TRANSPORTATION ASSOCIATION OF CANADA
YEAR IN REVIEW 2016–17
WHO WE ARE

The Transportation Association of Canada (TAC) is a not-for-profit, national technical association that focusses on road and highway infrastructure and urban transportation.

Our 500 corporate members include all levels of governments, private sector companies, academic institutions, and other associations. TAC provides a neutral, non-partisan forum for those organizations, and their thousands of staff, to come together to share ideas and information, build knowledge, and pool resources in addressing transportation issues and challenges.

TAC is continuing its important work to develop publications identifying best practices and encouraging harmonization of those practices across jurisdictions. While TAC does not set standards, it is a principle source of guidelines for planning, design, construction, management, operation, and maintenance of road, highway, and urban transportation infrastructure systems and services.

OUR VISION
Transportation that makes Canada safe, healthy and prosperous.

OUR MISSION
Working together to share ideas, build knowledge, promote best practices, foster leadership, and encourage bold transportation solutions.
2016-17 HIGHLIGHTS


• TAC’s Board of Directors made a landmark decision regarding support for TAC’s foundational guidelines and approved development of a new reserve fund, which will be built through an annual contribution from membership revenue, and possible contributions from any operational surpluses.

• Ten new English publications and eight French-version publications were released for sale in the Association bookstore. Key publications included the Sign Pattern Manual (2016), the Canadian Roundabout Design Guide (2017) and National Guidelines for Work Zone Safety in Canada (2016).

• TAC’s Learning Program introduced a series of complimentary monthly webinars called ‘TAC Tuesdays’ to provide information on TAC’s products and services. Since April 2016, TAC delivered 22 webinars in which over 350 professionals participated.

• Pooled fund projects received strong support from a wide variety of partner organizations. Five projects were finalized during the year. A major project was launched to develop the next edition of the Manual of Uniform Traffic Control Devices for Canada. Eight other projects progressed and six more were in development. Numerous volunteer projects under the auspices of councils and committees were ongoing.

• TAC worked on good governance practices to help its councils and committees manage committee membership, ensure sustainable leadership, and encourage active participation by volunteers.

• More than 400 people attended both the 2016 Spring Technical Meetings in Ottawa and the Fall Technical Meetings. Over 50 council/committee meetings were held, including 11 project steering committee meetings, 10 council/task force meetings, over 28 standing and sub-committee meetings. Other special interest groups, including the TAC Foundation, the TAC Board, and the Automated and Connected Vehicles Working Group met to discuss and establish priorities.

• The Ministry of Transportation of Ontario and the City of Toronto hosted the 2016 TAC Conference & Exhibition. Highlights included several international guest speakers, the first ever Town Hall meeting, and well-attended events. More than 50 technical sessions, panels and workshops covered a variety of topics, including connected and automated vehicles, applying the science of road safety, roundabout design, and more. Papers presented as part of the conference sessions were made available in a new, searchable format.

2016-17 HIGHLIGHTS

• The Association’s office was relocated to new premises at Suite 401, 1111 Prince of Wales Drive in Ottawa.

TAC’s financial situation remains healthy with revenues in line with operating expenditures, and a robust Emergency Reserve Fund to cover unexpected situations.

In September, Newfoundland and Labrador Transportation and Works and the City of St. John’s will welcome delegates at the 2017 TAC Conference & Exhibition in St. John’s. More than 50 technical sessions, panels and workshops on a variety of subjects including the conference theme – Investing in Transportation: Building Canada’s Economy – will take place. The Local Organizing Committee is planning exciting events and activities to shine the spotlight on Newfoundland’s unique culture, food and tradition.

Hope to see you in St. John’s at the September conference!

Dr. Paul Lafleche
TAC President
TAC is governed by a Board of Directors elected from all levels of government, the private sector, and other organizations. The Board sets the strategic direction for our Association and oversees TAC’s volunteer structure.

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Deputy Minister, Nova Scotia Transportation and Infrastructure Renewal

**PAST PRESIDENT**
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Vice-President, Rapid Transit, Metrolinx

**VICE-PRESIDENT, MUNICIPAL**
Claude Carette
Director of Transportation, Ville de Montréal

**VICE-PRESIDENT, MEMBERS-AT-LARGE**
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Executive Vice-President, EllisDon Corporation, Civil Division

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Tim Savoie
City Manager, City of Port Moody

Scott Stewart
Chief Executive Officer, IBI Group

Dr. Sarah Wells
Corporate Secretary, TAC Executive Director

* Appointed at the April 24, 2017 meeting of the Board of Directors
MEMBERSHIP AND COLLABORATION

At the end of the fiscal year 2016/17, TAC had 515 members, including students, retirees and honorary life members.

As part of its strategic planning process, TAC conducted a broad-based member survey, interviews and a focus group webinar with TAC partners. Board-approved new vision and mission statements were secured as the centerpiece of the new strategic plan.

TAC was featured in the March issue of Business View Magazine; the article outlined how TAC impacts the evolution of the transportation network with over 100 years of history in the transportation sector; by developing best practices and encouraging harmonization across Canadian jurisdictions; and by collaborative efforts with our membership in developing 250-plus publications.

TAC’s website improved its level of service and functionality by adding:

- a searchable database of conference papers;
- a searchable catalogue of all TAC publications;
- a reorganized Publications & Resources section;
- a new section on the TAC Foundation’s Student Activities Fund; and
- information about internships through the TAC Foundation.

TAC renewed its partnership agreement with the Canadian Institute of Planners, pursued discussions regarding enhanced partnership opportunities with the Canadian Urban Transit Association, and service and collaboration agreements with the Canadian Council for Motor Transport Administrators. The Association participated on a working group of the Council of Deputy Ministers’ Policy and Planning Support Committee about automated and connected vehicles. Following an invitation to the Transportation Research Board, TAC participated on an expert panel regarding a study focused on challenges facing the U.S. Department of Transportation. The Association also began discussions to be actively involved in the ITS World Congress planned for October-November 2017.

The Secretariat reviewed options toward selecting a new membership database/engagement/transaction platform. A strong contender was identified, called Member365; the implementation of this new cloud-based solution will be confirmed in 2017/18.
TAC presented the 2016 Technical Excellence Awards to the following recipients:

- Environmental Achievement Award - Ministry of Transportation, Ontario for Rt. Hon. Herb Gray Parkway – A Parkway in a Prairie;
- Sustainable Urban Transportation Award - City of Hamilton for Hamilton Bike Share Program;
- Educational Achievement Award - Ontario Good Roads Association for Municipal Asset Management Certification Program; and
- Road Safety Engineering Award - City of Toronto for Curb Radii Design Guidelines.

TAC’s Board of Directors granted seven Distinguished Service Awards to recognize truly exceptional long-term contributions to the Association and to the transportation sector. This award is presented to individuals who have chaired at least one TAC committee or council. Recipients in 2016 were:

- Walter Burdz, Manitoba Infrastructure;
- Eric Christiansen, Manitoba Infrastructure;
- Peter Dzikowski, now retired, formerly with Alberta Transportation;
- John Hammer, WSP | MMM Limited;
- Shiraz Kanji, City of Edmonton;
- Rod Sanderson, City of Chilliwack; and
- Howard Yea, Saskatchewan Highways and Infrastructure.

Four Awards for Service were presented in 2016 for long-term contributions to TAC and the transportation sector:

- France Bernard, Ville de Montréal;
- Terry Bidnisk, formerly with Yukon Highways and Public Works;
- Chris Blackwood, formerly with Mohawk College; and
- Claude Carette, Ville de Montréal.

The Award of Merit, presented to retiring council chairs, was given to Peter Dzikowski, formerly with Alberta Transportation (Climate Change Task Force); Kevin McLeod, Government of Northwest Territories (Chief Engineers’ Council); and Jane Weldon, formerly with Transport Canada (Governing Task Force, Canadian National Committee of the World Road Association).

Sixteen committee volunteers received the Retiring Committee Chair Award for their work on various standing and project committees.

In April 2016, the Board of Directors approved a new annual award to recognize a young professional in transportation. TAC’s Young Transportation Professional Award will be conferred for the first time in September 2017.
The Association’s volunteer network is comprised of four councils and a task force, populated by invitation or designated position representing a cross-section of transportation stakeholders within the membership. Standing committees and other working groups are set up as required by the councils, where subjects require more in-depth analysis. TAC members may join committees that could benefit from their expertise, subject only to limitation due to over-representation from a sector or region. Meetings of all councils and standing committees are open to TAC members.

TAC serves as secretariat for the Canadian National Committee (CNC) of the World Road Association (PIARC). The Governing Task Force of the CNC also reports to the TAC Board of Directors.
COUNCIL AND TASK FORCE CHAIRS

CHIEF ENGINEERS’ COUNCIL
Dirk Nyland
Chief Engineer, British Columbia Transportation and Infrastructure

EDUCATION AND HUMAN RESOURCES DEVELOPMENT COUNCIL
Ana Lopez
Vice-President, HR & People Development, BC Institute of Technology

ENVIRONMENT COUNCIL
Robin Taylor
Senior Environmental Assessment Manager, Hemmera EnviroChem Inc.

URBAN TRANSPORTATION COUNCIL
David McCusker
Manager, Strategic Transportation Planning, Halifax Regional Municipality

SMALL MUNICIPALITIES TASK FORCE
Maureen Van Ravens
Manager, Transportation and Development Engineering, Town of Halton Hills

WORLD ROAD ASSOCIATION (PIARC), CANADIAN NATIONAL COMMITTEE GOVERNING TASK FORCE
Jean-François Gysel
Vice President, Strategy, Marketing and Business Development, SNC-Lavalin Inc.

TAC councils and task forces shared information and advanced discussions on a number of cross-cutting priorities and emerging issues over the past year, including:

INFRASTRUCTURE FUNDING AND INVESTING IN ASSETS
The federal government has indicated a willingness to invest in infrastructure. In addition to traditional empirical data, many agencies strive to include social, environmental, vulnerability, and innovation considerations when making asset investment decisions. Ensuring fairness and transparency is important.

Chief Engineers’ Council member agencies discussed infrastructure funding, project eligibility criteria, allocation of federal funds, procurement practices and contract delivery (particularly alternative financing models and partners), encouraging innovation in construction, and demands for new technology. Members shared investment practices for construction and maintenance projects.

With large transit infrastructure projects underway throughout Canada, the Urban Transportation Council discussed financing options (tax increases, road tolls, etc.) for construction and ongoing maintenance costs of transit systems.

As transportation infrastructure maintenance requirements continue to exceed available funding in most jurisdictions, choosing between potential projects becomes a necessary but challenging process. The Asset Management Task Force recommended a project to develop a synthesis of best practices for optimizing program decisions in relation to asset condition, performance goals, risk management and financial considerations within asset management systems.

CLIMATE CHANGE
The transportation sector contributes to and is highly affected by climate change. Councils discussed several related topics including the impacts of more frequent extreme weather events on transportation infrastructure; climate change adaptation in geometric design; climate change risk resilience considerations in maintenance and construction projects; and climate change effects on pavement materials.

Initiated by the Environment Council, a project is in progress to develop a national tool to assist transportation agencies in assessing climate change related risks to their infrastructure, services or operating practices.

The new Integrated Committee on Climate Change met for the first time in fall 2016. The committee will identify and share information about climate change initiatives underway within TAC and other organizations, and develop tools to address climate change mitigation and adaptation in the transportation infrastructure and urban systems sectors. Active participation by TAC councils on the committee will ensure collaboration to address shared issues and subject-matter gaps.
BIG DATA

Big data is an emerging issue, especially in urban centres. Vast amounts of data are generated that offer potential to improve transportation, allowing cities to analyze data in new and innovative ways; better understand system performance; measure changes; identify issues in real time, and better prioritize investments.

At their meetings last fall, TAC’s Chief Engineers’ Council and Urban Transportation Council shared information about using big data for planning and operating transportation systems in urban areas, and associated challenges and opportunities. The City of Toronto presented their experiences in learning and understanding the City’s transportation network performance and decision making process.

ACTIVE TRANSPORTATION AND HEALTH

Active transportation is an important issue in Canada that encompasses planning, design and operational responsibilities. TAC’s Joint Active Transportation Subcommittee provides a forum for members to discuss these topics, as well as safety in active transportation.

Health status can be improved when transportation systems facilitate public and active transportation, to safely integrate physical activity into daily life. This approach can result in reducing greenhouse gas emissions and congestion, and improving productivity and sustainability. Funding is currently being sought for a project to develop guidelines to strengthen the integration between health and transportation.

ABORIGINAL AND PUBLIC ENGAGEMENT AND CONSULTATIONS

In fulfilling their duty to consult and accommodate the public and First Nations, the requirements and procedural aspects of consultation related to transportation infrastructure projects were discussed by various councils and committees. They shared experiences and practices for public engagement, as well as consultations with First Nations on projects near locations of cultural or other importance.

SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT

Succession planning, leadership development and the need to retain institutional knowledge are receiving extra attention in organizations across Canada due to the increasing number of professional and skilled workers approaching retirement. TAC’s Education and Human Resources Development Council shared how stakeholders are developing plans to address these demographic changes, attract younger workers, and prepare staff to take on leadership roles within an organization.

Additionally, the following were achieved in executing annual council and task force work plans.

CHIEF ENGINEERS’ COUNCIL

- Funding was secured and the work began to prepare the 6th Edition of the Manual of Uniform Traffic Control Devices for Canada.

EDUCATION AND HUMAN RESOURCES DEVELOPMENT COUNCIL

- Engaged in discussion and review regarding the Council’s terms of reference, mandate and focus areas.

ENVIRONMENT COUNCIL

- Discussed key changes to the Navigation Protection Act and Fisheries Act with Transport Canada and the Department of Fisheries and Oceans.
- Received information from the Canadian Environmental Assessment Agency about the Canadian Environmental Assessment Act (CEAA) 2012, and associated Section 67.

URBAN TRANSPORTATION COUNCIL

- Discussed public engagement on transportation infrastructure projects, curbside management, Vision Zero approach and electrification of vehicles.

SMALL MUNICIPALITIES TASK FORCE

- Continued to discuss requirements for road authorities in small municipalities to comply with the federal government’s new Grade Crossing Regulations.
- Conducted a survey about LED street retrofitting practices in Canadian municipalities and discussed the results.

GOVERNING TASK FORCE OF THE CANADIAN NATIONAL COMMITTEE (CNC) OF THE WORLD ROAD ASSOCIATION (PIARC)

- Worked with PIARC Technical Committee on Freight Transport by surveying provincial and territorial jurisdictions regarding policies/strategies for freight movement and measures, actions or management plans to improve goods movements on highways.
- Worked with PIARC Technical Committee on Winter Service by surveying provincial and territorial jurisdictions to update the Snow and Ice Databook for 2018.
PROJECTS

TAC members and stakeholders may provide financial support for specific projects developed through the volunteer committee structure. Since the pooled fund project model was first introduced, over 100 funded projects have been undertaken, more than $10 million has been invested and 80 different funding partners have been involved.

In 2016/17, pooled fund projects received strong support from a wide variety of partner organizations. Six projects were in development and the following nine were in progress:

- Application guidelines for speed display devices
- Best management practices for complying with the Migratory Bird Convention Act
- Canadian Model Rules of the Road update
- Defining and measuring congestion
-Rectangular rapid flashing beacons warrant
- Risk analysis and responding to climate change
- Update to the Canadian Guide to Neighbourhood Traffic Calming
- Wider pavement markings for standard application

In addition to pooled fund projects, a wide variety of unfunded, volunteer projects are undertaken by TAC's councils and committees. In many cases, these initiatives lead to products that, subject to approval of an oversight council, will be released in TAC's name. More than 30 of these volunteer projects were in progress during 2016/17.

New reserve funds have been established, to be built from 2% of annual membership dues, a portion of sales, and annual operating surpluses, for the purpose of funding the development of future editions of TAC's two core publications – the Geometric Design Guide for Canadian Roads, and the Manual of Uniform Traffic Control Devices for Canada.

TECHNICAL PUBLICATIONS

TAC is continuing its important work to develop publications identifying best practices and encouraging harmonization of those practices across jurisdictions. While TAC does not set standards, it is a principle source of guidelines for planning, design, construction, management, operation, and maintenance of road, highway, and urban transportation infrastructure systems and services.

Ten new English publications were released in 2016/17.

1) Canadian Roundabout Design Guide
2) PRIMER: Roundabouts in Canada
3) National Guidelines for Work Zone Safety in Canada
4) PRIMER: Work Zone Safety in Canada
5) Sign Pattern Manual
6) Guidelines for Coordination of Utility Relocation
7) Synthesis of Transportation Asset Management Best Practices for Canada
8) PRIMER: Synthesis of Transportation Asset Management Best Practices for Canada
9) Urban Transportation Indicators 5th Survey
10) Moving Smarter: Exploring energy and greenhouse gas emission reduction solutions for Canadian cities – Toolbox of Measures

Eight French-version publications were also released.

TAC continued work with its third-party contractor to manage TAC’s Bookstore, including e-commerce order fulfillment for printed publications, e-books, free downloads, and any ancillary items.

A media release is written and distributed to announce all new TAC publications. The first effort of this kind was completed in 2016/17 for the launch of the Canadian Roundabout Design Guide. Several organizations who received the release either shared information with or promoted the publication to their audiences.
Over the past year, TIS continued to provide traditional lending library and literature search services, as well as support to pooled fund project research.

TIS redesigned the library catalogue interface, providing improved search functionality and appearance. An evaluation of the library collection and transfer to electronic formats to meet users’ expectations and support digital delivery of information was also initiated.

Agreements were confirmed with the Canadian Transportation Research Forum, the Canadian Association of Road Safety of Road Safety Professionals, and the Canadian Institute of Transportation Engineers to include their conference papers in the TAC library catalogue and the Transportation Research International Database.

TIS added over 50 records to the TAC Research Bulletin, which highlights recently-published reports and articles from around the world with relevance to road transportation in Canada.

TIS also conducted the 2016 Canadian Surface Transportation Research Survey and added over 100 TAC and 230 non-TAC items to TAC’s library catalogue.

Canada’s preeminent transportation gathering, the TAC Conference & Exhibition, provides delegates the ideal opportunity to broaden their technical knowledge and to network with transportation professionals from across the country.

Over 1400 individuals (delegates, exhibitors, speakers and fall meeting participants) attended the 2016 TAC Conference & Exhibition in Toronto. Highlights included:

- Themed Efficient Transportation: Managing the Demand, the opening plenary session featured a renowned keynote speaker on vehicle automation, a new paradigm for transportation in the digital economy. Several sessions on connected/automated vehicles were very well attended. Delegates also enjoyed the onsite presence of the IMS Connected Car.
- Twelve different technical tours featuring sites and installations in and around the Greater Toronto Area were offered.
- More than 60 paper, panel, workshop, and poster sessions were presented featuring 148 speakers from 70 organizations.
- The first ever TAC Town Hall Meeting was conducted in Toronto as part of the Annual General Meeting of Members.
- A searchable database of conference papers was launched just before the opening of the event.
- A pilot program offering funding support to encourage participation of international speakers at workshops and panels was introduced. Promotion of these speakers was included in major materials.
- Tuesday’s program included a special activity session for university students, profile for the TAC Foundation, and a reception for early-career professionals. A new grant program also provided full travel and registration to the conference for two students.
- The W. H. Yeates Exhibition offered new and different formats for booths and table tops.

FUTURE TAC CONFERENCE & EXHIBITIONS
2017 — September 24-27, St. John’s, Newfoundland and Labrador
2018 — September 30-October 3, Saskatoon, Saskatchewan
2019 — September 22-25, Halifax, Nova Scotia

FUTURE FALL TECHNICAL MEETINGS
2017 — September 21-25, St. John’s, Newfoundland and Labrador
2018 — September 27-October 1, Saskatoon, Saskatchewan
2019 — September 19-23, Halifax, Nova Scotia

FUTURE SPRING TECHNICAL MEETINGS
2017 — April 19-24, Ottawa, Ontario
2018 — April 18-23, Ottawa, Ontario
2019 — April 3-9, Ottawa, Ontario
LEARNING PROGRAM

TAC’s Learning Program provides resources to develop and maintain the technical skills of members and other transportation professionals. Seminars, workshops and webinars are offered as part of TAC’s Learning Program.

Since April 2016, TAC delivered 22 webinars in which over 350 professionals participated. Topics covered:

- sustainability considerations for bridges;
- design and implementation of transit services in smaller communities;
- weather and climate in road safety and winter road maintenance;
- designing climate resilient transportation infrastructure;
- climate change adaptation and mitigation;
- transportation asset management best practices for Canada;
- regulatory and road safety assessment of digital and projected advertising displays;
- exploring energy and greenhouse gas emissions reduction solutions for Canadian cities;
- coordination of utility relocation;
- work zone safety in Canada;
- preparing for automated vehicles; and
- evolution of complete streets.

Significant progress was made to assess options to offer recorded webinars in the near future. Future webinar topics planned for 2017/18 will present a variety of topics including new content in the 2017 edition of the Geometric Design Guide for Canadian Roads (GDG).

In the coming year, look for introductory and advanced classroom-based seminars on the new edition GDG, as well as road safety audits and pavement asset design and management in French.

TAC FOUNDATION

TAC supports activities of the TAC Foundation, an independent registered charity, by participating in the Foundation’s governance (one Director and the Secretary-Treasurer) and by contributing $6,000 plus in-kind services to assist with operating costs and ongoing financial, fundraising and other support services.

Thanks to its many generous donors, the TAC Foundation has raised more than $2.8 million in past and committed donations since 2003; and a total of 451 scholarships valuing $1,824,000 have been awarded. In 2016, 41 scholarships valued at $157,500 were given to Canadian graduate, undergraduate and college students enrolled in full-time transportation-related studies, including both internally and externally administered programs.
TAC’s new strategic plan will:

- Be based on input from TAC’s Board, volunteers, members and staff regarding the organization’s strengths and weaknesses, opportunities and threats;
- Include a vision statement that is aspirational, a mission statement that is inspirational and several key strategic objectives; and
- Relay these in the form of an effective communication tool.

To support the plan’s development, the Board sought a firm with strategic planning expertise. Several proposals were received, and Capital Park Consulting was selected as the successful proponent.

A cornerstone of TAC’s strategic planning project was an extensive stakeholder engagement process that included Board workshops, a national online survey, interviews, a partners’ focus group session and TAC’s first ever Town Hall Meeting. Highlights of the results show that TAC enjoys a high satisfaction rating, with 84% of respondents indicating that they are either “satisfied” or “very satisfied” with TAC overall.

The top TAC strengths identified by respondents were:

- Publications created with input from cross-Canada stakeholders;
- Forum for information sharing and networking;
- Work done by volunteer structure;
- Reputation and brand; and
- Cross-sectoral membership.

Weaknesses identified by respondents included:

- The time it takes to update TAC’s technical publications,
- A lack of younger professionals joining or being attracted to TAC;
- Fees for conferences and publications that are additional to member dues; and
- A lack of openness, transparency and outreach from TAC committees.

A full report of the stakeholder engagement process including verbatim survey responses was reviewed by Board members in September 2016.

In December 2016, following a thorough review and vetting of the consultations with members and stakeholders, the Board approved new vision and mission statements for the Association.

**OUR VISION**
Transportation that makes Canada safe, healthy and prosperous.

**OUR MISSION**
Working together to share ideas, build knowledge, promote best practices, foster leadership, and encourage bold transportation solutions.

Our **Vision** expresses the future state that we want to achieve. Our **Mission** captures important components of **HOW** we accomplish our work, and describes **WHY** we exist.

- **Working together** recognizes the value placed on collaboration among TAC members and with other organizations in the transportation sector.
- **Sharing ideas** is done through our councils and committees, the annual conference, and other meetings and events.
- **Building knowledge** is the objective of TAC’s projects which address research and practical needs in transportation.
- **Promoting best practices** is achieved through networking and exposure to others across the country via TAC’s publications and learning program.
- **Fostering leadership** is one outcome of TAC’s volunteer network, which provides opportunities to learn, grow and develop leadership qualities and experience. It is also a particular focus of TAC’s work to understand and anticipate the transportation sector’s human resource needs.
- **Encouraging bold transportation solutions** underscores the need to think innovatively to address important and emerging issues, including using new technologies, throughout TAC’s work.

The final strategic plan will identify focus areas, highlighting key interests of TAC members and the work of our councils and committees, and set strategic priorities, defining what TAC does, the activities that are undertaken and how resources are allocated in the Association’s annual budgets and work plans.

The full new strategic plan, which is intended to be dynamic and roll forward with a five-year horizon, will be available in summer 2017.
# FINANCIAL SUMMARY

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For more information about the Transportation Association of Canada and its activities, products and services, visit www.tac-atc.ca