



Tire and Rubber
Association
of Canada

L'Association
canadienne du pneu
et du caoutchouc

1920-2020

100 YEARS

OF THE

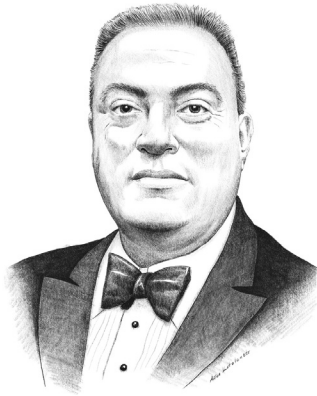
TIRE AND RUBBER ASSOCIATION OF CANADA



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2020 BOARD MEMBERS OF THE TIRE AND RUBBER ASSOCIATION OF CANADA



PAUL CHRISTOU

Chair
Goodyear Canada Inc.



TONY MOUGIOS

Vice-Chair
Michelin North America (Canada) Inc.



MATT LIVIGNI

Treasurer
Continental Tire Canada Inc.



DARIOUS NAYLOR

Bridgestone Canada Inc.



CHRIS BITSAKAKIS

AirBoss of America Corp.

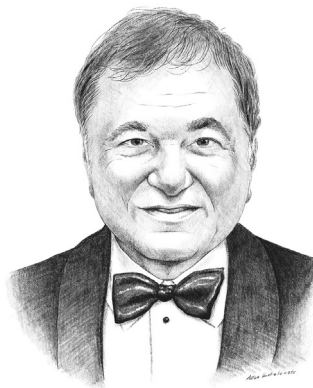


ROBERT RIST

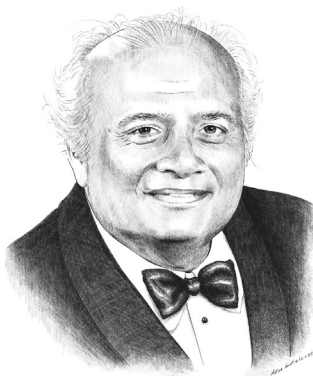
Cabot Canada Ltd.



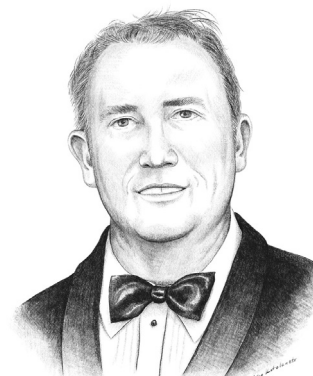
MAUREEN KLINE
Pirelli Tire Inc.



DR. BARRY TAKALLOU
CRM of Canada Processing



KESHAV DAS
BKT Tires (Canada) Inc.



PAUL DOWNEY
Pliteq Inc.



TRAC MEMBERS





Annual General Meeting, 1998. From the left, Jeffrey Simpson, Wayne Barnes, David Lamb, and Doug Hamilton.

PAST BOARD CHAIRS AND PRESIDENTS

YEAR	PRESIDENT	CHAIR
1920	A.B. Hannay	C.H. Carlisle – Goodyear
		W.A. Eden – Dominion Rubber
		W.H. Miner – Miner Rubber
		F.E. Partridge – F.E. Partridge Rubber
		J.D. Hathaway – Northern Electric
		John Western – Dunlop
		E.W. BeSaw – Firestone
		C.H. Carlisle – Goodyear
		W.A. Eden – Dominion Rubber
		C.A. Jones – Seiberling Rubber
1930		F.A. Warren – Gutta Percha & Rubber
		C.H. Carlisle – Goodyear
		W.A. Eden – Dominion Rubber
		C.A. Jones – Seiberling Rubber
		F.A. Warren – Gutta Percha & Rubber
1940		C.H. Carlisle – Goodyear
		W.A. Eden – Dominion Rubber
		W.H. Funston – Firestone
		A.G. Partridge – Goodyear
		G.W. Sawin – BFGoodrich
		J.I. Simpson – Dunlop
		P.C. Jones – Dominion Rubber
		W.H. Miner – Miner Rubber
	G.B. Smith	

YEAR	PRESIDENT	CHAIR
1950		C.C. Thackray – Dominion Rubber
		R.C. Berkinshaw – Goodyear
		I.G. Needles – BFGoodrich
		J.P. Anderson – Dunlop
		C.E. Joslin – American Biltrite
		T.M. Mayberry – Firestone
		John Miner – Miner Rubber
		R.V. Yohe – BFGoodrich
		J.S. Monro – Raybestos-Manhattan
		G.F. Plummer – Dunlop
1960		E.D. Gunn – BFGoodrich
		J.D. Moore – Firestone
		H.D. Glenn – Uniroyal
		H.G. MacNeil – Goodyear
		P.B. Mason – BFGoodrich
		C.H. Allard – Uniroyal
		J.D. Moore – Firestone
		J.R. Hicks – Goodyear
		A.W. Dunn – Goodyear
1970	W.V. Turner	
	Ken Graydon	
	R.A. Broadbent	

YEAR	PRESIDENT	CHAIR
1980	J.D. Moore ●	● C.H. Allard – Uniroyal
		● F.G. Garner – BFGoodrich
		● A.G. Kraemer – Firestone
		● C.H. Johnson – Goodyear
		● S. Smith – Uniroyal
	B.E. James ●	● D.W. Hay – Trent Rubber
		● V.J. Sardo – Firestone
		● Scott Buzby – Goodyear
		● Dave Schaub – Uniroyal
		● Richard Miquelon – American Biltrite
1990		● Jean Pochet – Michelin
		● Bruce McNichol – Bridgestone
		● Eugene Culler – Goodyear
		● Ed Hyjek – Bridgestone
		● Clement Yong – Bridgestone
	Don Campbell ●	● Peter Tekker – Gates Rubber
		● Dan Patrick – Goodyear
		● Xavier Martinez – Michelin
		● Ed Hyjek – Bridgestone
		● Ted Pattenden – National Rubber

YEAR	PRESIDENT	CHAIR
2000	Glenn Maidment ●	● Wayne Barnes – Goodyear
		● Tom Bennett – Michelin
		● Robert Hagerman – AirBoss of America
		● Tom Bennett – Michelin
		● Jean Richard – American Biltrite
		● James Coulter – Goodyear
		● Bob Galway – Bridgestone
		● Robert Hagerman – AirBoss of America
		● James Coulter / Doug Hamilton – Goodyear
		● Peter Allen – Michelin
2010		● Mario Larose – Waterville TG
		● Peter Allen – Michelin
		● Doug Hamilton – Goodyear
		● Jim West – Bridgestone
		● Harold Phillips – Michelin
		● Bernard Grégoire – Hamilton Kent
		● Maureen Kline – Pirelli
		●
		● Paul Christou – Goodyear
		●
2020		● Tony Mougios – Michelin
		●



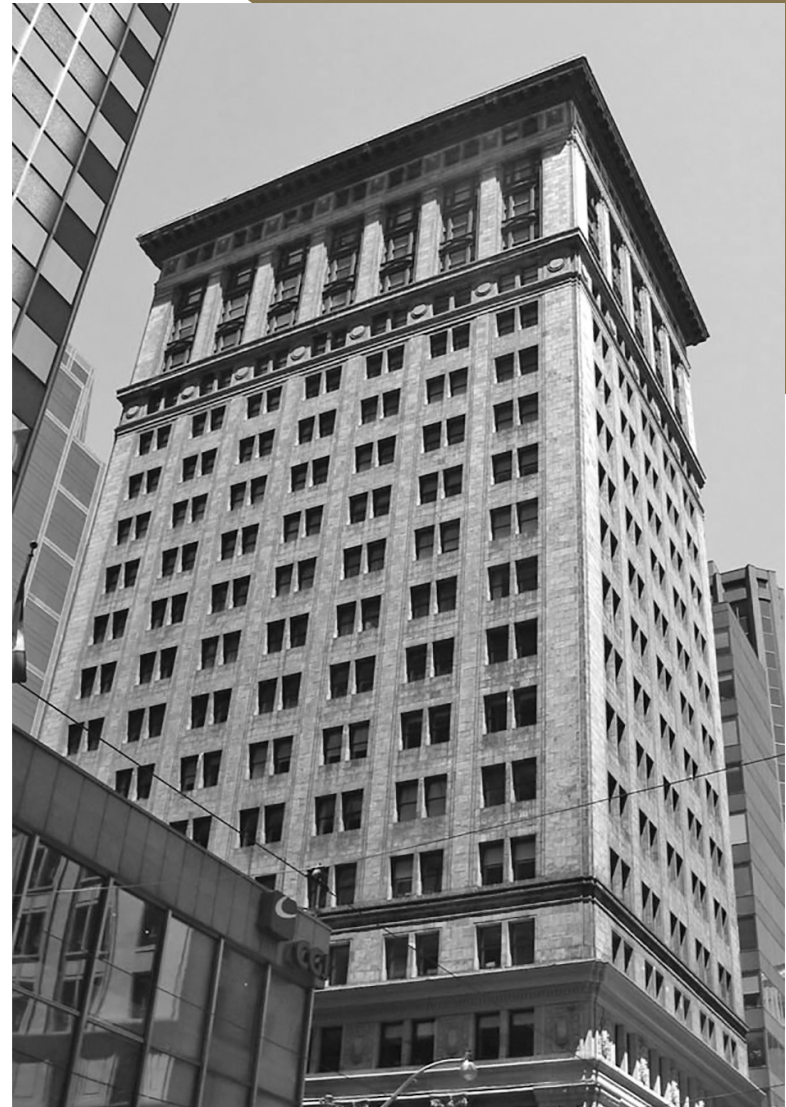
Rubber Association of Canada Hears Sir George Foster at Fifth Annual Dinner, February 1925

1920S: FOUNDING OF THE ASSOCIATION

On January 6, 1920 in New York City, A.L. Viles, the General Manager of the Rubber Association of America (RAA, later named the Rubber Manufacturers Association (RMA), and today's U.S. Tire Manufacturers Association (USTMA)), welcomed a delegation of twelve rubber manufacturers from Canada in the RAA offices. The Canadian delegation included Ames Holden Tire Company, Canadian Consolidated Rubber Co., Dunlop Tire & Rubber Goods Co. Ltd., Goodyear Tire & Rubber Company of Canada Ltd., Gutta Percha & Rubber Ltd., Independent Rubber Co., Miner Rubber Company, and Partridge Rubber Company.

Following discussion on topics of interests to the both Canadian manufacturers and RAA members, the delegation and RAA unanimously concluded that an effort should be made to form an organization among firms of the rubber industry in Canada which could be affiliated with the Rubber Association of America under conditions to be later determined. To this end, a committee was struck to arrange a general meeting in Canada for which the matter might be further discussed to secure definite action. The committee consisted of:

Messrs. A.D. Thornton	Canadian Consolidated Rubber Co.
W.H. Miner	Miner Rubber Company
C.N. Candee	Gutta Percha & Rubber Ltd.
C.H. Carlisle	Goodyear Tire & Rubber Company of Canada Ltd.



The first office of the Association, Royal Bank Building, 2 King Street East, Toronto. (Credit: Bob Krawczyk)

At this point in history, the Canadian organization was thought of as a Section of the RAA. It was agreed that RAA's A.L. Viles will attend this subsequent meeting and A.D. Thornton, as a current member of the RAA, will endeavor to interest other Canadian firms who are not yet members of the RAA to apply for membership as a prior condition to their joining the Canadian section when it is formed.



A.L. Viles, General Manager of the Rubber Association of America in 1920.

On February 4, 1920, a group of interested Canadian rubber manufacturers and A.L. Viles held a meeting at Goodyear Tire & Rubber Company of Canada Ltd. in Toronto, and discussed the forming of a Canadian Section of the Rubber Association of America Inc. By acclamation, C.H. Carlisle was elected Chairman pro tem.



A.B. Hannay became the first General Manager and Secretary of the Rubber Association of Canada.

At that meeting, A.L. Viles presented RAA's latest *Annual Report*, described the nature of the work undertaken by the organization, and noted that members pay a voluntary contribution of three cents per 100 pounds on their purchases of crude rubber, remitted monthly.



C.H. Carlisle of Goodyear Tire & Rubber Company of Canada Ltd. became the Association's first Chairman of the Board.

Victor van der Linde of the Van der Linde Rubber Co. expressed the opinion that a distinctly Canadian organization was needed to deal with the specific problems of Canadian manufacturers.

Victor van der Linde of the Van der Linde Rubber Co. expressed the opinion that while he believed the RAA could do a great deal for Canadian manufacturers along general lines, he also believed that a distinctly Canadian organization was needed to deal with the specific problems of Canadian manufacturers such as traffic and transportation situation, export challenges, industrial relations, and the commercial practices of Canadian manufacturers. After further discussion, it was mutually understood that the Canadian organization, whatever its connection with the Rubber Association of America, would have to operate as a distinctly Canadian association.

C.N. Candee presented a motion that the Canadian manufacturers represented at the meeting place themselves on record as desirous of forming an Association. The motion was seconded by Mr. van der Linde and, when put to a vote, was unanimously adopted. Sensing that the group was prepared to move forward quickly, A.D. Thornton moved a motion, duly seconded, to create a temporary Executive Committee to consist of a Chairman, Vice Chairman and five members be appointed to handle the details of forming an organization to be called “The Rubber Association of Canada”.

In quick succession, the group decided to strike a temporary Executive Committee to empower them to apply for a *Charter*, hire a General Manager, and prepare a draft *Constitution* and *By-laws*.



THE RUBBER ASSOCIATION OF CANADA
ASSOCIATION CANADIENNE DE
L'INDUSTRIE DU CAOUTCHOUC

The Rubber Association of Canada was officially incorporated on March 17, 1920.



Intersection of King and Yonge streets circa 1930. Photograph taken from the top of the Royal Bank Building. (Credit: City of Toronto Archives, Fonds I244, Item I0062)

On March 17, 1920, the still-temporary Executive Committee received its *Letters Patent*, officially incorporating The Rubber Association of Canada.

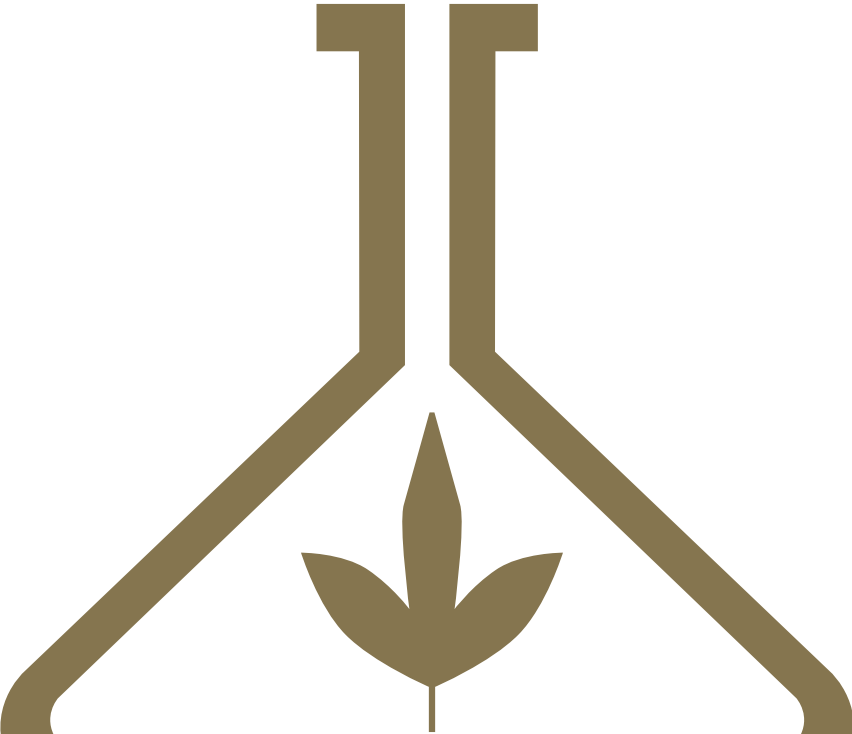
On April 12, 1920, the provisional Board of Directors met at Goodyear’s offices in Toronto to formally elect its Founding Firm Members:

FOUNDING MEMBER COMPANIES	MEMBER REPRESENTATIVE
Ames Holden McCready Tire Company	T.H. Rieder
Canadian Consolidated Rubber Co.	A.D. Thornton
Dunlop Tire & Rubber Goods Co.	J. Western
Firestone Tire & Rubber Co. of Canada	R.H. Jeffers
Goodyear Tire & Rubber Company of Canada Ltd.	C.H. Carlisle
Gutta Percha & Rubber Ltd.	C.N. Candee
Independent Rubber Co.	R.F. Foote
K&S Tire Co.	J. O’Mara
Kaufman Rubber	A.R. Kaufman
Miner Rubber Company	W.H. Miner
Northern Rubber Company	A.D. Dwyer
Oak Tire & Rubber Co.	F.D. Law
F.E. Partridge Rubber Co.	F.E. Partridge
Sterling Rubber Co.	F.L. Freudeman
Thornton Rubber Co.	J. Thornton
Van der Linde Rubber Co.	V. van der Linde

At the same meeting, the members elected their Officers:

Chairman	C.H. Carlisle
Vice-Chair	J. Thornton
Secretary	V. van der Linde
Treasurer	C.N. Candee

The Board of Directors also agreed to hire its first General Manager and Secretary, A.B. Hannay at an annual salary of \$5,000, payable in equal monthly instalments.





Four Association's Presidents: From the left, Don Campbell (1997-2001), Doran Moore (1980-1985), Glenn Maidment (2001-2020), Brian James (1985-1997).



Goodyear Blimp over Toronto Bay circa 1930. (Credit: City of Toronto Archives, Fonds I244 Item 4552)



Toronto Stock Exchange crashed on October 29, 1929. (Photo from 1930s;
Credit: City of Toronto Archives, Fonds 1257, Series 1057, Item 461)

1930S: THE DIRTY THIRTIES

The business conditions in Canadian rubber industry of the 1930s were characterized by high labour costs and difficulty competing with low-cost imports from the U.S. and Hong Kong. The decade became known as the Dirty Thirties due to a crippling drought in the Prairies and Canada's dependence on both raw materials and farm exports.

Canada was one of the countries most affected by the Great Depression, and the Association felt the full impact of the 1930s in similar fashion as its Members. Due to difficult business conditions, the Board of Directors was also forced to cancel the Annual Meeting Banquet Dinner in 1932, and by 1939 its revenues dropped by 75% from the high watermark of 1927-28.

While operating in economic conditions more severe than those of U.S., the association still made important contributions to its membership on two fronts: It successfully lobbied for a reduction in Excise Tax on crude rubber coming from the British Overseas Territories, which translated into \$175,000 of annual savings for the Association's members. In addition, the Association also lobbied successfully to keep high tariffs on imported finished goods and worked with the Federal Government to improve industry statistics reporting.

1940S: INDUSTRY'S CRITICAL ROLE DURING THE WAR YEARS

Rubber was a critical material in virtually every aspect of wartime manufacturing, and the rubber industry and the Association made great efforts to support the War Effort.

The government deemed rubber so important that the rubber industry was completely coordinated and controlled. Prices were frozen and many products were forbidden so the industry could focus on producing goods designed for war. National War Services promoted the salvaging of rubber on a massive scale and, in 1942, Canada moved to tire rationing for the general public with exemption of essential vehicles.

Women's participation on the home front was essential to the War Effort. With men fighting overseas, women stepped up to fill vacant positions in essential jobs en masse and excelled in these roles. Work in factories during the war was the most important role played by women on the home front, though the largest overall contribution by the majority of Canadian women was through unpaid volunteer work, where women began collecting recycled items such as rubber, metal, paper, fat, bones, rags, and glass.

Many senior rubber executives were seconded in support of the war. For example, R.A. Martin, Manager of Dominion Rubber Company was appointed Deputy Controller of Rubber Control, a key section within



Women began collecting recycled items such as rubber, metal, paper, fat, bones, rags, and glass. (Credit: Canadian War Museum, CWM I9890086-523)



Workman removes a synthetic rubber tire from the vulcanizing oven at the Dominion Rubber plant. (Credit: Harry Rowed / National Film Board of Canada)

the Department of Munitions and Supply, a post he held from circa 1940 until the unit was disbanded in 1947.

The Association worked very closely with Rubber Control as a liaison between Government and industry to ensure each company received a proper allotment of rubber and produced the necessary goods for both the War Effort and domestic consumption. The government also created a Crown Agency named Fairmont Corporation with the purpose of coordinating the rubber supply into a common pool and acquisition of scrap rubber. Meanwhile, the Department of Munitions and Supply allocated the production of rubber goods for the War Effort not only for Canada's military but also other members of the coalition. While tires for warplanes, army vehicles, and essential purposes continued to be

produced from high quality rubber, scrap rubber was mixed with crude rubber to make items for domestic use.

The rubber shortage also led Canada and the United States to establish the Polymer Corporation in 1942, which was tasked to develop synthetic rubber. In February 1944, the company started synthetic rubber production in Sarnia, Ontario, making 3,300 tons of oil-based synthetic rubber per month. The production rendered rubber reclamation unnecessary; however, the demand for synthetic rubber was so great that the company still needed to introduce an allocation program for Canadian manufacturers, a system which remained in place until the 1950s. The company was renamed Polysar in 1976. For its importance in the war effort, the Polymer Corporation plant was featured on the \$10 bill between 1971 and 1989.

The Honourable C.D. Howe, Minister of Department of Munitions and Supply sent a letter to the then Chair of the Association, Mr. Paul C. Jones, dated September 12th, 1945. The letter reads:

Dear Mr. Jones:

The last order for military tires is virtually complete, and so comes to an end one of the outstanding contributions made by industry to Canada's War Effort. All tire companies were involved and together they can look back with pride upon the difficulties surmounted in the past six years.

From the initial production of run flat tires to the final development of synthetic, each problem as it arose was faced with a will and determination which from the outset insured success. Production of military vehicles has never halted for lack of tires. Essential domestic requirements were always met.

Please convey to the staff and workers of all companies my deep appreciation of what has been accomplished.

With kind personal regards,
Yours sincerely,

C.D. Howe



Laboratory workers test synthetic rubber in the Polymer Rubber Corporation laboratory, October 1943. (Credit: Harry Rowed / National Film Board of Canada)



In a letter dated September 12th, 1945, addressed to Paul C. Jones, the Chair of the Association, Hon. C.D. Howe (right), Minister of Munitions and Supply, expressed appreciation to the rubber industry for its contribution to the War Effort.

1950S: BLUE SKIES, DARK CLOUDS

In the 1950s, the Canadian rubber industry and economy were in line with high global growth and new investment spurred on by consumer demand for cars, houses, and consumer goods. The suppressed demand for consumer goods in the 1940s meant a boom for the rubber industry and the general economy. The automobile was king, and prospects and opportunities seemed limitless. Then came the Korean War, which led to the *North American Defense Production Sharing Agreement*. The initiative encouraged the resurgence of Canadian manufacturing from the decline which accompanied the shift and adjustment from global war footing to the peace time of the late 1940s. The government saw the economic boom as a prime time to impose additional taxes on select consumer goods, including vehicles, and tires and tubes.

The Association's efforts during this period focused on several fronts, notably on lobbying the Government to lower Excise Taxes, securing

more favourable freight rates from the railroads and steamship lines, and fighting dumping from low-cost producers such as Czechoslovakia, Norway, and Germany. In his Report to Members (circa 1954) G.B. Smith notes: "*Considerable assistance and support was rendered to Cabot Carbon of Canada Ltd. in establishing freight rates on carbon black from Sarnia, ON, to consuming points in Quebec and Ontario.*"

The association also took up the issue of excessive ocean freight rates of Canadian footwear sold to British West Indies. Government took up the issue with Steamship Companies and matters were resolved to industry's satisfaction.

But the dark clouds from the late 1940s rolled in. After a period of hearings – October 1948 to December 1949 – the government charged the Association and many of its members with price fixing under the *Combines Investigation Act*. The accusation stemmed from the legitimate effort in the mid-1930s and through the war years, when Government

In a response to 15% Excise Tax on tires and tubes, Association's General Manager G.B. Smith writes: "It is an economic absurdity that products which are used mainly in beneficial productive activities should be taxed at the same level as jukeboxes and the like."

bodies imposed price controls on multiple products including rubber goods. During this time, rubber manufacturers were mandated to maintain consistent pricing in order to prevent wartime profiteering. If the Government allowed industry to raise prices, the member companies' sales managers would meet at the Association, and agree on the price increase and its effective date; and the Association would then send an open letter to all members confirming the price increase. Perhaps out of habit or ease of doing business, the industry continued this practice even after the price controls were lifted after the war.

At the Board meeting in December 1953, the Board agreed to plead guilty to the charge to minimize the cost and reputational damage to the industry. The Association paid a \$20,000 fine as did several member companies.

The Government learned about the industry practice and price fixing only when they received identical prices on all rubber products on a tender.



1960S: POLICY, SAFETY, AND EDUCATION

The 1960s saw Canada adopting a new national flag in 1965 and Canadian Centennial celebrations of 1967. This was a decade of Canada making its independent mark on the world. The country worked to define a culture of its own as well as make a name for itself through technological innovation. Some of the notable Canadian technologies born in this era were atomic clock, IMAX Movie System and Canadarm.

Taxes and tariffs continued to represent a significant part of the Association's mandate and issues of tire standards and safety also started to take the front seat. Prior to the 1960s, no established quality standards existed for passenger car tires at the time, and so the Canadian Standards Association asked the rubber industry to act on this matter. As the RMA created its minimum standards for the U.S. in 1964, the Association took steps to introduce similar guidelines for Canada. The Ontario Ministry of Transport adopted the *V-I Standards* into the law and established appropriate enforcement regulations in 1967.



Product standards, public policy, driving safety, and education came into focus in 1960s.

The Canadian Standards Association later adopted the *U.S. Federal Standards* which would be adopted by four provinces.

Public policy, driving safety, and education also came into focus. The Association worked with the Canadian Highway and Safety Council on promoting highway safety, producing and distributing video clips about safe summer and winter driving, and also sponsoring the Canadian Boy Scouts Association at the Expo 67 held in Montreal.

In this decade, the Association also conducted intensive work on tax and tariff issues. The major work focused on the *Automotive Products Trade Agreement* of 1965 and the Canada-US Auto Pact, which led to the integration of Canadian and U.S. auto industries into a shared North American market. The safeguards built into the Auto Pact led to a parallel expansion of the rubber manufacturing industry to meet the increased demand for tires, tubes and automotive rubber components.

Statistics and industry reporting remained the key value to the Association's membership, and encompassed all major market segments (tires, footwear, etc.). Meeting reporting and delivery deadlines always represented a major concern for the Association members to a point where member companies' presidents would step in if issues or delays occurred.

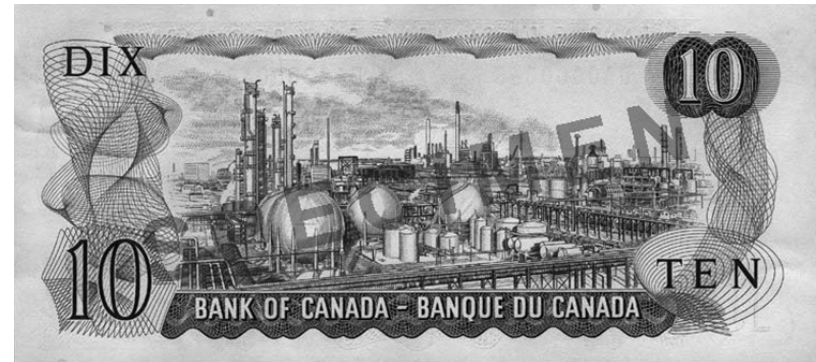
1970S: TRADE, TARIFFS, AND STANDARDS

Marking its 50th anniversary in 1970, the now highly-respected industry Association continued to build its industry relationships and footprint. Its work included stakeholders such as the Canada Safety Council and Canadian Council of Motor Transportation Administrators (CCMTA). The Association also started to expand its reach internationally by taking up the offer to work with the International Organization for Standardization (ISO). The Association continues to work with all these organizations to this day.



**Ken Graydon, President
(1972-1977)**

The industry and the government continued to work on creating Canadian tire standards. This topic grew into prominence in the industry during the 1970s, with conversations ranging from manufacturing to on-road safety. One of the main goals for the Association was to create a standard that would encompass the whole federation rather than individual provinces. The Association worked closely with both the CCMTA to create standards that would meet the needs of the Canadians and the RMA to create standards that would work across North America.



For its strategic importance in the war effort, the Polymer Corporation (later Polysar) plant was featured on the \$10 bill between 1971 and 1989. (Credit: Bank of Canada)

The Association has been working with the ISO since it first represented Canada at the plenary session of the Technical Committee 31 (TC31) in 1971. The Association's current Tire Technical Committee is responsible for development of Canadian tire standards and coordinating its work with the U.S. and the RMA (today's U.S. Tire Manufacturers Association); and the two organizations had established a subcommittee to keep abreast of the international standards being developed by the ISO.

Due to Canada's strong market presence in production and development of earthmover tires, the Association also took on a leadership role as the Chair and Secretary of the Subcommittee 6 (SC6, established in 1980) which is responsible for earthmover tire standards. In 1982, Canada hosted its first international meeting of TC31/SC6

in Ottawa and has since hosted delegates from the international tire community on five separate occasions. The Association continues to represent Canada and the industry at the regular TC31 and SC6 international plenary sessions.

Free trade and tariffs remained the main topics the Association tackled in the 1970s as well. Canadian manufacturing continued its struggle to compete in the global markets with higher production and distribution costs, and higher taxes. The rubber industry was seeing low-cost imports and “dumping” in the consumer products category (such as footwear), as well as an influx of competitive tire products from the U.S. and Japan. Facing these challenges, the industry and the government continued the discussion of free trade vs. protectionism. While the tire companies



International ISO Meeting Hosted By TRAC, Chateau Montebello, Québec

**The Association has been working
with Canada Safety Council,
CCMTA and ISO for 50 years.**



CCMTA | CCATM
Canadian Council of Motor Transport Administrators
Conseil canadien des administrateurs en transport motorisé

saw tariff reduction as a challenge to the industry, the government was not interested in creating import restrictions or tariff schemes, and rather sought ways to make the Canadian tire and rubber industry more competitive through increased manufacturing productivity.

At the same time, the Canada-US Auto Pact (the *Automotive Products Trade Agreement* of 1965) continued to grow the Canadian automotive industry. Canada’s share of North American auto production rose from 7.1% in 1965 to 11.2% in 1971 and moved from an automotive industry trade deficit to a modest surplus in 1970.

With the growing variety of tire products, and with winter tires starting to take their rightful place in the Canadian market, the Association also started to conduct winter tire testing.

The industry also saw Michelin opening a tire manufacturing facility in Waterville, Nova Scotia. The facility was built under very favourable conditions and support from the local and federal governments, which ended up creating a rift within the industry and Association membership as other manufacturers sought similar advantages from the government to remain competitive.



In 1970s, the office of the Association was located in the Union Building at 212 King Street West, Toronto. (Credit: Bob Krawczyk)

RECOLLECTIONS FROM PAST PRESIDENTS



Don Campbell
(President, 1997-2001)

Until the year 1979, my only experience with rubber was to buy a new set of tires for my ancient and well-used second-hand car. In this year I had an opportunity to become a Commerce Officer at what was then the Department of Industry, Trade and Commerce. In the Automotive Branch, I was to learn about and be responsible for, you guessed it, the Canadian rubber industry. I took over this sector from none other than Bill Turner, an individual who had previously spent time as the President of our own Association. Bill's first advice to me was to not only learn as much as possible about my new industry, but to get to know the people involved. And with that he disappeared off to Japan working on a different assignment.

One day, I walked Les Samuels, Canada's official Commercial Envoy in Havana, Cuba, with a story to tell. Les had learned that the Cuban Government central planning was about to make a large purchase of tires and other rubber goods for the coming year. Les's question was, therefore, if the Japanese could sell tires to Cuba, might the Canadian tire producers not also be able to do so?

You see, with the arrival of the Castro regime, Cuba had moved to the Communist system of central planning and all tires used in Cuba were now obtained centrally by the government. While geopolitical relations between Cuba and the U.S. were at a low point, Prime Minister Pierre Trudeau did re-establish diplomatic relations with Cuba, and Canada began to walk the tightrope of maintaining good relations with the U.S. while trying to redevelop commercial relations with Cuba.

And so, I began to contact people in the Canadian rubber companies. Would their company be interested in participating if we were to put together an outgoing Canadian Trade Mission to Havana targeted at buyers for the Cuban government? There were concerns about the U.S. *Trading with the Enemy Act*, but it was nevertheless an intriguing notion to the industry. Eventually, a Trade Mission did come to pass in June 1980. This was during the time when Russians were still present throughout the country in big numbers complete with AK-47s, blond hair, and stainless-steel teeth. Some of the companies present at the Trade Mission were Firestone, Trent Rubber, Treadway Exports, Goodyear, BFGoodrich, United Tire, and others.

Once in Havana, we were promptly ensconced and carefully watched on the 14th floor of Habana Riviera Hotel, built by Meyer Lansky—the Mob’s Accountant. We began a series of meetings with a man by the name of Pastor Martinez, the principal Cuban buyer. Meetings went on sporadically and at odd hours, and we later learned the JATMA people were also in town and the Cubans were working us back and forth.

The mission might well have started as a lark, but the reality was that each company received product orders. We were all booked on the single weekly Air Canada flight for the homeward trip to Toronto. To board the plane, we were required to pass inspection by armed military at the bottom of the boarding ramp. Being ex-military, I had a real respect for soldiers carrying battlefield weapons.

Hard currency was virtually non-existent in the Cuban economy, and so the question of how this product would be paid for was real. Barter trade was the answer, and Canada took sugar, rum, tobacco, cigars, and orange juice as part of the payment process. Because of the U.S. trade embargo, the products went through a Cuban entity in Montreal and sailed only on Cuban ships.

For me as a new Commerce Officer, the whole exercise was a real educational experience: putting together a Foreign Trade Mission,

watching the sales negotiations, learning about evaluating and using barter trade, and shipping to restricted destinations. These experiences were as good as, or even better than, any MBA exercise. I got to meet and know people in the industry, but I still had yet to ever see the inside of a rubber manufacturing plant.


A month later, though, who should appear in my office but Les Samuels once again? He learned that for some unknown reason, the JATMA representatives had not received the remainder of the Cuban tire order and there was still product to be purchased. He suggested that we host an incoming Trade Mission and invite the Cuban buyers to tour Canadian plants and explore the remaining product possibilities. I, once again, approached Canadian companies with the proposition that if the Department of Industry, Trade and Commerce were to host Cuban buyers in Canada, would the companies host them on a tour of their facilities and provide them with entertainment—something we as government could not do. I was to tour a tire plant at last.

In late August I collected Pastor Martinez and his technical advisor (I always wondered if he was Martinez’s “minder”) and took them



to Ottawa. The next day, we toured Goodyear facilities, and later that week we also visited Trent Rubber, Firestone, United Tire, BFGoodrich, and Uniroyal.

With Niagara fruit in full abundance in late summer, the Cubans, coming from a central planning system where food shortages were a fact of life, were astounded. The CEO of Firestone treated the Cubans with generous baskets of Niagara fruit and the MarineLand show in Niagara Falls. On Sunday, I drove the Cubans to Lindsay, Ontario, where the senior officers of Trent Rubber hosted them on a Trent Canal cruise on the boat Lady Patricia that afternoon.



Labour Day Monday we continued our labours of negotiations in Toronto's Royal York hotel and thus we passed the Labour Day week. On Friday, the Cubans boarded the weekly Air Canada flight from Toronto to Havana. They didn't have to pass an armed guard.

I now had begun to meet and get to know the people in our Canadian rubber industry, I had seen several Canadian

manufacturing facilities, and I had begun to learn about the manufacture of rubber products.

The Cuban story was only the beginning. There were many other memorable events while I was still in government and later when I took over the office: The unnecessary and unproductive political firestorm that accompanied the closure of the Goodyear's tire plant in Etobicoke, the saga of the infamous Firestone 500 tire, the loss of Firestone plant in Hamilton, the *Memorandum of Understanding* between the Government of Canada and the industry that led to the duty remission and industry restructuring programs, the arrival of Goodyear's Napanee plant, the issues surrounding the third Michelin plant in Nova Scotia ... the list goes on.

Our industry is one of fundamental essentiality to our way of life but, for the most part, it simply does its job and flies under the radar. Over the years I have met and known many people in our industry. Some were indeed out-and-out characters, others strong-willed almost, driven individuals, but all were unfailingly helpful, courteous, and generous of both spirit and time. To all of you, "Thank You."

Don Campbell, Ottawa, 2019



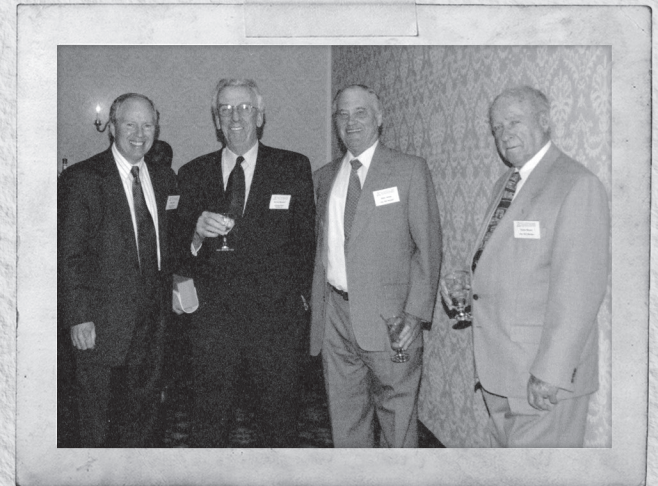
Jean Charest, and 29th Premier of Quebec, speaking at the Association's Quebec Members' event, circa 1993.



Board Meeting, circa 1994. Top, from the left, Gene Culler, Peter Tekker, Bob Pilmer, Wally Hicks, Frank Reeves. Bottom, from the left, Rolf Nutten, Ed Hyjek, Brian James, Clement Yong, Ted Pattenden.



From the left, Glenn Maidment, RAC, Gary Dolson, Goodyear



From the left, Wally Hicks, Richard Miguelon, Brian James, and Doran Moore, circa 1994.



Annual Meeting, 1999. From the left, John Pavenel, Don Campbell, Joe Clark.



Meeting of the Canadian Association of Tire Recycling Agencies (CATRA), 2016.



The Board of Tire Stewardship Manitoba, June 2012. From the left, Joe Casciano, Dave Seifert, Moe Tresoor, David Lamb, and Glenn Maidment.



Association's Holiday employee dinner December 20, 2019. From the left, Barry Yutronkie, Teresa Gawel, David Lamb, Glenn Maidment, Brian James, Helen Theodorou, Ralph Warner, and Michal Majernik.

1980S: COLLAPSE AND RENEWAL

On December 13, 1979, then President of Goodyear Canada, A.W. Dunn wrote a letter to the Association informing them that effective December 31, 1979, Goodyear Canada Inc. and Seiberling Canada Inc. would resign as members. The news was devastating to the organization and quickly raised genuine concern whether the Association could even survive. Not only had Goodyear and Seiberling contributed over a third of the dues, but without Goodyear's contribution to the tire statistical program, the data was virtually worthless. Goodyear offered the Association a financial lifeline and agreed to pay dues for the first six months of 1980. This allowed the Board time to consider their options. To survive, the Association cut the staff to the barest minimum and installed Doran Moore, former Chairman of Firestone Canada, as the new President of the Association.



Doran Moore's mandate as President (1980-1985) was twofold: Return Goodyear to the Association, and persuade Michelin to join.

The following years saw many overtures by Moore and the Association to Goodyear and Michelin. In 1982, Goodyear rejoined the Association, and the Board approved the membership of Michelin North America (Canada) Inc. Bridgestone and Yokohama joined the Association the same year, and Sumitomo Rubber and Toyo Tire joined in 1983.

Goodyear, Michelin, Bridgestone, Sumitomo Rubber, and Yokohama all joined the association in 1982 and 1983.

On February 8, 1985, Moore, now 72 years of age and satisfied in accomplishing his mandate, turned the reins of the Association over to the former President of Dunlop Canada Ltd., Mr. Brian E. James.

North American Free Trade

In the lead-up to the *Canada-United States Free Trade Agreement* (commonly referred to the CUSFTA) which came into effect on January 1, 1989 (and was superseded by NAFTA in 1994) the Federal Government of Canada and industries questioned whether Canadian manufacturing could compete against U.S. companies without tariffs.

The state of rubber manufacturing in Canada was such that the tire and rubber companies operated mainly smaller, purpose-built factories that served specifically the Canadian market. These smaller production lines with shorter production runs came with higher overheads and general production inefficiencies. At the same time, Industry Canada



**Brian E. James, President
(1985-1997)**

was interested in maintaining the percentage of Canadian content in automotive production and “Made in Canada” tire fitments on every vehicle was a good way to achieve this goal.

That is why Industry Canada proposed a *Memorandum of Agreement* (MOA) between the Government and the members of the Association to create and participate in a duty remission plan under the *Financial Administration Act*. The Act allowed rubber companies to claim return of duties paid on imported tires from U.S. in return for new investment in Canada at a three to one ratio, meaning the tire companies received

one dollar for every three dollars reinvested in Canada. This duty remission accrued approximately \$250 million and the industry invested close to a \$1 billion in new tire plants and equipment in Canada. Of course, not all companies were able to take advantage of this plan and, predictably, several Canadian facilities shut down, including Firestone in Hamilton, General Tire in Barrie, and Dunlop in Whitby.

In addition to the MOA, Brian James lobbied for and achieved a 10-year plan for duties phase-out for the tire and rubber industry to help industry prepare for CUSFTA. Thanks to his efforts, the three tire manufacturers operating in Canada – Bridgestone, Goodyear, and Michelin – operate world-class facilities that are fully integrated into their manufacturing operations worldwide. Such is the legacy of Brian James and his successor Don Campbell, both of whom spearheaded the Government’s role in this investment plan.





RECOLLECTIONS FROM PAST PRESIDENTS



Brian E. James
(President, 1985-1997)

At the tender age of 55 I decided to turn down the job of Managing Director of Dunlop Zimbabwe. I was living at the time in England and had charge of the Dunlop Rubber Company (of England) business in the Americas... which is to say: "Canada to Argentina."

I decided that it was time to get away from Head Office, so I asked for an overseas post and was offered Zimbabwe. Of course, I had heard about Zimbabwe and the infamous Mugabe and was not too sure that I could work with him. I went to have a look and saw a country in chaos. The foreigners (English) were having their properties expropriated and Mugabe controlled everything, so I could see a difficult time ahead. I decided that this was not for me and so on the plane returning to London I decided that it was time to retire.

We had been in Canada several times before and felt that this was the country for the rest of our lives. Accordingly, we packed up the house in England and headed back to Canada. We still had our cottage on Stony Lake in the Kawarthas and so that was our home for a few weeks. Quite quickly I heard that the Association had been resuscitated by Doran Moore, but it was still in a questionable situation and Doran was not interested in a permanent position. So, I met with a few of the industry leaders and I took over. The Association was still in a parlous condition, but I forged ahead. The tire companies were the core of the Association and they were especially keen to have the industry sales figures, so we quickly returned to the practice of preparing industry tire statistics. Gradually the members started to perceive that the Association was performing a useful job and it became known as the centre of information for the industry.

At this time, the U.S. RMA took an interest in the RAC and would have liked to take us over. Indeed, a few attempts were made to do this, but we defended the Association on the belief that Canada needed different data from the U.S. Time was to prove that right.

The next challenge was the prospect of Free Trade with the U.S. This involved discussions with the Federal government officials, and we had some great fortune in that we had a friend named Don Campbell in Ottawa.



Don was to prove the best friend in government that the Association ever had. He knew how to get things done in Ottawa and taught us how to best position our case. He became a personal friend of myself and Glenn Maidment, and it was a friendship that lasts to this day. In the Free Trade discussions, it was agreed that Canada would make the sizes needed for Canadian Original Equipment and also make enough for sale to the U.S. replacement market. I believe that this plan worked well for both Canada and the U.S.

The key to my success and that of the Association was, and is, its people—as it is always the case. We hired Glenn Maidment from Uniroyal that was closing its Kitchener operation. He took over the tire statistics and brought in his computer skills, which was still a rare skill at the time. The other outstanding figure was Helen Theodorou who became my secretary and was incredibly good at it. She was outstanding in dealing with our members. She would turn her hand to anything, even bring her sons to the office on a Sunday if we needed to get mail out or had any other kind of deadline to meet. Ours was a small team but we worked well together. When you have the right people, things go well and so it was for us.

The recycling problem became a major challenge for the industry.

The Association took an active part in recycling and in helping industry get involved in finding new outlets for old tires. We even tried some unusual solutions, including complete roofing. I had a rubber roof on my cottage which expanded with heat and looked ridiculous, but eventually the industry found numerous solutions which did work.

I retired at age 65 and Don Campbell retired from his government position and took the reins of the RAC.

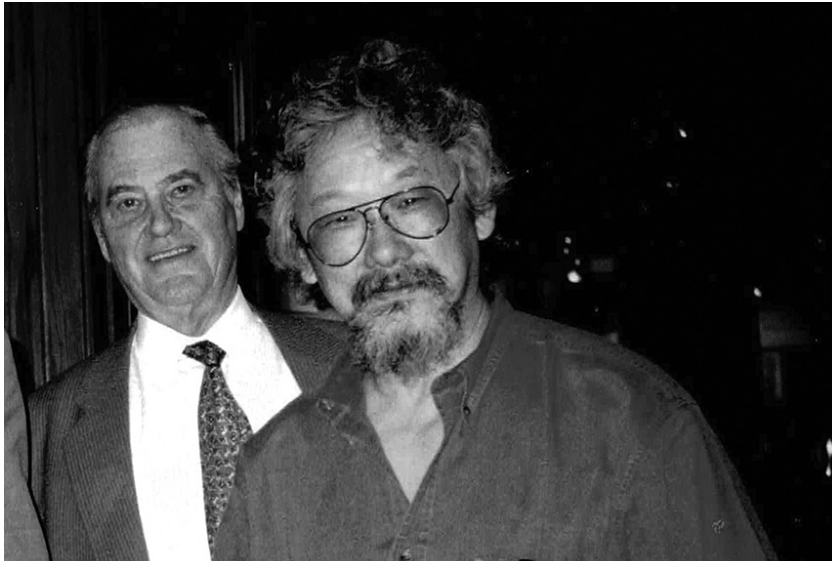
Brian E. James, Toronto, ON, 2019*

*Brian James passed away on February 4, 2020



1990S: GEARING TOWARD SUSTAINABILITY

With massive fires in Hagersville, Ont. and St-Amable, Que., 1990 became the year of the tire fire in Canada. The Hagersville tire fire raged for 17 days in February 1990 and became a daily news feature on national and local TV, newspapers, and radio. This fire came with a final price tag of \$10 million just to extinguish, and it is often credited for awakening governments, industry and public for the need to act on discarded tires. The fire became the pivotal moment and remains a continuous reference point that shapes tire recycling, end-of-life management, and tire sustainability efforts in Canada.



Since the first Rubber Recycling Symposium in 1994, the Association has been conveying the industry's commitment to a sustainable future. In the picture, Brian James and David Suzuki.



Original Rubber Recycling Symposium's logo.

At the time, the Association had already created a Scrap Tire Committee to help industry find solutions and to work with provincial governments on funding models to support this effort. In 1989, Ontario instituted a Tire Tax in response to this problem. While the tire tax was ultimately rescinded in 1993, it spurred investment, drew entrepreneurs, ideas, and new technologies toward end-of-life tire management.

In the coming years, many provinces created scrap tire management programs to address this pressing problem. In 1994 the Association created and hosted its first biennial Rubber Recycling Symposium and brought together key industry stakeholders to work together on this serious issue.

Today, each province has a formal, mandated program for managing end-of-life tires. The Association is actively involved in the management of three such programs: British Columbia, Manitoba, and Ontario. Through its relationship with the Canadian Association of Tire Recycling Agencies (CATRA) the Association takes a proactive role in all provincial tire stewardship programs across Canada.



Spearheaded by the Association, the 3PMS symbol is used worldwide to classify tires designed for winter driving.

Three-Peak Mountain Snowflake

In the 1990s, Canada also became the focal point of the global tire industry and policy makers regarding the link between tires and winter driving safety. The issue came under scrutiny as a result of a coroner's inquest focused on a vehicle collision causing death which was linked directly to the vehicle being equipped with tires not suitable for winter road conditions. The tire industry and policy makers alike recognized the need to classify tires designed for winter driving.

The Association took on the leadership role in creation of global standard with the ASTM F-1805 test method becoming a voluntary, performance-based standard for winter tires. To distinguish the tires that meet this standard the Association also led the development of the Three-Peak Mountain Snowflake (3PMS) symbol. Since 1999, the test and the symbol are used throughout the world to distinguish tires designed for winter driving.



THE ASSOCIATION'S ROLE IN CANADIAN END-OF-LIFE TIRE MANAGEMENT

The saga of tire stewardship in Ontario is much beyond the scope of this commemorative retrospective, though it can be reliably reported that the Association - along with other key stakeholders such as the retailer and independent dealer associations - invested thousands of hours to create a funding and management model that would work for Ontarians and the industry.

Ontario Tire Stewardship (OTS) was created by an agreement amongst its three founding members, the Rubber Association of Canada, Retail Council of Canada and the Ontario Tire Dealers Association, and it received its *Letters Patent* on September 10, 2003, with its primary objective “*to act as an industry funding organization within the meaning of and for the purposes of the Waste Diversion Act (Ontario).*” Though primed and ready to take full responsibility for scrap tire management in the province, it would take another six years before the Government produced an enabling regulation to allow OTS to formally begin operations in September 2009.

Over the course of the next decade, OTS made significant contributions to the state of end-of-life tire management in the province, including attracting over \$70 million of new processing investments in Ontario, directly investing \$6 million in research and



Rethink your relationship with tires



development funding, and \$20 million in public education campaigns. In addition, though a monopoly, OTS reduced tire stewardship fees over 40% during its 10 years of operation.

Success is no protection from the winds of change and OTS, along with the other industry funding organizations in Ontario, was deemed expendable when Ontario passed the *Waste-Free Ontario Act* in November 2016. Though OTS would be asked to terminate operations, tire and other waste stream materials' producers were regulated to take individual responsibility for the goods they supplied to market.

In response, in February 2017 the Association created a federally chartered not-for-profit organization, eTracks Tire Management Systems, to assist tire company members comply with the new regulation. OTS completed its formal wind-up on December 31, 2018 and eTracks began assisting TRAC Members meet their end-of-life tire obligations in January 2019. Though little more than a year old, eTracks is achieving its mandate, demonstrating industry leadership, and offering tangible evidence of TRAC Members' commitment to tire stewardship—today and tomorrow.

Message from Tire Stewardship BC

As the Tire and Rubber Association of Canada celebrates its important milestone, Tire Stewardship BC (TSBC) reflects on British Columbia's three-decades-long relationship with the organization.

British Columbia's tire recycling program resulted from quick action by the province's environment ministry in response to the immense Hagersville tire fire. The ministry wanted to ensure that a similar event would not occur in its jurisdiction and within months designed and implemented the province's inaugural program – Financial Incentives for Recycling Scrap Tires (FIRST) – the earliest program of its kind in Canada. Over FIRST's duration, from 1991 through 2006, program administration was delivered on the ministry's behalf by a team of external resources, several of whom work with TSBC today.

An important component of FIRST was the Scrap Tire Advisory Committee (STAC). Established in 1991, STAC gave program stakeholders an opportunity to provide advice on program policy and operations. Members represented all sectors—retailers, haulers, recyclers, processors, end users, industry associations, and provincial and local governments.

In 2002, the ministry identified FIRST as a candidate for increased stewardship, and in response STAC submitted a Stewardship Proposal led by TRAC representative Don Campbell. Shortly after, tire brand owners and related industry associations met to discuss their future role and responsibilities under stewardship. As a result of these meetings, the President of the Rubber Association of Canada (now TRAC), the President of the Western Canadian Tire Dealers Association (WCTD) and the Vice-President of the Retail Council of Canada (RCC) confirmed their commitment to forming an industry-operated Tire Stewardship BC to manage scrap tires generated in B.C.

In 2003, TSBC incorporated as a not-for-profit society and a first draft of its *Industry Stewardship Plan* was submitted to the ministry, once again led by TRAC. A ministry decision on the submission was delayed by stakeholder consultations, planned revisions to resolve government budgeting matters, and to accommodate an intervening provincial election. With all hurdles cleared in 2006, the provincial recycling regulation was amended to include tires, and agreement was reached on an orderly transition from FIRST to industry stewardship.

On January 1, 2007 TSBC launched the province's new program and never looked back. In 2007, the New Car Dealers Association joined

TRAC, WCTD and RCC in Tire Stewardship BC, adding a representative to its Board. Don Blythe, former WCTD Executive Director and long-time contributor to the tire recycling industry, served as TSBC's Chair from its inception until his passing in 2018. As with FIRST, TSBC continues to be informed by industry on key matters through its advisory committee.

Today, essentially all provincially regulated scrap tires are directed away from landfill to create value-added products, with a lesser proportion used as an industrial fuel supplement. Not only does TSBC live up to its commitment to collect and recycle every scrap tire but does so virtually without complaint from its stakeholders, including the ministry. The dedication of TSBC's directors and staff ensures that every aspect of the program is keeping with the vision of its founders, including TRAC.

TSBC congratulates TRAC on its 100th anniversary and thanks its current and past presidents – Glenn Maidment, Donald Campbell, and the late Brian James – for their valuable contributions to the success of British Columbia's tire recycling industry over the past 30 years.



Recycled tire planters

Message from Tire Stewardship Manitoba

Tire Stewardship Manitoba's (TSM's) roots can be traced back to the Manitoba government's response to the 1990 Hagersville tire fire. The tragedy resulted in the establishment of the Used Tire Management Program in 1992 which went on to recommend the creation of a tire recycling program operated by the Tire Stewardship Board (TSB) in 1995 with Rubber Association of Canada's (now TRAC's) membership represented by the late Brian James. The TSB was governed by a dedicated multi-stakeholder board funded solely by an inadequate government levy structure causing it to fall into a serious financial state that required a complete rethinking of the tire recycling program by government and industry.

After a lengthy period of public consultation and negotiation with the industry, a new tire stewardship regulation was issued by the government and, on the 1st of April 2008, TSM followed closely behind British Columbia and ahead of Ontario as the only other producer responsibility program for tires in Canada. The RAC now being represented by two directors, Mr. Glenn Maidment (Chair) and Mr. David Lamb.

With industry guidance, TSM was able to implement its approved program plan to become a sustainable, self-sufficient, non-profit

enterprise that meets its financial and recycling objectives in short order. In addition to taking on responsibility for the management of all tires sold in the province, with a growing economy and Manitoba's public insurer's winter tire program, TSM successfully responded to a 50% increase in the volume of end-of-life tires available for recycling since 2008, and maintaining the annual recovery of virtually all end-of-life tires that are available for recycling.

TSM has raised more than \$65 million with 100% of funds dedicated to the proud achievement of recycling more than 178,000 tonnes of tires since 2008.

Today, the Tire and Rubber Association of Canada (TRAC) continues to be represented on the TSM board by Glenn Maidment (Chair) and William Bench.

TRAC's industry partners and their TSM Board representatives, Joe Casciano, Retail Council of Canada, Kendale Penner and Ken Essex, Western Canada Tire Dealers, and Geoff Sine, Member-at-Large (Manitoba Motor Dealers Association) congratulate TRAC on its 100th year and look forward to continuing the work of a responsible industry producer organization.

2000-2020 RECOLLECTIONS:
REMEMBERING THE EARLY
DAYS OF 21ST CENTURY



Glenn R. Maidment
(President, 2001-2020)

Keen readers of this book will note an obvious chronological approach to its organization. So when the time came for someone to put pen to paper to describe the key events and challenges and success of TRAC during the past 20 years, TRAC staff looked to yours truly and said, “Well Glenn, you were here, why don’t you do it.” Thanks for asking.

I joined what was then Rubber Association of Canada (RAC) in November 1991 at the kind request of Brian James, who became a lifelong friend and mentor until his recent passing in February 2020. Don Campbell, another lifelong friend and mentor, took over as President from Brian in 1997 until his retirement in 2001, at which point I think the Board of Directors said to themselves: “That Maidment kid (I was 5!!) - do you think he might be ready?” At that time I had already been in the rubber industry for 32 years, having started out in 1969 as a clerk in the heavy-service tire building at what was then Uniroyal Tire in Kitchener, which is the home of current TRAC member AirBoss, and a facility I very much like to visit from time to time as a reminder of a rich personal past of many friends and associates. ... Okay, enough with the personal reminiscences.

2000–2010 Recollections

In July 2001, I presented my first of many *President’s Reports* to my board of directors. Looking back, I am struck by several things: first, just how many different files the Association was involved in at any point in time, and second, I am still amazed how long it can take to come to a resolution on some issues, though often the reason is the government. Case in point, in my first report I noted that *Bill 90* had received first reading in the Ontario Legislature, thereby creating Waste Diversion Ontario, which in turn would create Industry Funding Organizations for tires, electronics, paints, blue box, etc. Many of us worked very hard during that time to create Ontario Tire Stewardship, incorporating it in 2003. It would take another six years (September 2009) before OTS received regulatory approval to do what it was created to do. In that same report we referred to working with Transport Canada to better understand NHTSA’s rule-making provisions under new legislation referred to as the *TREAD Act*—legislation which would consume the tire industry for many years thereafter.

It was also during that time TRAC constructed a *Health & Safety Guidebook*, published in June 2002 and which became the educational manual to support our Safety Group Program, funded by the Workers Compensation Board and which ultimately returned hundreds of thousands of dollars back to members as rebates.

In that same *Report* we wrote of the recent “soft launch” of what would become our Be Tire Smart consumer education campaign, one we successfully run to this day.

Of course, no review of 2001 would be complete without a comment on 9/11. We all remember where and with whom we were. But in strict terms of its effect on TRAC activities, we certainly felt it in the drop in attendance levels of our premier Executive Seminar that fall, and in members’ growing concerns of escalating property insurance rates.

TRAC’s finances were always precarious during this period as we ran deficits three years in a row up to 2002. But with a very successful Rubber Recycling Symposium in Montreal and having moved offices further west to reduce operating costs, we managed to eke out modest surpluses over the coming years. But money was always top of mind as TRAC was knee-deep into the start-up of Ontario Tire Stewardship, Tire Stewardship BC, and Tire Stewardship Manitoba. In fact, in my *President’s Report* from September 2003, I recall the B.C. government looking for the industry to pay them \$8 million to take over the B.C.



The Association launched its first consumer education campaign in 2001 which evolved into Be Tire Smart initiative.

tire program! Five years later, when the program finally transitioned, the B.C. government wrote a cheque to the industry for \$2.1 million. Finding money for the Ontario tire program was equally challenging during the start-up phase. In the end, with TRAC members’ seed funding, Retail Council of Canada’s support, and financing from our key service provider we were able to cobble together enough monies to bankroll the start-up.

Over the next few years, the big policy challenges at TRAC focused on tire stewardship. How would these new provincial organizations be funded and what role should TRAC play on an ongoing basis, if any? Ontario was most adamant about tire producers funding the program, despite overwhelming evidence from other provinces that a retailer-funded program was easy to adopt, administratively much simpler, and very effective. TRAC invested a great deal of energy trying to convince the government to reconsider, ultimately without success. That said, once the Ontario regulation was promulgated in the spring of 2009, TRAC, its members, and all other funding stewards rallied together to make the producer funding model work, and in quick order Ontario Tire

Stewardship became a world-class tire stewardship organization as have the Manitoba and B.C. programs.

By the mid- to late-2000s, a number of earlier TRAC initiatives were well ensconced: by 2007, the Safety Group program had run for five years, returning over a million dollars to Rubber Safety Group members in rebates from WSIB. Our Be Tire Smart consumer education work was complemented by the stewardship programs in Ontario, Manitoba and B.C., among others, and NRCan was still partially helping to fund the program, which allowed TRAC to hire another staff person to help carry some of the load. TRAC published a *Winter Tires Matter* brochure to encourage safe winter driving, which in turn led to TRAC undertaking a major ice traction study, one of the largest performance tests of its kind in the world at the time. The results helped to dissuade Transport Canada from regulating a minimum ice traction standard because the tests demonstrated that ice traction testing was just too variable to be reliable.

Nearing the end of the decade, the Great Recession was taking its toll. Key members like Gates and Dayco had mothballed their Canadian facilities, taking valuable allies and volunteers from TRAC membership. With fewer resources, TRAC faced a very difficult time populating its committees, and leaving more work to staff. A comprehensive membership drive was put in place at the end of the decade which began to bear fruit and take hold over the coming years.



In 2010s, major tire manufacturers started investing in end-of-life tire technologies and solutions, and further committing to natural rubber sustainability.

2010 – 2020 Recollections

The final decade of TRAC's first hundred years was a decade where the industry "woke" to its environmental stewardship and the imperative each member saw as their corporate social responsibility to leave the planet in a better shape for our children's children. In fact, "corporate sustainability," while perhaps a buzzword in some sectors, was for the rubber sector a real and important driver of R&D efforts. We began to see major tire manufacturers investing in large end-of-life tire processors and using recycled rubber material in new production. We saw an emphasis on substituting petrochemicals with renewable biogenic materials, investments in replacement for natural rubber, and also commitments to natural rubber sustainability. For TRAC, this member focus supported the earlier investments in Rubber Recycling Symposium, which began in 1994, and turned the event into an even more important vehicle for conveying the industry's commitment to a sustainable future.

TRAC's work with the provincial tire stewardship programs in Ontario, Manitoba and B.C. parlayed into an important role with the Canadian Association of Tire Recycling Agencies (CATRA) and a long-standing leadership role to guide and nurture Canada's efforts in responsible tire stewardship. The numbers speak for themselves—Canada's success in managing end-of-life tires (virtually 100% diversion rates according to CATRA's data) is unparalleled by world standards, and TRAC and its members can deservedly take some credit for it being so.

Though a not-for-profit organization, TRAC's finances improved modestly but steadily over the decade as the Rubber Recycling Symposium became a more reliable contributor to the bottom-line and more tire companies, tire processors, and other stakeholders recognized the association's value proposition. While membership dues are still the primary source of revenue, TRAC has had no need to raise the fees for the past 10 years, something with which we are particularly pleased.



With the COVID-19 pandemic shutting down business around the world, TRAC members' passenger tire shipments dropped by 70% in April 2020.

As I write these recollections in early May 2020, the world is experiencing a global pandemic called COVID-19, and the economy in North America has been effectively shut down for close to eight weeks. Our members have shuttered their production facilities and only essential businesses may operate. TRAC member passenger tire shipments in April are down 70%, and May is unlikely to be much better—numbers not seen since the Great Depression. But there are signs of hope. Deaths and cases of COVID-19 are leveling off as Canada and the world strive to “flatten the curve”, and Governments across North America are slowly relaxing the emergency measures, albeit very cautiously.

Though difficult to say when things might get back to “normal”, we are personally very confident that TRAC is well-positioned to endure these times and will prosper going forward.

On a more personal note, years ago I did what many people do and looked up the genealogy of my surname which literally means “in the service of Maidens”. At the time, I was somewhat disappointed because it meant that since the beginning of time my family was so far down the totem pole, we were servants of servants. Now that is low! But over time I have come to realize that offering service, be it to your community, your place of worship, your country or, yes, to your employer and industry, can be the most noble and fulfilling of careers. On behalf of my wife and family I want to thank TRAC membership, staff, and our Board of Directors for allowing me to serve your Association for the past 30 years. It has truly been my great pleasure to do so.

Glenn R. Maidment, Cambridge, ON, 2020



Tire and Rubber
Association
of Canada



L'Association
canadienne du pneu
et du caoutchouc

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