

PS&CO

TIRE
Stewardship
BC

2024 TSBC STRATEGIC PLAN FINAL REPORT

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STRATEGIC PLANNING ROADMAP

The objective of the planning session is to guide the board through a strategic planning process that will produce a comprehensive plan to address key opportunities and challenges facing TSBC.

This is achieved through the five step planning process



STEP 1

**WHERE ARE WE
TODAY**

Situation Analysis
(External & Internal)



STEP 2

**WHERE DO WE
WANT TO GO?**

Goals, Mission &
Vision



STEP 3

**HOW WILL
WE GET THERE?**

Strategic Focus
Areas



STEP 4

**WHO DRIVES WHAT
AND WHEN?**

Operations Plan



STEP 5

**ARE WE GETTING
THERE?**

Scorecard and status
updates



SITUATION ANALYSIS

STEP 1

WHERE ARE WE
TODAY?

1. SITUATION ANALYSIS



EXECUTIVE SUMMARY

Tire Stewardship British Columbia (TSBC) is a robust and impactful non-profit organization making significant strides in achieving its mission. The organization's strengths lie in its strong leadership, collaborative relationships, effective operations, and recent investments in brand awareness. These factors have contributed to its positive reputation and influence in the tire recycling industry.

However, the assessment interviews have highlighted certain risks and areas for improvement that should be considered to sustain and further enhance TSBC's momentum. These include governance practices, succession planning, the need for a structured process for innovation funding and investment to implement strategic planning initiatives. By addressing these risks and capitalizing on the opportunities identified, TSBC can continue to make a lasting and positive impact in the industry.

The key business goals identified through the April questionnaire focused on sustainable tire collection, financial stability, sustaining or reducing ADFs, and building sustainable markets. Combined with the SWOT, they provide a solid strategic framework for TSBC's future direction.

1. SITUATION ANALYSIS: SWOT



STRENGTHS

- 1. REPUTATION:** widely recognized and respected in the tire recycling industry for its expertise, effectiveness, and responsible practices. The organization has built a strong reputation through its commitment to environmental sustainability and tire recycling initiatives.
- 2. LEADERSHIP:** Demonstrates a clear and compelling leadership purpose. The board and staff are passionate about their environmental impact and have deep operational experience in the industry. Rosemary is recognized by all for her outstanding leadership.
- 3. OPERATING DISCIPLINE:** Strong focus on operating discipline. The organization demonstrates efficiency and effective resource management, ensuring its operations are well-organized and streamlined. This discipline enables TSBC to deliver its results.
- 4. BRANDING AND CONTENT:** Branding efforts effectively communicate its mission, values, and impact. Additionally, TSBC produces high-quality content that educates and engages its stakeholders, reinforcing its position as a trusted authority in the field.
- 5. PARTNERSHIPS:** TSBC has established strong partnerships with key stakeholders in the tire recycling industry. These partnerships include collaborations with companies like Western Rubber and Northwest Rubber, enhancing TSBC's environmental impact.

1. SITUATION ANALYSIS: SWOT



WEAKNESSES

- 1. FINANCIAL MANAGEMENT:** Demonstrates strong cost management practices but faces limited levers on revenue as it only relies on Advance Disposal Fee (ADF) and investments for revenue management. There is little data for obtaining market intelligence for accurate financial forecasting on ADF.
- 2. BOARD GOVERNANCE:** The board's primary expertise and familiarity with operations limits their capacity to strategize and provide solid governance. The lack of formalization in governance practices exposes board members to potential government scrutiny and legal risks. Instances include the absence of regular governance committee meetings and recent decision-making processes concerning the proposed increase with ADF.
- 3. LACK OF LONG TERM STRATEGY:** The absence of a formal long-term strategy has the potential to impede its future growth and overall success. Without a clear roadmap, the organization may struggle to navigate evolving industry trends, adapt to market dynamics, and seize emerging opportunities.
- 4. SUCCESSION PLANNING:** Lack of succession planning within TSBC which is especially important considering the aging leadership. Failing to proactively address leadership transition and cultivate a pipeline of capable successors poses a risk to the continuity and stability of the organization's governance and operations.
- 5. LEAN STRUCTURE TO GROW:** Lean structure, while efficient, may limit its capacity to manage multiple initiatives, execute a strategic plan and respond quickly to changes in the environment.

1. SITUATION ANALYSIS: SWOT



OPPORTUNITIES

- 1. PUBLIC AWARENESS AND EDUCATION:** Increasing public awareness about tire recycling and the environmental impact of TSBC's programs can enhance support for TSBC's initiatives. Strong progress has been made over the last two years, but awareness has flattened in 2022.
- 2. TECHNOLOGICAL ADVANCEMENTS:** Embracing new technologies in tire recycling was also a frequently discussed opportunity. The interviews highlighted the potential benefits of implementing advanced technologies to improve efficiency and environmental impact.
- 3. PARTERSHIP EXPANSION:** The opportunity to expand partnerships with retailers, processors, manufacturers, government relations and other stakeholders was mentioned to enhance efficiency and revenue. While not as frequently discussed as the previous two opportunities, it still emerged as an important topic in the interviews.
- 4. GROWING DEMAND:** The emergence of trends like electric cars indicates an increase in tire production and, consequently, the need for tire recycling.
- 5. INVESTMENT IN INNOVATION:** Formalizing the investment process for innovation was mentioned, but it may not have been discussed as frequently as the other opportunities. However, it still holds the potential to drive future growth and environmental impact.

1. SITUATION ANALYSIS: SWOT



THREAT

- 1. COSTS OF OPERATING IN BC:** Operating in British Columbia comes with higher expenses, particularly in terms of freight costs due to the vast area that needs to be covered.
- 2. COMPETITION:** Consider the competitive landscape and potential threats from other tire recycling programs or alternative waste management solutions that could affect the program's market position and long-term sustainability. Example E360.
- 3. GOVERNMENT REGULATIONS OR SHIFT IN PRIORITIES:** Any changes in government policies or priorities could threaten the association's financial stability.
- 4. MARKET VOLATILITY:** Evaluate the potential threats associated with market volatility, such as fluctuations in demand for recycled rubber products or changes in the availability and cost of processing and transportation services.



STEP 2

**WHERE DO WE
WANT TO GO?**

GUIDING PRINCIPLES: MISSION, VISION AND GOALS

3. WHAT IS THE MISSION AND VISION



PRINCIPLE	DEFINITION	IMPORTANCE
VISION	Aspirational future state the organization aims to achieve.	Sets the long-term direction, inspiring and guiding towards a desired future.
MISSION	What the organization does daily to achieve the vision, including the how and why.	Defines daily operations and approach, aligning with the vision and purpose.
VALUES	The core beliefs and principles that guide the organization's behavior.	Shapes the culture and ethical framework, ensuring alignment with the identity.
GOALS	Specific, measurable targets aligned with the mission and vision.	Provides clear targets and milestones, guiding progress towards achieving the vision.

2. MISSION & VISION



MISSION

All scrap tires are transformed to the environmental, economic, and social benefit of BC's citizens



VISION

To administer a sustainable, extended producer responsibility program for stewardship of all BC scrap tires designated under the BC Recycling Regulations.

2. GOALS (TARGETS)



PERFORMANCE MEASURES	*ANNUAL TARGET																
Recovery Rate (Total # Units Collected in reporting year / Total # Units Sold 5 years prior to reporting year)	90%																
Percentage Allocation of Scrap Tires % allocation of total tonnes of scrap tires (i.e. all rubber, steel and fibre) processed and shipped	<table><tr><th></th><th>Recycling</th><th>Energy Recovery</th><th>Landfill</th></tr><tr><td>Rubber</td><td>2022 - 23: 88% 2024 - 26: 90%</td><td>2022 - 23: 11% 2024 - 26: 9%</td><td>1%</td></tr><tr><td>Steel</td><td>100%</td><td></td><td></td></tr><tr><td>Fibre</td><td></td><td>98%</td><td>2%</td></tr></table>		Recycling	Energy Recovery	Landfill	Rubber	2022 - 23: 88% 2024 - 26: 90%	2022 - 23: 11% 2024 - 26: 9%	1%	Steel	100%			Fibre		98%	2%
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Steel	100%																
Fibre		98%	2%														
Number of Collection Sites (i.e. registered retailers that will take back a scrap tire from the consumer at the time a new tire is sold)	1,850																
a. Total number of retailers that take back “orphan” tires (return to retailers – R2Rs)	Minimum 25% of R2Rs																
b. Total number of R2Rs in Regional Districts	At least 25% of R2Rs																

**Pending approval from Provincial Government*

2. GOALS (TARGETS)



PERFORMANCE MEASURES	*ANNUAL TARGET
EDUCATION AND AWARENESS	
a. Awareness of where to take scrap tires for safe disposal	56% 2023 61% 2024
b. Awareness of where to go to find information on safe disposal locations	68% 2023 73% 2023

**Pending approval from Provincial Government*



STEP 3
HOW WILL
WE GET THERE?

STRATEGIC FOCUS AREAS

3. WHAT ARE STRATEGIC FOCUS AREAS TIRE Stewardship BC



DEFINITION

Strategic Focus Areas are the key areas an organization chooses to concentrate on to achieve its mission and vision.

RELATION TO MISSION, VISION AND GOALS

They help to narrow down what is important, guiding efforts to achieve the mission and vision of the organization.

LINK TO THE SWOT

The SWOT analysis helps to pinpoint these areas by looking at what the organization does well and the opportunities it has in its environment

WHY IT IS IMPORTANT

Aiding in resource allocation, guiding decision-making, and facilitating team alignment.



3. STRATEGIC FOCUS AREAS



THREE CORE STRATEGIC FOCUS AREAS TO GOALS THAT ALIGN TO MISSION AND VISION

1. BUILDING A SUSTAINABLE FUTURE OWNER: GLEN

IMPORTANCE

Leveraging TSBC's strong reputation and existing partnerships, this area aims to foster innovation and partnerships, fundamentally steering the organization towards a sustainable future with a positive environmental impact.

2. OPERATIONS EXCELLENCE OWNER: CAROL

IMPORTANCE

This focus is a response to some of the internal weaknesses identified, including board governance and the lean structure which might limit the organization's capacity to manage multiple initiatives.

3. SOLID FINANCIAL FOUNDATION OWNER: ADRIAN

IMPORTANCE

Focused on fortifying TSBC's financial stability, this area is critical in addressing the weaknesses concerning financial management and over-reliance on the Advance Disposal Fee (ADF), thereby laying a solid financial foundation for the organization.

The owner's role is to ensure that the tactics identified in the operating plan are successfully executed by providing resources and expertise in their focus areas.

3. STRATEGIC FOCUS AREAS FRAMEWORK

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STEP 1
WHERE ARE WE
TODAY)
- 

STEP 2
WHERE DO WE
WANT TO GO?
- 

STEP 3
HOW WILL
WE GET THERE?
- 

STEP 4
WHO DRIVES WHAT
AND WHEN?
- 

STEP 5
ARE WE GETTING
THERE?

MISSION

All scrap tires are transformed to the environmental, economic, and social benefit of BC's citizens

PURPOSE

Diversifying its revenue streams and improving its financial forecasting capabilities, thereby ensuring its long-term sustainability



PURPOSE

Addresses opportunities related to technological advancements and partnership expansion

PURPOSE

Formalizing governance practices, defining clear roles, succession planning and improving efficiency in its operations.



STEP 4
WHO DRIVE
WHAT AND
WHEN?

OPERATIONS PLAN

5. OPERATIONS PLAN OVERVIEW



DEFINITION

A detailed roadmap from the strategic focus areas outlines the key activities assigned to different owners throughout the year.

ROLE OF THE OWNERS (BOARD MEMBERS)

Owners are responsible for ensuring the TSBC team has the proper resources (financial, people) and completes projects within the timelines identified.

MONTHLY ACTIVITY BREAKDOWN

A clear guide detailing the month-by-month breakdown of activities facilitates easy progress and status tracking.

CALENDAR OF ACTIVITIES

Visual representation of the yearly activity timeline, aiding in tracking progress and meeting set milestones.

IMPORTANCE

A crucial tool for resource allocation, informed decision-making and fostering team alignment, guiding the organization toward achieving its goals.

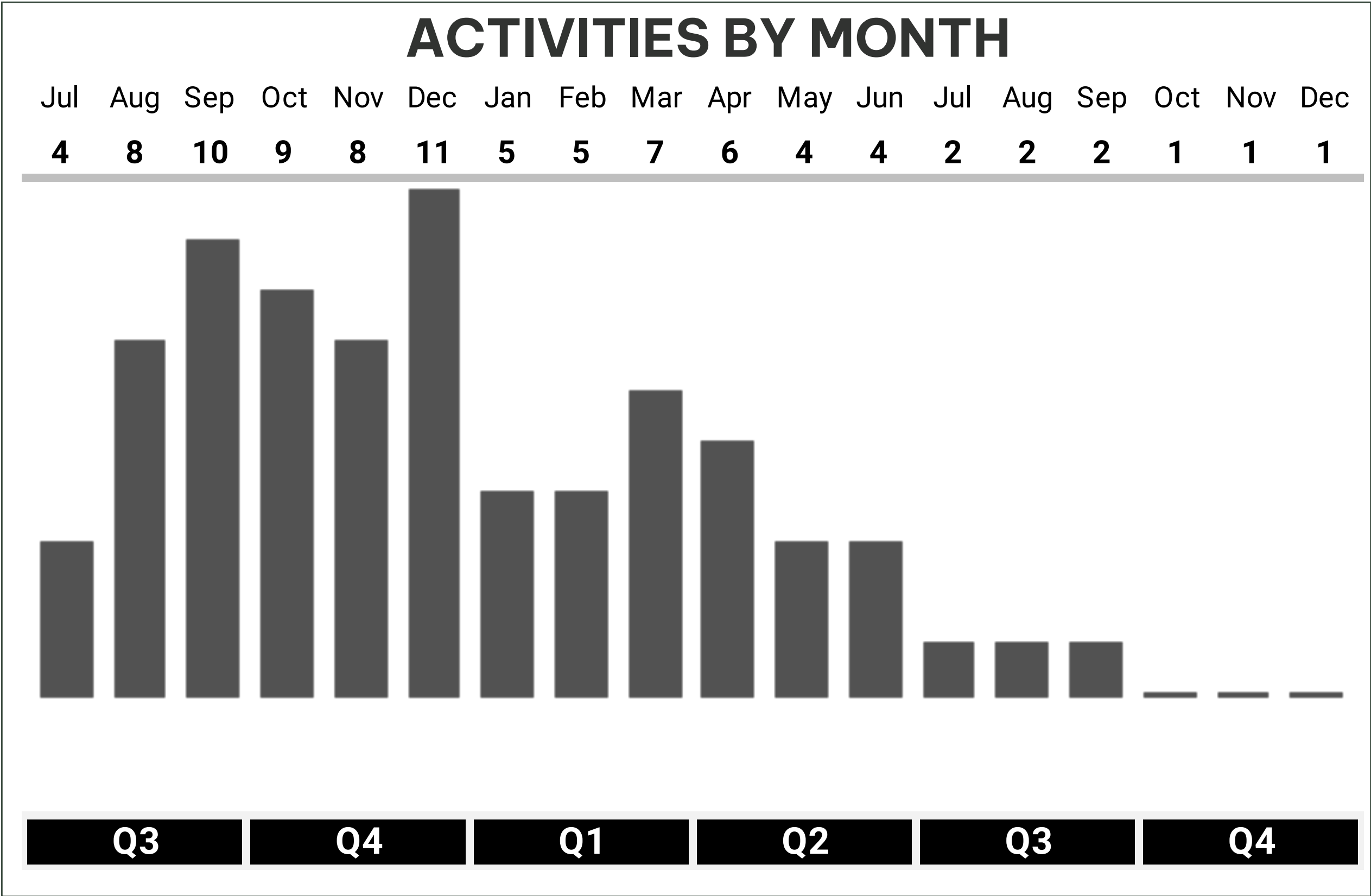


4. OPERATIONS PLAN



ACTIVITY ASSIGNMENT AND BREAKDOWN BY MONTH

ACTIVITIES STATUS				
ACTIVITIES ASSIGNED	OWNERSHIP	WORK TASKS 1	WORK TASKS 2	SUPPORT
Rosemary	0	8	4	2
Joel	0	4	5	0
Comms Staff	0	0	2	1
Glen	5	0	0	0
Adrian	7	0	0	0
Norm	3	0	0	0
Tim	1	0	0	0
Carol	4	0	0	0
Ken	3	0	0	0
Mark	2	0	0	0
Committee	0	1	0	19
Bianca	0	0	0	2
Third Party	0	12	4	0



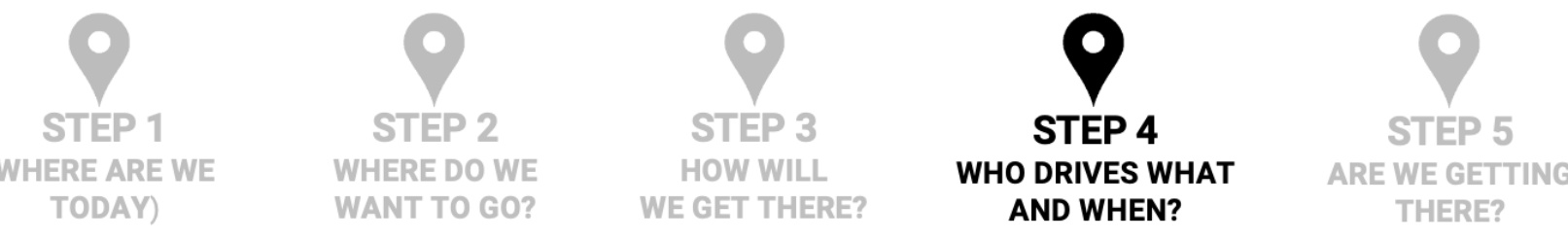
4. OPERATIONS PLAN



ACTIVITIES: BUILDING A SUSTAINABLE FUTURE, OWNER - GLEN

PROJECT	MILESTONE	OWNER	WORK TASKS 1	WORK TASKS 2	SUPPORT	DURATION	START DATE	DUE DATE	STATUS
OTR	EPR planned developed	Norm	Third Party	Joel	Committee	3	Dec-23	Mar-24	GOOD
OTR	Program launch	Norm	Third Party	Joel	Committee	10	Mar-24	Jan-25	GOOD
OTR	Added to regulations	Norm	Third Party	Joel	Committee	5	Jul-23	Dec-23	GOOD
OUTREACH PARTNER PROGRAM	Development of retailers Hub	Glen	Third Party	Rosemary	Bianca	4	Jul-23	Oct-23	GOOD
OUTREACH PARTNER PROGRAM	Implemenation of retailers Hub	Glen	Third Party	Joel	Bianca	2	Oct-23	Nov-23	GOOD
OUTREACH PARTNER PROGRAM	Stakeholder Meeting	Glen	Third Party	Rosemary	Comms Staff	4	Jan-24	Apr-24	GOOD
MARKETING	Marketing - awareness annual plan	Glen	Third Party	Comms Staff	Rosemary	3	Oct-23	Dec-23	GOOD
CALENDAR OF EVENTS	Annual activity plan and events with budget	Glen	Third Party	Comms Staff	Rosemary	3	Oct-23	Dec-23	GOOD

4. OPERATIONS PLAN



ACTIVITIES: OPERATIONS EXCELLENCE, OWNER - CAROL

PROJECT	MILESTONE	OWNER	WORK TASKS 1	WORK TASKS 2	SUPPORT	DURATION	START DATE	DUE DATE	STATUS
PEOPLE RESOURCING	Structure proposal	Adrian	Rosemary		Committee	2	Jul-23	Sep-23	GOOD
PEOPLE RESOURCING	Approval from board	Adrian	Rosemary		Committee	1	Sep-23	Sep-23	GOOD
PEOPLE RESOURCING	People sourcing	Adrian	Rosemary	Third Party	Committee	5	Aug-23	Dec-23	GOOD
PEOPLE RESOURCING	On Boarding new people	Adrian	Rosemary	Joel	Committee	4	Dec-23	Mar-24	GOOD
PEOPLE RESOURCING	Executive Director succession plan	Adrian	Committee			2	Aug-23	Sep-23	GOOD
BOARD GOVERNANCE	Assessment of current state	Carol	Third Party	Rosemary	Committee	5	Aug-23	Dec-23	GOOD
BOARD GOVERNANCE	Gaps and recommended action plan for board	Carol	Third Party	Rosemary	Committee	1	Dec-23	Dec-23	GOOD
BOARD GOVERNANCE	Implemenation of new procedures	Carol	Rosemary		Committee	3	Jan-24	Mar-24	GOOD
DECISION MAKING	Process, roles and criteria for board decision making	Carol	Rosemary		Committee	5	Aug-23	Dec-23	GOOD

4. OPERATIONS PLAN



ACTIVITIES: FINANCIAL STABILITY – ADRIAN

PROJECT	MILESTONE	OWNER	WORK TASKS 1	WORK TASKS 2	SUPPORT	DURATION	START DATE	DUE DATE	STATUS
COLLECTION MODEL	Understanding the current collection model	Ken	Joel	Third Party	Committee	3	Jul-23	Sep-23	GOOD
COLLECTION MODEL	Issues and opportunities of current model identified	Ken	Joel	Third Party	Committee	4	Sep-23	Dec-23	GOOD
COLLECTION MODEL	Review of financials and core actions to address gaps to Board	Ken	Joel	Third Party	Committee	1	Dec-23	Dec-23	GOOD
FORECASTING INTELLIGENCE	Assessment of current revenue budgeting process	Adrian	Rosemary		Committee	5	Jul-23	Nov-23	GOOD
FORECASTING INTELLIGENCE	Recommendation to Audit and Investment Committee	Adrian	Rosemary		Committee	2	Oct-23	Nov-23	GOOD
FUND STRUCTURE	Formulize process from 3rd party requests	Mark	Third Party		Committee	4	Jan-24	Apr-24	GOOD
FUND STRUCTURE	Partner communication of structure for funding requests	Mark	Third Party		Committee	3	Apr-24	Jun-24	GOOD
TIRE CLASSIFICATION	2024 Q2 Project	Tim	Joel		Committee	3	Apr-24	Jun-24	GOOD

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STEP 5
ARE WE GETTING THERE?

[illegible]

CONCLUSION

STRATEGIC ROADMAP

We have outlined a comprehensive roadmap for 2023, laying a foundation for a successful year ahead.

COLLABORATIVE EFFORT

The plan calls for a cohesive and collaborative effort from each board member and the TSBC team to implement the strategies outlined effectively.

FOCUSED APPROACH

By narrowing down our focus to key strategic areas, we aim to work with a targeted approach, ensuring efficient use of resources and achieving our goals.

OPERATIONS PLAN

The detailed operational plan will serve as a guide to steer our daily activities, aligning them with our broader strategic objectives.

NEXT STEPS

With the board's approval, we will initiate the next phase, introducing a scorecard system to keep track of our progress effectively.