of Cash Flows

Year ended December 31, 2011, with comparative figures for 2010

	2011	2010
<i>Cash provided by (used in):</i>		
Operating activities:		
Excess of revenue over expenses	\$ 4,298,242	\$ 5,666,338
Change in non-cash operating working capital:		
Trade accounts receivable	7,366,555	(4,619,608)
Other receivables	785,609	—
Prepaid expenses	(40,604)	(48,030)
Accounts payable and accrued liabilities	5,237,887	6,938,079
Due to Waste Diversion Ontario	—	(584,135)
Seed funding from members	(21,000)	(357,359)
Other liabilities	(637,787)	(4,524,103)
	16,988,902	2,471,182
Investing activities:		
Short-term investment purchase	—	(8,000,000)
Redemption of short-term investment	8,000,000	—
	8,000,000	(8,000,000)
Increase (decrease) in cash	24,988,902	(5,528,818)
Cash, beginning of year	6,639,812	12,168,630
Cash, end of year	\$ 31,628,714	\$ 6,639,812

See accompanying notes to financial statements.

Notes to Financial Statements

Year ended December 31, 2011

Ontario Tire Stewardship/Société de Gestion des Pneus Usagés de l'Ontario ("OTS" or the "Organization") has been incorporated for the purpose of becoming an industry funding organization created in accordance with Section 23(1) of the Waste Diversion Act (the "WDA"), which was passed in June 2002 by the Province of Ontario legislature. The WDA is designed to promote reduction, reuse and recycling of waste.

OTS was incorporated on September 10, 2003 as a corporation without share capital by letters patent under the laws of Ontario. It qualifies as a not-for-profit organization, as defined in the Income Tax Act (Canada) and, as such, is exempt from income taxes.

OTS aims to develop, promote, implement, operate and monitor a scrap tire diversion program for the Province of Ontario.

OTS works cooperatively with Waste Diversion Ontario to meet the requirements set out by the WDA, O. Reg. 84/03, and the Ontario Ministry of the Environment.

1. Significant accounting policies:

(a) Revenue recognition:

OTS follows the deferral method of accounting. Under this method, unrestricted revenue is recognized when received or receivable if the amount receivable can be reasonably estimated and collection is reasonably assured. Restricted revenue is recognized in the year in which the related expenses occur.

Stewards, defined as brand owners, original equipment manufacturers and first importers, must pay OTS a fee on every tire supplied into Ontario. This fee varies by tire type. OTS accrues the steward fee revenue and recognizes it as unrestricted revenue in the month in which it was generated as reported by the stewards.

Tire steward fee penalties are revenues resulting from OTS' compliance and enforcement activities and are recorded as revenue in the year in which they are enforceable and received.

(b) Incentives payable:

Incentives payable to collectors are earned by collectors when tires are picked up by haulers for storage and eventual transport to processors. Incentives payable to haulers are earned by haulers when the tires are delivered to processors. Incentives payable to processors are earned by processors only after the processing is complete and the product is sold for an eligible end use. Incentives payable to manufacturers (with manufacturing operations in Ontario) are earned when manufacturers provide OTS with proof of sale of products using recycled rubber from eligible Ontario tires.

Incentives are paid after OTS receives reports from the stakeholders and is satisfied with the supporting documents provided. OTS accrues the incentives and recognizes them as expense in the period in which the incentives are earned by the stakeholders.

Incentives payable at year end are included in accounts payable and accrued liabilities.

Notes to Financial Statements

Year ended December 31, 2011

1. Significant accounting policies (continued):

(c) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Estimates are used in reporting accrued steward fees receivable, allowance for doubtful accounts and accrued liabilities. By their nature, these estimates are subject to measurement uncertainty and the effect on the financial statements of changes in such estimates in future years could be significant.

2. Short-term investment:

The short-term investment at December 31, 2010 consisted of a guaranteed investment certificate with a cost and fair value of \$8,000,000 and bearing a yield to maturity at 1.10%. The investment matured in December 2011.

Investment risk management:

Risk management relates to understanding and active management of risk associated with all areas of the business and the associated operating environment. Investments are primarily exposed to interest rate risk and market risk.

(a) Interest rate risk:

Interest rate risk arises from the possibility that changes in interest rates will affect the value of fixed income securities held by the Organization. The Organization manages this risk by holding primarily debt issued by the financial institutions.

(b) Market risk:

Market risk arises as a result of trading in fixed income securities. Fluctuations in the market expose the Organization to a risk of loss. The Organization mitigates this risk by limiting the type of investments to fixed income securities and short-term investments according to the Organization's Investment Policy Statement.

3. Financial instruments:

OTS' financial instruments consist of cash, trade accounts receivable, accounts payable and accrued liabilities and other current liabilities.

OTS' financial assets that are exposed to credit risk consist primarily of cash and trade accounts receivable. Cash consists of deposits with major Canadian banks. The Organization, in its normal course of business, is exposed to credit risk from its members. The Organization is exposed to credit loss in the event of non-performance by counterparties to the financial instruments but does not anticipate non-performance by these counterparties.

The carrying amounts of cash, trade accounts receivable, accounts payable and accrued liabilities and other current liabilities approximate their fair values because of the short-term maturities of these financial instruments.

Notes to Financial Statements

Year ended December 31, 2011

4. Other receivables:

Other receivables consists of HST input tax credit receivable on operating expenses incurred by OTS in the amount of \$1,671,337 (2010 - \$785,609). OTS has submitted a ruling request to Canada Revenue Agency ("CRA") requesting clarity on whether operating expenses are considered to be incurred in the course of making taxable supplies and, accordingly, whether OTS qualifies for the HST input tax credit. In the current year, the CRA indicated the ruling will likely be unfavourable for OTS. As a result, OTS recorded a provision at December 31, 2011 of \$1,671,337 against the receivable.

5. Commitments:

OTS has future minimum annual commitments under long-term contracts for premises, information technology infrastructure and other services as follows:

2012	\$ 2,049,500
2013	836,500
2014	746,300
	<hr/>
	\$ 3,632,300

6. Accrued program costs - GST/HST:

This item represents a contingent expense recognized by OTS. OTS has submitted a Ruling request to Canada Revenue Agency ("CRA") requesting clarity on whether or not GST and HST should apply to incentive payments made to program participants. Should a favourable Ruling be issued by CRA, this contingent expense would not be required.

7. Internally restricted funds:

The Organization, as approved by the Board of Directors, internally designates funds to be used for specific purposes. The ongoing liabilities fund was established to fund ongoing programs of the Organization. The operational reserve fund was established as a means of mitigating OTS's risks involved in fulfilling its financial and contractual obligations in the event that the Used Tire Program is terminated without notice. These internally restricted amounts are not available for other purposes without approval of the Board of Directors.

8. Comparative figures:

Certain 2010 comparative figures have been reclassified to conform with the financial statement presentation adopted in the current year.

Appendix B:

Ontario Tire Stewardship Board of Directors & Staff

2011 Board of Directors

Glenn Maidment (*Director & Chair*)
President of The Rubber Association of Canada

Eric Gilbert (*Director & Treasurer*)
President of Erieway Tire

Sarah Webb (*Director*)
Manager, Product & Environmental Stewardship at
Canadian Tire Corporation

Usman Valiante (*Director*)
Director, Environmental Affairs at the Ontario Tire
Dealers Association

Philippe Trudel (*Director*)
Senior Corporate Counsel at Michelin Canada

Robin Hunter (*Director*)
Counsel & Secretary at Goodyear Canada

Senior Staff

Andrew Horsman
Executive Director

Perminder Kandola
Vice President, Finance

Susanne Robins
Director, Promotions and Education

Zachary Dryman
Director, Information Technology

Stephen Gluchowski
Director, Operations

Appendix C:

2011 Tire Supply Summary

2011 On-Road tire supply was lower than in 2010, with weakness seen in reported supply from both tire manufacturers and Original Equipment Manufacturers. This is consistent with reported market trends which showed slowing shipments of tires through these channels through the latter half of 2011.

Off-Road tire supply increased considerably over 2010, with reported supply coming in at a 45 per cent increase. This is also consistent with industry trends, which have shown a rebounding of demand for tires in these categories specifically driven by an improvement in demand for resources and commodities which have revitalized the sectors engaged in producing these materials.

*1. Throughout this document data presented has been rounded to display only whole numbers for ease of consumption by the reader.
In certain instances this may result in rounding errors in the calculations contained in the tables.*

2011 Tire Supply (in Tonnes)

Tire Type	Weight	Previous Year (2010)
PLT	98,958	100,458
MT	37,559	33,186
OTR	20,831	14,323
Total	157,348	147,967

Appendix D:

Tire Collection, Transportation & Re-Use

At the time of writing this report Ontario Tire Stewardship had registered over 7,232 Collectors across Ontario. While this number is 46 per cent of the Year 2 collection site target indicated in the approved Plan, used tire collection rates for both On-Road and Off-The-Road (OTR) tires exceed program targets. Collector registration continues to increase by approximately 20 applications per week, indicating that the potential collection sites are continuing to realize the benefits of registration and are seeking to join the program.

In 2011, Ontario Tire Stewardship also initiated the "Sub-Collector" Program in which a registered Collector may accept tires from other businesses, which would otherwise be required to register with Ontario Tire Stewardship but who, for reasons of administrative simplicity have elected not to do so. The Sub-Collector is required to abide by the same requirements as a Collector to accept tires from Ontario residents for no charge, but does not have to report to Ontario Tire Stewardship. Ontario Tire Stewardship registered Collectors have signed up approximately 270 Sub-Collector locations in 2011.

2011 Collection Sites*	Year 2 Collection Sites Target	Actual Collection Sites Dec. 31, 2011	Actual Collection Sites Dec. 31, 2010	Actual as Percent of Year 2 Target
Garages	2,501	4,256	2,515	170%
Municipal Waste Management Site	65	426	398	655%
Tire Retailers	12,800	1,952	3,029	15%
Mass Merchants	308	298	117	97%
Other Private Collection Sites	30	300	303	1000%
Total	15,704	7,232	6,361	46%

**Decreases in quantities of Collectors registered in certain categories are as a result of reclassifications of Collector type into another category.*

In 2011, used tire collection was 162,746 tonnes, or approximately 109 per cent of the restated collection objective. On-Road tire collection was 143,642, or 117 per cent of plan target, while OTR tire collection was 19,103 tonnes, or 71 per cent of plan target.

In 2011, Ontario Tire Stewardship also managed 62 Special Tire Collection (STC) events which resulted in the collection of approximately 174,000 tires. The majority of these events were either hosted by municipalities as part of their regularly held collection event days, or were requested by residents in rural and/or agricultural areas where accumulations of scrap tires were used for silage or other purposes.

Through 2011, Ontario Tire Stewardship has undertaken an analysis of expected volumes of used tires available for collection compared to new tires supplied, taking into account tire wear on tires in all categories and the impact of winter tire sales in the PLT tire category. As a result, Ontario Tire Stewardship will be including a discount factor on both PLT and OTR tonnes of tires available for collection versus tonnes of tires supplied in future reporting.

Ontario Tire Stewardship has also undertaken an analysis of reported tonnes of OTR tires being collected compared to actual volumes being delivered for recycling and reuse as a result of the significantly higher tonnes of OTR tires being reported as collected as compared to expected volumes. Issues identified include misclassification of tires (for example a Small OTR tire being indicated as a Large OTR tire on the Ontario Tire Stewardship manifest) in the field by Collectors and Haulers. This leads to an artificial increase in the tonnes of tires reported as collected that must subsequently be reconciled with actual deliveries to recycling (all deliveries are weighed at a Processor). Ontario Tire Stewardship has taken steps to implement processes to reduce this issue going into 2012.

Ontario Tire Stewardship-registered Haulers delivered 122,705 tonnes of tires to Ontario Tire Stewardship registered Processors in 2011. Of this quantity approximately 87 per cent were delivered to Processors located in Ontario, while 13 per cent were delivered to Processors registered with Ontario Tire Stewardship but located outside of the province. However, there was a significant variance between the On-Road and Off-Road Tire categories, with 92 per cent of Passenger & Light Truck (PLT) and Medium Truck (MT) tires being delivered to in-province Processors, while 48 per cent of Off-Road tires were delivered to in-province Processors. Ontario Tire Stewardship is exploring options to increase Off-Road tire processing capacity in Ontario in future years.

2011 Deliveries to Processors

Destination	Tire Type			Total	Percent of Total Tonnes Delivered	2010 Percent of Total Tonnes Delivered
	PLT	MT	OTR			
In Province Deliveries*	78,099	24,252	7,058	109,409	87%	78%
Out of Province Deliveries	4,935	4,380	7,508	16,823	13%	22%
Processor Cull (-ve)*	-2,827	-688	-13	-3,528	3%	0%
Total Deliveries	80,206	27,944	14,554	122,705		

*'In Province Deliveries' is inclusive of 'Processor Cull.'

Used tires are culled for reuse at all three levels of the whole used tire management chain. Cull for reuse (either for sale as used tires in domestic or export markets) or retreading occurs predominantly at the Collector and Hauler level, while a limited amount of cull for reuse occurred at select Ontario Processors. Overall, PLT tire tonnes sent for reuse were approximately 14 per cent of collected tonnes. While not specifically estimated in the approved Plan, Ontario Tire Stewardship did track reuse of both MT and OTR tires at 17 per cent and 12 per cent respectively.

Total 2011 Reuse vs Retreading

	PLT	MT	OTR	Total	Percent of Reuse	Percent of Reuse 2010
Reuse	13,168	5,464	1,290	19,921	95%	93%
Retread	7	296	812	1,114	5%	7%
Total	13,174	5,759	2,102	21,035		



Appendix E:

Scrap Tire Processing & Manufacturing

The 2011 calendar year has seen overall processing capacity in the province of Ontario increase. Existing Processors continued to expand their processing capacity, specifically for On Road tires, with several processors adding new capital equipment, altering processing lines and increasing overall efficiency in their plants. 2011 also saw the arrival of several new market entrants resulting in further processing capacity for On-Road tires, predominantly in Southern Ontario.

As On Road tire processing capacity expanded, there was a notable decrease in the number of deliveries that were sent to out of province destinations. Substantial processing capacity came online towards the third and fourth quarters, which has minimized the need to send material out of province for processing. The quantities of higher-value tire-derived production increased significantly in 2011 over 2010. This is consistent with the expected market maturation and incremental higher-value processing capacity coming on-line in the province.

Although Off-Road tires continued to be sent out of the province for processing several processors made strides towards increasing their capacity for these types of tires, however to a lesser extent than for On-Road tires.

Ontario Processors are paid incentives upon proof of sale of the tire-derived products produced to an approved end-use. These Processing Incentives (PIs) are tiered to recognize the production of higher-value tire-derived products and the levels of investment required to produce these products.

Ontario Tire Stewardship Tire-Derived Product (TDP) Categories

Product	Description
TDP 1	95% minus 20 mesh, free of steel
TDP 2	80% minus 8 mesh, free of steel
TDP 3	Minus 1/4" sieve, free of steel
TDP 4	Fabricated products such as blasting mats etc. must utilize at minimum 75% of the tire weight
TDP 5	Primary Shred used as Tire Derived Aggregate or as a feeder stock for Crumb Rubber production

2011 Tire-Derived Product Production

Tire Category	TDP Type	Weight (TN)	2010 Weight (TN)
On-Road Tires	TDP 1	4,025	2,679
	TDP 2	21,155	34,436
	TDP 3	13,580	9,173
	TDP 4	4,464	3,609
	TDP 5	32,620	41,890
	Total	75,844	91,787
Off-Road Tires	TDP 1	110	907
	TDP 2	1,148	95
	TDP 3	697	818
	TDP 4	0	879
	TDP 5	8,464	13,248
Total		10,419	15,947

Total tonnes reported may not directly correlate to quantities for recycled rubber reported in the overall diversion chart due to late reporting of actual TDP production by Processors.

2011 Residuals Management

End Use	Material Type			Total	Percent of Total Residuals	2010 Percent of Total Residuals
	Fluff	Steel/Metal	Other			
Recycled/Reused	38	10,779	0	10,817	46%	66%
Disposal	5,328	0	7,472	12,800	54%	34%
Total				23,617		

In 2011, Ontario Tire Stewardship launched a fully developed Manufacturing Incentive (MI) program in Ontario. Through this program Recycled Product Manufacturers (Recycled Product Manufacturers) manufacturing moulded, calandered or extruded products using Ontario recycled rubber were eligible for Ontario Tire Stewardship incentives on every tonne of this material used in the finished product sold into the marketplace.

Similar in result to the Processing Incentive program, the introduction of the MI program has stimulated significant incremental activity in the Ontario market. Existing Recycled Product Manufacturers both shifted their sourcing of recycled rubber from out of province suppliers to in-province ones, and invested in the development of incremental capacity, adding equipment, workers, product offerings and customers. In addition to the existing Recycled Product Manufacturers operating in the province at the start of 2011, two companies opened facilities in Ontario and a third plant, currently in development, is expected to come on-line in mid-2012.

2011 Tire-Derived Products Used in Ontario Recycled Products

Product Type	Weight (TN)
Moulded	7,962
Calandered	15,577
Total	23,540

Appendix F:

2011 Used Tires Diversion Summary

	Plan Target	Actual	Previous Year
PLT Tonnes		2011 Year to Date	2010 Year
Supplied into Marketplace	102,961	98,958	100,458
Available for Collection (1)	102,446	98,958	100,458
Collected	102,446	92,771	93,695
Reused (2)	15,367	13,174	9,738
Actual Input to Recycling		80,206	76,112
Processor Inventory Carryover From Previous Year		11,449	10,389
Material Available for Recycling		91,656	86,501
Material Losses & Disposal	8,708	8,335	3,217
Recycled (Rubber)		56,125	67,004
Recycled (Steel)		7,579	4,796
Recycled (Fibre)		28	35
Total Tonnes Recycled	78,371	63,732	71,835
Total Tonnes Diverted	93,738	94,890	96,212
Reduction Rate	0.5%	0%	0%
Collection Rate	100%	94%	93%
Reuse Rate	15%	13%	10%
Recycling Rate	85%	81%	80%
Recycling Efficiency		89%	100%
Diversion Rate	91%	96%	96%

MT Tonnes			
Supplied into Marketplace	26,296	37,559	33,186
Available for Collection (1)	26,164	37,559	33,186
Collected	26,164	34,042	36,982
Reused (2)		5,759	3,684
Inventory at Haulers		-670	2,322
Actual Input to Recycling		27,944	29,358
Processor Inventory Carryover From Previous Year		5,724	3,216
Material Available for Recycling		33,668	32,574
Material Losses & Disposal	2,578	2,929	246
Recycled (Rubber)		19,719	24,782
Recycled (Steel)		1,971	1,819
Recycled (Fibre)		10	3
Total Tonnes Recycled	23,202	21,700	26,604
Total Tonnes Diverted	23,202	35,065	38,253
Reduction Rate	0.5%	0%	0%
Collection Rate	100%	91%	111%
Reuse Rate	0%	15%	11%
Recycling Rate	99%	77%	95%
Recycling Efficiency		87%	106%
Diversion Rate	89%	93%	115%

	Plan Target	Actual	Previous Year
OTR Tonnes		2011 Year to Date	2010 Year
Supplied into Marketplace	82,236	20,831	14,323
Available for Collection (1)	81,825	20,831	14,323
Collected	20,456	29,183	31,763.75
Reused (2)		2,102	1,582.96
Actual Input to Recycling (3)		14,554	15,900.92
Processor Inventory Carryover From Previous Year		-249.84	1,563
Material Available for Recycling (4)		14,304	17,464.28
Material Losses & Disposal	1,023	1,536	601.68
Recycled (Rubber)		10,419	15,947.52
Recycled (Steel)		1,229	1,158.38
Recycled (Fibre)		0	6.53
Total Tonnes Recycled	19,434	11,648	17,112.43
Total Tonnes Diverted (5)	19,434	15,771	21,545.66
Reduction Rate	0%	0%	0%
Collection Rate	25%	140.09%	221.77%
Reuse Rate	0%	10.09%	11.05%
Recycling Rate	25%	123.05%	192.14%
Recycling Efficiency	95%	95.56%	114.31%
Diversion Rate	23.75%	75.71%	150%

NOTES

1. Tonnes of Tires available for collection is equivalent to Tonnes of Tires Supplied by Stewards
2. Reuse includes sales of used tires and retreading
3. Tonnes of Tires delivered to approved Processors
4. Tonnes of Tires in inventory at Processors at the time of reporting
5. Includes % of tonnes of tires in inventory at time of reporting will be diverted. The % is based on 2010 diversion rate of Ontario Processors

***“Restated Target” is adjusted from the targets set out in the approved Plan based on revised estimates of quantities of new tires “Supplied into Marketplace” and “Available for Collection” in the lead up to program implementation.*

Appendix G:

Industry & Consumer Market Development Summary

With diversion rates exceeding targets in 2010, Ontario Tire Stewardship was able to focus more resources in 2011 toward market development and the implementation of strategic initiatives to grow demand for recycled tire products in the Ontario market. Ontario Tire Stewardship's goal is to be a leading advocate for the merits of tire-derived products (TDPs) in Ontario, and to lead and accelerate the adoption of these products by consumers and the sustainable building and design industry in Ontario (and beyond).

2011 Industry and Consumer Events

1 st Quarter			
	January	February	March
Collection Events			
Industry Shows/Conferences/Events	- CalRecycle Tire Conference	- First Nations Waste Diversion Workshop	- PRO Forum - OARA Conference - Green Building Summit
Consumer Shows		- National Home Show	- Ottawa Green Expo
Tire Life Check (TLC) Tour			
2 nd Quarter			
	April	May	June
Collection Events		- OARA/Ontario Tire Stewardship Tire Take Back	
Industry Shows/Conferences/Events	- Powerstream Sustainability Fair	- Municipal Waste Association - Ontario Small Urban Municipalities - Bridgestone Tire Safety Week Event	- Tire and Rubber Summit
Consumer Shows	- Green Living Show	- Eco-Wheels	
Tire Life Check (TLC) Tour			oo ooooooooooooooooooooo
3 rd Quarter			
	July	August	September
Collection Events			- CAA/Ontario Tire Stewardship RecycleDrive
Industry Shows/Conferences/Events	- Ontario Tire Dealers Association Conference	- Association of Municipalities (AMO) Conference - First Nations Council Meeting	- Conference on Canadian Stewardship
Consumer Shows		- Toronto Live Green Festival	
Tire Life Check (TLC) Tour	oooooooooooooooooooo	oooooooooooooooooooo	oooooooooooooooooooo
4 th Quarter			
	October	November	December
Collection Events			
Industry Shows/Conferences/Events	- Greenbuild/Canada House	- Ontario Tire Stewardship Student Landscape Design Challenge	
Consumer Shows			
Tire Life Check (TLC) Tour			

Appendix H:

Ontario Tire Stewardship Industry Audit Program

In 2011, Ontario Tire Stewardship expanded its audit program, adding resources to deliver the objective of creating a fair and level playing field for all program participants.

For Stewards, the audit methodology was driven by our commitment to validate and ensure fair market activity within the tire recycling industry. The program had two main areas of concentration, one on Stewards representing more than 85 per cent of our revenue and the other in response to concerns raised by Stewards regarding potential inequities in the market.

In particular, Ontario Tire Stewardship received comments from Stewards regarding growing grey market activity in the MT tire category, and in the motorcycle/sporting equipment category. Stewards provided useful direction to Ontario Tire Stewardship regarding avenues to pursue, and Ontario Tire Stewardship is continuing to follow-up on these industry-generated leads.

Ontario Tire Stewardship initiated an information sharing arrangement with the Ministry of Environment's (MoE) Investigations and Enforcement Branch (IEB). The IEB helped Ontario Tire Stewardship to pursue a number of organizations that had been identified by Ontario Tire Stewardship as having a high potential for being Stewards but had been unresponsive to Ontario Tire Stewardship outreach. Ontario Tire Stewardship continues to work with IEB to expand this effort, especially given the industry-wide concerns about grey market activity.

In 2011, Ontario Tire Stewardship also launched the penalty program for Stewards who did not submit their Tire Stewardship Fee (TSF) Remittance Report within the timelines specified in the Rules for Stewards, and was successful in significantly reducing late payments by the end of 2011. Overall, Ontario Tire Stewardship was able to recover approximately \$200,000 in TSF through Steward audits.

The audit methodology for operational stakeholders included a focus on multi-role participants as well as organizations with high rates of deliveries to non-Ontario Tire Stewardship registered outlets.

Ontario Tire Stewardship significantly expanded its Hauler audit focus given the prominent and central role these stakeholders play in tire movements. Many of the hauler audits involved reviewing collector accounts they service as well as non-hauler accounts they may have had with Ontario Tire Stewardship. As a result of Hauler audits and reviews, Ontario Tire Stewardship reassessed haulers over \$735,000. Key findings included a lack of supporting documentation for hauling activities such as reuse and altered used tire shipment manifest forms.

In reviewing Processors and Recycled Product Manufacturers (RPMs), Ontario Tire Stewardship recognized findings centered mainly on incorrect tire-derived product category classification claims, resulting in the tire-derived product attracting a higher TI than would otherwise be warranted. In this category, Ontario Tire Stewardship reassessed over \$115,000 from Processors.

Collectors were also evaluated and audited. The most common issues identified during the audits related to the inability of some to provide adequate support for the origination of quantities of used tires claimed as collected. Overall, Ontario Tire Stewardship reassessed collectors for over \$125,000.

Ontario Tire Stewardship continues to increase the focus on compliance with the program rules and contractual obligations of stakeholders. Building on the relationship with the IEB and increasing audit resources more comprehensively review Stewards and operational stakeholder files will be key priorities going forward.

	2011	
	Audit	Adjustments
Collectors	74	45
Haulers	32	28
Processors	3	3
RPMs	2	2
Stewards	9	7
Total	120	85

Appendix I:

Stakeholder Communications

Ontario Tire Stewardship continually aims to ensure feedback is sought from all program participants regarding the ongoing operations of the Ontario Used Tires Program. Stakeholders (i.e. Stewards, Collectors, Haulers, Processors and Recycled Product Manufacturers) provide valuable information to Ontario Tire Stewardship on an ongoing basis to help deliver an effective program. To facilitate communication, stakeholders are invited to participate in consultation sessions provided with timely updates to program changes and receive updates on the program's achievements and targets. The chart below outlines key stakeholder communications that have been undertaken in 2011.

Through the Ontario Tire Stewardship Technical Committee, the organization solicits feedback from the Ontario tire recycling industry on emerging market trends, program operation and proposed operational changes to the program. This Committee serves as a steady sounding board and venue for Ontario Tire Stewardship and the operational stakeholders (i.e. Collectors, Haulers, Processors and Recycled Product Manufacturers) to collaboratively identify issues and devise solutions proactively. The Technical Committee also provides volunteers for sub-committees for targeted policy and procedure development, which are then brought back to the larger group for discussion.

In the event of program changes that uniquely or disproportionately affect a specific group of operational stakeholders (for example changes to Transportation Incentives and its impact on Hauler operations), Ontario Tire Stewardship engages the stakeholder group specifically through targeted consultations, and brings the proposed changes to the broader Technical Committee. Through this broad and deep consultation process, Ontario Tire Stewardship has been able to successfully (with support from the stakeholders) implement a range of operational enhancements and changes which have resulted in more efficient program operations, lower program costs and enhanced tire movement traceability and oversight by Ontario Tire Stewardship.

Type of Ontario Tire Stewardship Activities	Date of Activity	S.	C.	H.	P.	RPM
Collector Adjustments for the 2011 Program Year	January 1, 2011		○			
Out of Province Processing and Hauling					○	
Incentive Announcement	January 5, 2011				○	
Hauler Consultation Session	January 12, 2011			○		
Technical Committee Meeting	January 26, 2011		○	○	○	○
Technical Committee Meeting	March 9, 2011		○	○	○	○
Collector Filing Webinar & Conference Call	May 4, 2011		○			
2010 Stewards Adjustments Deadline sent to Stewards	May 17, 2011	○				
Steward Training Session Webinar	May 26, 2011	○				
Ontario Tire Stewardship R&D Program - Call for Proposals	May 27, 2011	○	○	○	○	○
Steward Training Session Webinar	June 1, 2011	○				
Hauler Claims Training Webinar (online overview)	June 15, 2011			○		
New Processor Claims Training & Webinar	June 16, 2011				○	
Steward Training Session Webinar	June 22, 2011	○				
New Processor Claims Training & Webinar	June 23, 2011				○	
Technical Committee Meeting	June 29, 2011		○	○	○	○
(REOI) Ontario Tire Stewardship Crumb Rubber Supply for Rubberized Asphalt Paving Projects sent to Processors	July 4, 2011				○	
25 Millionth Tire Announcement	August 9, 2011	○	○	○	○	○
New Hauler Claims Training	September 7, 2011			○		
New Hauler Claims Training	September 16, 2011			○		
Technical Committee Meeting	October 19, 2011		○	○	○	○
Hauler 2012 Transportation Incentive Session	November 1, 2011			○		
Steward Consultation Session & Webinar	November 7, 2011	○				
Distributors selling to OEMs & Negative Adjustment Form sent to Stewards	November 15, 2011	○				
Technical Committee Meeting	November 16, 2011		○	○	○	○
Processor Reuse 2012: Webinar/Conference Call	November 18, 2011				○	
Subcollector Program Updates	December 1, 2011		○			

S. Stewards

P. Processor

C. Collector

H. Hauler

RPM Recycled Product Manufacturers

Appendix J:

Key Terms & Glossary

CAA South Central Ontario (CAA SCO): An industry partner currently engaged with the Ontario Tire Stewardship for co-branded consumer collection and education initiatives with the annual Green Living Show and RecycleDrive program.

Collectors: Organizations that accumulate used tires from Ontario residents. They are the entry-point for used tires into the management system and play a key role in the operation of the program (i.e. Liberty, CAA, auto repair shops).

Evergreen Brick Works (EBW): A key partner within the environmental and design community and emerging market for Ontario Tire Stewardship. Currently partnered for the annual Student Design Challenge.

Haulers: Has a role of picking up used tires from collectors and transporting them to tire recyclers.

Ontario Association of Landscape Architects (OALA): A key partner within the design community and emerging market for Ontario Tire Stewardship. Currently partnered for the annual Student Design Challenge.

Ontario Automotive Recyclers Association (OARA): An industry partner currently working with the Ontario Tire Stewardship on its annual consumer collection events in Ontario to raise funds for Sunshine Foundation.

OTR: Off-the-Road Tires.

PLT: Passenger Light Truck Tires.

Processors: Companies that have a role of taking scrap tires and processing them into a variety of Tire-Derived Products (TDPs) such as crumb rubber and Tire-derived Aggregates (TDA) that can be used in roads, sports fields and playground surfaces.

Recycled Product Manufacturers (RPM): Manufacturers who use TDPs as raw material, manufacturing them into rubber products such as: mats in skating arenas, mouse pads, car engine components, and subflooring (i.e. Multy Home, SofSURFACES, National Rubber Technologies).

Stewards: Ontario tire importers and manufacturers. Stewards fund the program by remitting Tire Stewardship Fees (TSFs) on all new tires supplied into Ontario (i.e. Goodyear, Michelin, Bridgestone, Firestone, BF Goodrich).

Tire-derived Products (TDP): Innovative products made from recycled tire rubber materials.

Tire Life Check Tour (TLC Tour): An energetic group of in-field experts travelling across cities in Ontario to educate consumers on proper tire maintenance, recycling and tire-derived products that result from proper tire recycling.



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