



## Active Transportation: Making It Work in Canadian Communities

A new TAC project will result in a synthesis of practices and recommendations for the development and implementation of active transportation strategies for Canadian communities.

Active transportation modes are considered to be fundamental elements of a healthy lifestyle and more sustainable urban transportation systems. They are the least polluting and most affordable ways of getting around cities.



Safe and attractive conditions for walking, cycling and other non-motorized forms of travel are seen as critical to shifting passenger travel demand away from the automobile and other motorized transportation modes.

Over the last decade, there has been greater public awareness of the environmental, health and other benefits of active transportation. The plans and policies of many Canadian communities have also provided stronger support for active modes. However, communities have achieved only mixed success in taking measures to improve conditions and to enhance participation in this area.

The reasons behind the current status of active transportation are not clear. Key factors that support active modes may include motivation (presence of leaders and champions, level of public support and degree of individual or political buy-in), resources (adequate staffing and budget and strong partnerships), approaches to implementation (supply and demand management efforts, social marketing, types of stakeholder involvement, extent and nature of constructed facilities and supporting amenities), as well as urban development models (urban sprawl and density and mix of usage).

The objective of the TAC project is to prepare a publication that will assist all levels of government in identifying and understanding critical factors, needs and challenges for successful implementation of active transportation strategies.

Several issues affecting active transportation successes and challenges will be addressed. They include defining success, the roles and responsibilities of organizations and officials, implementation approaches and support, and the fiscal context.

(cont'd on p. 2)

## Road Safety Engineering Management Guide Being Readied for Publication

A guide to road safety engineering management will be published by TAC in the coming months.

The guide will be the anchor publication in a series that the association's Road Safety Standing Committee is developing as a Canadian road safety engineering handbook. To date, the series includes the *Canadian Road Safety Audit Guide* published in 2001 and the *Canadian Guide to In-service Road Safety Reviews*, which was released in 2004.

Drafted by a committee of volunteers, the *Road Safety Engineering Management Guide* provides the necessary framework for implementing a successful safety strategy. It presents the fundamental concepts and principles related to managing safety engineering.

While it is recognized that road safety engineering practices may vary across Canada, the guide offers building blocks that are needed to effectively and efficiently address safety issues. The

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## Active Transportation (cont'd from p. 1)

The project was initiated by the Sustainable Transportation Standing Committee of TAC's Urban Transportation Council. A project steering committee will direct the work of a consultant to be selected in the near future. Completion of the project is expected by the end of 2009.

## Road Safety Engineering (cont'd from p. 1)

publication focuses on basic management elements needed to facilitate effective road safety engineering practices. It outlines principles rather than prescribing methods so that practitioners may adopt suitable methods based on existing policies and available resources.



Photo: Geoffrey Ho, G. Ho Engineering Consultants Inc.

More specifically, the upcoming guide is broken down into five chapters including one that defines road safety, outlines industry-accepted safety measures and provides a brief discussion of collision data management. Another chapter gives a description of the basic requirements for managing road safety in an engineering context and identifies linkages to other stakeholders. One chapter deals with a project life-cycle approach to road safety engineering. The final chapter describes good practice in road safety engineering, providing a recommended framework for practitioners to follow in order to make informed decisions in this area.

The guide also contains appendixes on the *Canada Road Safety Vision 2010* and examples of road safety initiatives in this country.

The Road Safety Standing Committee envisions five more publications in its handbook series. These will focus on rural as well as urban road

Sponsoring the project are **Transport Canada, Alberta Transportation, the Ministry of Transportation of Ontario** and the **Ministry of Transport of Quebec**, the **Federation of Canadian Municipalities**, as well as the **City of Edmonton, Halifax Regional Municipality, the City of Hamilton, Metrolinx (Greater Toronto Transportation Authority)** and the **Region of Peel**. 

safety engineering, speed management, access management and road safety engineering in transportation planning.

The *Road Safety Engineering Management Guide* has been approved for publication by TAC's Chief Engineers' Council. An announcement will be posted on the homepage of the association's website as soon as it is released. 

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Tel. (613) 736-1350 Fax (613) 736-1395  
[www.tac-atc.ca](http://www.tac-atc.ca)

Editor: Gilbert Morier ([gmorier@tac-atc.ca](mailto:gmorier@tac-atc.ca))  
[news@tac-atc.ca](mailto:news@tac-atc.ca)

TAC is a national association with a mission to promote the provision of safe, secure, efficient, effective and environmentally and financially sustainable transportation services in support of Canada's social and economic goals.

The Association is a neutral forum for gathering or exchanging ideas, information and knowledge on technical guidelines and best practices.

In Canada as a whole, TAC has a primary focus on roadways and their strategic linkages and inter-relationships with other components of the transportation system.

In urban areas, TAC's primary focus is on the movement of people, goods and services and its relationship with land use patterns.



Photo: Tourism Vancouver

## 2009 TAC Annual Conference and Exhibition

### *Transportation in a Climate of Change*

October 18-21  
Vancouver, British Columbia

As part of TAC's eco-friendly meeting initiatives, the 2009 conference **CALL FOR PAPERS IS ONLY AVAILABLE ONLINE at [www.tac-atc.ca](http://www.tac-atc.ca)**. Prospective authors should note that paper proposals must also be submitted online.

**THE DEADLINE FOR ABSTRACT SUBMISSIONS IS  
JANUARY 19, 2009.**

For more information on the 2009 conference, contact Gilbert Morier at the TAC office.

## FOUR TECHNICAL PROJECTS GET APPROVAL

Four new projects have recently been given the go-ahead by TAC's Chief Engineers' Council.

Sponsorship funding is now being sought for the projects which cover traffic sign sheeting for aging drivers, public-private partnerships for road construction, building winter roads, and new information and formats for the association's *Geometric Design Guide for Canadian Roads*.

### Traffic Sign Sheeting to Meet the Needs of Aging Drivers

Proposed by the Traffic Operations and Management Standing Committee, the first project is intended to review sign sheeting taking into account the needs of aging drivers.

In recent years, sign sheeting manufacturers have introduced new high-performance products that significantly increase night-time visibility of signs and delineators. Generally speaking, the brighter a sign or delineator, the easier it is for drivers, including older drivers, to see. However, the legibility of a sign, as opposed to its visibility, should also be assessed to gauge the level of retro-reflectivity.

The new types of sheeting vary in retro-reflectivity levels depending on the angle of incident light and different sheeting may be appropriate for different types of signs or delineators.

The objective of the project is to recommend sign sheeting requirements for regulatory, warning, temporary condition and guide signs, as well as different categories of delineators.

The initiative will result in a synthesis of practices with recommendations for appropriate sign sheeting levels for different types of signs and

delineators. Any required updates to TAC's *Manual of Uniform Traffic Control Devices for Canada* will also be prepared. If necessary, recommendations for additional human factors analysis, to be undertaken as a subsequent phase of work, will be made.

### P3s to Deliver Road Construction Projects

Recommended by the Maintenance and Construction Standing Committee, the second initiative will lead to the development of a synthesis of practices for the use of public-private partnerships (P3s) to deliver road construction projects.

Governments across Canada are struggling with inadequate or failing public infrastructure and a limited ability to address those inadequacies with current tax resources. As well, governments around the world are recognizing that, while they are the best bodies to set public policy and regulate performance, they are often not the most efficient in managing projects. This has resulted in a growing trend in Canada: public-private partnerships for the development and maintenance of public infrastructure.

Consideration must, of course, be given to when a P3 arrangement is applicable or suitable, and, if so, to what is the best form of P3 arrangement for any given type of work or service undertaken. A review of best practices in this area is required to assist governments with the decision-making process and the development of suitable arrangements for various scenarios.

The review will deal with the practices and experience of Canadian and foreign jurisdictions that have developed and used P3s as a contracting delivery method. Recommendations will also be formulated.

## Construction of Winter Roads

Another project put forward by the Maintenance and Construction Standing Committee will focus on winter road construction practices.

There are currently no national standards for the construction of winter roads or the design of the ice-bearing capacity of these roads. The objectives of this initiative are therefore to produce a synthesis of best practices and procedures for the construction of winter roads and to prepare a set of national guidelines for this work, including the design of ice-bearing capacity.

The project will also lead to recommendations on safe construction practices for winter roads.

## Geometric Design Guide: Emerging Knowledge, Accessibility and Publishing Alternatives

The fourth project approved by the Chief Engineers' Council is intended to assess the association's *Geometric Design Guide for Canadian Roads* in terms of emerging knowledge, accessibility and publishing alternatives.

Since the release of the current edition of the guide in 1999, there have been significant changes in the body of geometric design knowledge and in electronic publishing. Any substantial update would also improve accessibility and search capabilities.

Proposed by the Geometric Design Standing Committee, the project will result in a report expected to outline the extent of the effort required to update the guide, make recommendations on how its guidelines should be provided to end-users and give consideration to the revenues that could be derived through alternative publishing methods.

## 2009 TAC Membership Notice

TAC members are reminded to confirm the accuracy of their membership information by responding to a recent secretariat email. Any member representative who did not receive this email, which was sent in mid-November, should contact Deb Cross at (613) 736-1350, ext. 235, as soon as possible. Updated records will ensure publication of an accurate 2009 membership directory.

Membership invoices for 2009 were mailed in early December. Members paying prior to the due date of December 31, 2008 will be eligible for a draw for a free 2009 TAC publication of their choice. It should be noted that the association has been able to maintain its membership fees at the 2008 level while still offering a full slate of programs and activities.

## HOLIDAY GREETINGS FROM THE TAC STAFF!

Please note that the TAC office will close on the afternoon of Wednesday, December 24 and reopen on Friday, January 2.



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## BUILDING WORKFORCE A PRIORITY DESPITE ECONOMIC DOWNTURN

*Editor's Note: In this contribution to TAC News, George Gritziotis, executive director of the Construction Sector Council, writes about labour force challenges in his industry. The council is a national organization created in 2001 to develop a highly skilled workforce in support of the future needs of the construction industry in Canada. Financed by both government and industry, the organization is a partnership between the labour and business sectors.*

In a world of quickly increasing economic worry, Canada's political leaders – national, provincial and territorial – see public infrastructure spending as one way to lessen the adverse effects of the global economic slowdown.

Forecast in the 2008-16

*Construction Looking Forward*

report issued by the Construction Sector Council (CSC), this pan-Canadian economic shift toward public infrastructure renewal began in 2004-05.



The CSC produces annual nine-year construction forecasts for each province. These reports, available in hard copy and online at [www.csc-ca.org](http://www.csc-ca.org), provide an assessment of supply and demand for labour, as well as information on training and certification programs and replacement demand for more than 30 trades and occupations. Construction company owners, contractors, labour groups, training institutions and governments see the forecasts as a valuable planning tool.

Although the key components of the CSC's last construction outlook remain intact, projections now call for slower economic growth in the short term all across the country with only a limited chance for recovery before 2010.

National employment across the entire construction industry rose by almost 40% from 2003 to 2008. Most of the growth in construction activity took place in the residential sector but, around 2005, it began to shift to the infrastructure, industrial and engineering sectors, with the pacesetters being British Columbia and Alberta.

The CSC outlook still expects non-residential investment to be a key driver of construction activity in Canada, particularly in the West, but at a

slower rate. The current economic crisis means that some companies may not get financing to kick off their projects. However, many of the industrial projects that are underway will most likely continue and planned investments in public infrastructure will also be maintained as governments have allocated funding.

The weakening of the U.S. economy will have far-reaching effects on this side of the border. As well, there are many other questions of concern

like the depreciating Canada-U.S. exchange rate and falling commodity prices. Both impact heavily on the economic outlook for Canada because, as commodity prices ease, so does the exchange rate. This has been a counterbalance in economic terms, benefiting the West and hurting Central Canada.

**“ Economists are quick to note that weaker economic growth and investment will ease pressure on tight construction labour markets over the short to medium term. However, the challenge for the long term remains the need for a skilled labour force, which has been in short supply. ”**

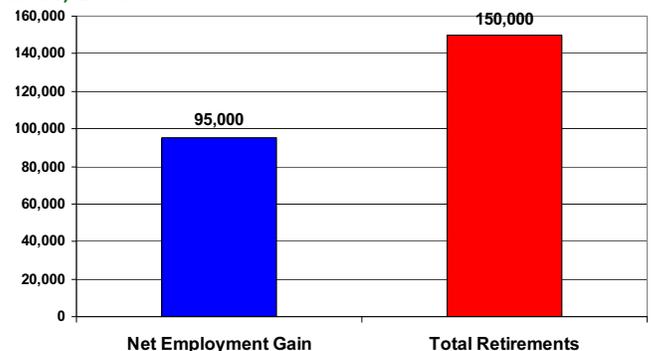
The Ontario and Quebec outlook is now likely to get worse in the short term. The CSC foresaw a declining manufacturing sector in 2008 and a slow recovery in 2009, but it now appears that, with a weaker world economy, the recovery will take place over a longer period.

Resource-based projects in Newfoundland and Labrador, Manitoba and Saskatchewan may escape the traps of the current economic situation. Many of the projects in the East are energy-related and, unless oil prices remain below \$60 a barrel, the forecast is that they will not be affected.

Economists are quick to note that weaker economic growth and investment will ease pressure on tight construction labour markets over the short to medium term. However, the challenge for the long term remains the need for a skilled labour force, which has been in short supply.

Slowing population growth, coupled with an aging population and a flood of retirements, are all indicators that labour force requirements will dog the construction industry for decades to come. More than 245,000 workers need to be recruited and trained by 2016 in order to replace a retiring workforce and to meet new demand for construction services (see chart below).

### Net employment change and construction sector retirements in Canada, 2008-16



Source: Construction Sector Council

The CSC continues to stress the importance of managing the construction workforce on an ongoing priority basis. This is especially important during difficult economic times as Canada needs to anticipate and respond to the future infrastructure needs of the economy. Building up the construction labour force with new and future sources of skilled labour should never stop.

**“ National employment across the entire construction industry rose by almost 40% from 2003 to 2008. Most of the growth in construction activity took place in the residential sector but, around 2005, it began to shift to the infrastructure, industrial and engineering sectors, with the pacesetters being British Columbia and Alberta. ”**

Through the CSC, industry leaders have developed a number of products to encourage youth, aboriginals and immigrant workers to join the construction trades. Other products are under development to attract and retain women and older workers, as well as to provide essential skills training. 



## Climate Change Information Now Included in Current Innovations and Practices Database

More than 50 documents on transportation infrastructure and climate change have been added to TAC's current innovations and practices database.

Provided by the association's Climate Change Task Force, the documents can be found through the new search interface of the online database.

The purpose of this new collection is to provide transportation professionals with tools to assess and plan for the potential effects of a changing climate on transportation infrastructure and services. The documents cover adaptation to a changing climate, mitigation of the impacts of transportation activity on the environment, as well as research on climate change. The scope ranges from international studies to municipal initiatives.

The new database search page uses checkboxes to filter reports by scope (municipal to international), by approach (adaptation, mitigation or information) and by document type (policies, standards or research studies).

The database is accessible free of charge under the information services section of TAC's website. 

## Grade Crossing and TCH Updates for Traffic Control Manual

Two updates to the *Manual of Uniform Traffic Control Devices for Canada* – one dealing with a grade crossing sign and the other with the Trans-Canada Highway route marker – were recently approved by TAC's Chief Engineers' Council.

Both updates were recommended as a result of volunteer projects completed under the auspices of the Traffic Operations and Management Standing Committee (TOMSC).

The first project proposed a new sign to advise drivers not to stop on, or block, railway tracks at railway/roadway grade crossings. Installation guidelines for the sign were also developed during the project.

The second project recommended revisions to the Trans-Canada Highway route marker sign (IB-1) in the traffic control manual. The existing IB-1 design is only applicable to routes numbered 1, although there are many two and three-digit highways that are also designated as part of the Trans-Canada Highway.

Approved revisions permit other one-digit and two-digit route numbers to be used on the IB-1 sign. Triple-digit portions of the Trans-Canada Highway should use a blank (unnumbered) version of the IB-1 sign as a trailblazer. The route number should then be shown on an accompanying provincial route marker or on a supplementary tab below the IB-1 sign.

Updates to the manual will be released following the final review of the approved recommendations by TOMSC's Editing and Publishing Subcommittee. This is expected to take place in the coming months. 

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## Toronto Draws Record-breaking Attendance at 2008 Conference!

The largest TAC annual conference in many years took place in Toronto, September 21-24.

More than 1,050 delegates registered for the event, breaking all recent attendance records. Also soaring to a new level was the sold-out exhibition held during the conference. A total of 65 exhibit spaces were taken for the transportation products and services show.

Among the reasons for the high attendance at this year's conference were a solid and expanded technical agenda, a varied and instructive tour program, ample opportunity to network with the who's who in TAC's sectors of interest, the draw of one of the nation's most vibrant destinations, and, of course, a population base without compare.

More than 40 sessions, panel discussions and workshops were held during the conference. Among these events were the first poster sessions organized in response to the call for papers. About half of the presentations,

including those given at the opening plenary session, delved into the conference theme of *Transportation – A Key to a Sustainable Future*.

The theme also fit well with an array of initiatives that TAC undertook to “green” the conference.

Co-hosting the conference were the **Ministry of Transportation of Ontario** and the **City of Toronto**. They put in an outstanding effort to deliver a range of social and other activities and services that impressed attendees. Highlights included an excellent program for the close to 70 registered companions, an unforgettable evening at the Hockey Hall of Fame, as well as a customized Second City show.

Leading the enthusiastic local organizing team and large volunteer contingent were the provincial ministry's Gerry Chaput and Gary Welsh with the City of Toronto. ☐



The C.W. Gilchrist Medal for the best technical paper on highway transportation at the 2007 conference was awarded for a contribution entitled “Design of a TL-4 Median Cable Barrier for Deerfoot Trail, Calgary.” The award was conferred on **Robyn McGregor** of EBA Engineering Consultants Ltd. by outgoing TAC president **Russell Neudorf**, who completed his second term during this year's conference. The paper was coauthored by **Masood Hassan**, also with EBA, and **Olivier Lahey** of Alberta Transportation.



**Rob MacIsaac** (left), chair, Metrolinx (Greater Toronto Transportation Authority), and **Michael A. Brown** (right), parliamentary assistant to the minister of transportation of Ontario, spoke at the Opening Plenary Session on the conference theme of *Transportation – A Key to a Sustainable Future*. Ontario transportation minister **Jim Bradley**, who chaired the TAC conference, welcomed delegates at the opening session.

Congratulations to **Shawn Smith**, a project engineer with the Ministry of Transportation of Ontario. His name was drawn at the TAC conference booth as the winner of an association publication.

Photos: Jefferson Ng, Ministry of Transportation of Ontario



**Mike Sheflin** (left), who held several senior positions at the former Regional Municipality of Ottawa-Carleton, was one of 12 recipients of TAC's new Distinguished Service Award. The award was created to recognize a truly exceptional long-term contribution to the association and to the transportation sector. Recipients must have chaired at least one TAC council or committee to qualify for the award. Presenting the award was outgoing association president, **Russell Neudorf**, deputy transportation minister for the Northwest Territories.

Recipients of other TAC awards are listed on the association's website (see link on homepage). Also see the fall issue of *TAC News* for articles on the winners of certain major awards.



A large contingent of volunteers from the Ministry of Transportation of Ontario and the City of Toronto supported many aspects of the conference including the tour program.



The award for the best exhibit at the TAC conference went to **Trinity Highway Products** with an honourable mention given to **Atlantic Industries Limited**.



The Hockey Hall of Fame was the setting for a special event intended for delegates and companions, who were treated to exclusive use of the facility, as well as to a taste of Toronto's multicultural and Canadian cuisine. "Hockey Night in Toronto" got rave reviews from the "TAC team"!

## AND THE 2008 CANADIAN TRANSPORTATION AWARD RECIPIENTS ARE...

The 2008 winners of TAC's Canadian Transportation Awards were honoured at the Toronto annual conference.

The four recipients included Ron Harmer, a transit service consultant from Victoria, who was named Transportation Person of the Year.

Launched in 2005 with the support of **Transport Canada**, the Canadian Transportation Awards Program (CTAP) is intended to recognize leadership, excellence and achievement in all modes and segments of the transport sector.

In a joint announcement with Transport Canada, TAC president **John Law** noted that the award winners had clearly distinguished themselves by their significant contributions to various aspects of transportation and that their efforts were richly deserving of the appreciation of all Canadians.

An independent panel of judges with multi-modal representation selected the winners after reviewing nominations received from across Canada. The recipients were recognized during the closing banquet of TAC's 2008 conference.

**Harry Ronald Harmer** received the 2008 Transportation Person of the Year Award for leadership roles over a career that have contributed to the improvement or advancement of the transportation industry as a whole or any of its modes or segments.

As vice-president of technical services for BC Transit, Mr. Harmer showed leadership on a national and international scale in the transportation and energy sector. His work with the governments of Canada and British Columbia, as well as industry, advanced the adoption of clean, low-carbon transportation and transportation energy technologies for sustainable mobility.

Having joined BC Transit in 2001, Mr. Harmer guided the agency in identifying and adopting cleaner fuels and advanced transportation technologies to enhance customer service and improve air quality.

Mr. Harmer led the way with the introduction of Canada's first hybrid electric buses and a demonstration hydrogen fuel cell car in 2005 and played a key role in low-carbon fuel policy

development. In 2006, he was instrumental in the creation of the Hydrogen Bus Alliance, an international group of cities and regions working to create demand for hydrogen buses and to accelerate their commercialization as a means of addressing global environmental challenges.

Before joining BC Transit, Mr. Harmer was the principal of a Victoria-based consulting firm. Prior to that, he spent 25 years in the Canadian military, serving in the air force as a senior engineer. He is now carrying on his transit interests in the consulting field.

The Award of Excellence was conferred on **Georges O. Gratton**, currently director of commercialization of a Quebec-wide smart card project for Trangesco, a business affiliate of the Montreal Transit Corporation.

The award recognizes an outstanding contribution to the betterment of the transportation industry over several years in such areas as safety, sustainable development, research, technology, policy or corporate development.

Mr. Gratton has been a key player in the public transit, goods movement and transportation logistics fields, both in the public and private sectors, since 1972.

As executive director of the Outaouais Transit Corporation, he oversaw the successful implementation of a contactless smart card – a first in Canada. While with Outaouais Transit, he developed a reputation for innovation and leadership in the public transit field in Canada. Among his other accomplishments were his role in the development of a bus rapid transit system and the introduction of various measures to increase efficiency or decrease operating costs.

Mr. Gratton was also responsible for updating and

implementing the groundbreaking Outaouais Integrated Transportation Plan.

This year's recipient of the Award of Achievement was **Spencer McDonald** of Surrey, British Columbia, who has been a leader in the road safety field for 25 years.

Candidates for this award must have achieved, through innovation and initiative on a particular project or program, positive and measurable improvements of significant and enduring benefit to transportation.

As the founder and president of Thinking Driver, Mr. McDonald used his education and background in counseling psychology to develop innovative attitude-based driver education programs for businesses. His vision has evolved into a program widely accepted by government and industry in Canada and the United States.

Before launching Thinking Driver in 2001, Mr. McDonald designed numerous driver safety programs and taught thousands of drivers, motorcycle riders and driving instructors including police officers, firefighters and emergency vehicle operators.



**Ron Harmer** (centre) of Victoria was named the country's Transportation Person of the Year for his efforts in integrating environmental protection and sustainability into the transport sector. The award was presented to him by **Louis Ranger** (left), deputy minister of transport, infrastructure and communities for Canada. Also in the photo is **Bruce McCuaig**, deputy transportation minister for Ontario, who chaired the banquet during which the Canadian Transportation Awards were conferred.

He managed the Traffic Safety Section of the British Columbia Safety Council until 1991. In 1997, he joined the **Insurance Corporation of British Columbia** where he was retained under contract to lead two teams during implementation of the province's graduated licensing program.

Receiving the Award of Academic Merit was **Albert M. Stevens** of Fredericton who has had an impressive career as a professor of civil engineering specializing in transportation at the **University of New Brunswick** (UNB).

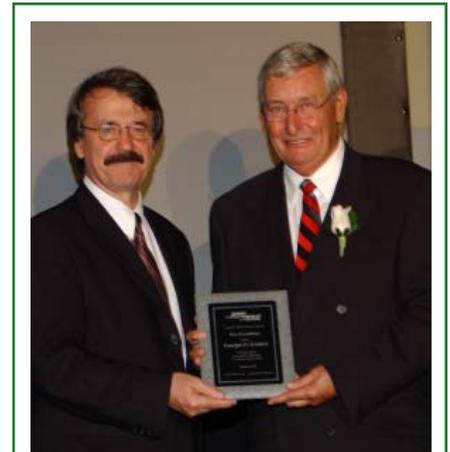
Candidates for this award must have made a long-term contribution to the advancement of the academic field and to the development of tomorrow's transportation leaders.

Professor Stevens' full-time tenure at UNB lasted nearly 40 years followed by another 20 years in his capacity as professor emeritus during which he continued supervising graduate research.

As the founder of UNB's Transportation Group in 1967, Professor Stevens had a major impact on shaping the transportation profession in Atlantic Canada. During his teaching and research career, he supervised over 150 graduate students. Thousands of undergraduate students also learned the basics of transportation engineering and planning through him.

Professor Stevens had the ability to strike a balance between academia and industry primarily through his involvement as a founding partner in the **ADI Limited** consulting firm. Most of his consulting experiences made their way into his classroom lectures to the benefit of his students.

Professor Stevens served in a number of capacities with various professional organizations including TAC and the Canadian Transportation Research Forum. For his many contributions to the transportation community, he was named Transportation Man of the Year in 1985. □



**Georges O. Gratton** (right), now with Trangesco, a business affiliate of the Montreal Transit Corporation, received the Award of Excellence. Also presenting this award was **Louis Ranger**.

Photos: Jefferson Ng, Ministry of Transportation of Ontario

## TAC Staff Changes Announced



Deb Cross has joined TAC as director, communications and member services, and Gilbert Morier has been named assistant director, events, communications and special initiatives.

In her new role, Deb Cross' key areas of focus are ensuring optimal value for TAC members and customers, overseeing the association's products and services and heading the communications activities of the association. Leading the communications and member services

team and working closely with the technical programs team, she will oversee marketing, public affairs, publications, the TAC website, events, and customer and member relations.

Deb is a seasoned professional with a broad range of experience, having previously been chief staff officer of the Building Owners and Managers Association of Canada (BOMA Canada), executive director of BOMA Ottawa, president of a project management and marketing consulting firm, marketing director for a major regional shopping centre and regional events manager for the Hudson's Bay Company.

Deb holds a master's degree in business administration from the University of Ottawa, a certified association executive (CAE) designation from the American Society of Association Executives, an associate certificate in project management from The George Washington University and a certified meeting professional (CMP) designation from the Convention Industry Council.

Deb's appointment follows the departure of Sue Killam who has retired after 10 years as director of TAC services.

In his new position, Gilbert Morier will oversee the delivery of all recurring and one-off TAC events, the largest of these being the annual conference. Gil, who has held several positions at the secretariat over the years, will continue to act as editor of *TAC News* and as the prime public affairs resource. Among his other duties, he will also assume responsibility for quality control of TAC's French-language products and services and undertake special initiatives for the association.

Prior to his journalism studies at Carleton University, Gil obtained a bachelor of arts degree from the University of Manitoba. □

## MEMBERS SPEAK OUT ON TAC ACTIVITIES AND SERVICES

TAC's Board of Directors approved a process last April to develop a new business plan for the three-year period running from 2009-10 to 2011-12. Part of the process included member and customer research.

TAC retained Vision Research Inc. to conduct a study of member and customer needs, expectations and perceptions related to a full range of products, services and programs currently offered by the association.

The quantitative component of the research included a survey of members from across the country made available to respondents online and in printable form on the TAC website. Qualitative research was also undertaken in the form of telephone-based focus groups and interviews with both existing and lapsed members of the association.

### Key Survey Findings

Survey findings provided considerable insight into member needs for TAC products and services, participation in the association's programs, as well as overall value derived. Almost three quarters of members indicated they were satisfied overall with TAC.

Eighty-five per cent of those who took part in the survey said their employers currently belong to TAC.

Technical guides and publications were viewed by the majority of respondents as both the most relevant to them, with an 87 per cent rating, and the highest in quality with an 84 per cent rating, as compared to other TAC products and services. Respondents suggested other products or services that the association could offer, including more online resources such as electronic publications and webinars.

The three publications most used by respondents are the *Geometric Design Guide*, *Manual of Uniform Traffic Control Devices for Canada* and *Pavement Design and Management Guide*. Erosion and sediment control and geometric design were the most noted seminar and workshop topics among respondents.

The TAC communications vehicle that received the highest rating in terms of effectiveness was the website with 77 per cent. *TAC News* received the highest quality

rating with 73 per cent and the website followed with 62 per cent.

Slightly more than half of respondents said they had not attended the TAC annual conference in the past three years. For those who had attended the conference, the technical sessions were viewed as the most relevant activities by 42 per cent of respondents. In addition, both the sessions and the location of the event were considered as aspects that most met attendee needs. Among those who had not attended the conference in the past three years, nearly one third cited lack of financial support from employers as the primary barrier to attendance.

Respondents indicated they derived value from TAC primarily through transportation guidelines, publications and resources, as well as the opportunity to network and connect with others in the transportation sector.

Some new directions for TAC suggested by respondents included focusing on environmental sustainability within the industry. The part TAC could play in advocacy and policy initiatives was mentioned. As well, respondents pointed out the important role of the organization in facilitating networking and information sharing within the sector.

Half of the respondents felt it was moderately important for TAC to fund and organize a national celebration for its centennial year in 2014. In addition, nearly half of them indicated the centennial year could serve as an opportunity to showcase the transportation sector as a whole in Canada.

The qualitative component of the overall study examined many of the issues explored in the survey. However, the focus group format allowed for deeper analysis of thoughts, feelings and perceptions of TAC expressed by members and lapsed members. Responses by focus group participants reflected consistent themes, issues and needs that echoed the insight provided by respondents to the member and customer survey.

### Some Recommendations to the TAC Board

Given the findings that surfaced from both the survey and focus group research, Vision Research advanced key recommendations for

consideration by the TAC Board as it seeks to enhance the association's programs, products and services. They are to:

- Continue to provide up-to-date and uniform best practices and technical guidelines
- Introduce new training options
- Accelerate the transition to electronic dissemination of information and publications
- Keep members abreast of current transportation information, trends and issues
- Take a leadership role on climate change
- Continue to leverage the power of councils and working groups as forums for networking and collaboration
- Address the demographic impacts of an aging workforce and changing attitudes towards volunteerism
- Review and update the website to ensure members can quickly and effectively get to the information and resources they need
- Continue to rotate the locations of the annual conference to allow members from different regions to attend
- Plan on celebrating the TAC centennial in 2014 as an opportunity to showcase both TAC and transportation sector achievements in Canada

Besides these recommendations, a review of responses from French-speaking participants to open-ended questions indicated a desire to see more French members participate in TAC activities, as well as more timely and better quality French versions of the organization's publications.

### What's Next?

Information obtained from the member and customer surveys, as well as the results of director interviews, were shared with members of the Board of Directors during a conference call in mid-November. Discussions resulted in guiding principles that are being used to craft the new three-year business plan. More information on the plan will be published after its adoption next April. 

## PEOPLE IN THE NEWS

The new federal minister of transport, infrastructure and communities is Hon. **John Baird**. His parliamentary secretary is **Brian Jean**.

**Anne-Marie Leclerc**, assistant deputy minister for infrastructure and technologies at the Ministry of Transport of Quebec and first delegate for Canada-Quebec to the World Road Association (PIARC), has been elected president of the association for 2009-2012. **Bryce Conrad**, director general of surface infrastructure programs for Transport Canada, will represent Canada on PIARC's Executive Committee and Communication and International Relations Commission.

**Jean-Pierre Bastien** has assumed the position of assistant deputy minister for transportation policy and safety at the Ministry of Transport of Quebec.

At Morrison Hershfield Limited, **Anthony Karakatsanis** has been appointed senior vice-president of the consulting firm's newly amalgamated Infrastructure and Transportation Division. He is supported by **Kevin Pask**, senior vice-president of the new national Transportation Group, and **Dwayne Johnston**, vice-president of the new national Infrastructure Group. The company also announced the appointments of **John Grebenc** as director of municipal transportation and **Geoff Pound** as director of infrastructure operations in the East, as well as **Ansar Ahmed**, who has been named director of transportation for Western Canada.

**Brent Marjerison** is now director of preservation and surfacing with the Saskatchewan Ministry of Highways and Infrastructure.

**Bruce Fitzner** is the new executive director of engineering and construction for the Nova Scotia Department of Transportation and Infrastructure Renewal. He succeeds **Alan MacRae**, who has retired.

**Ralph Haas**, professor of engineering at the University of Waterloo, and **Alison Smiley**, president of Human Factors North Inc., have been named national associates of the National Research Council of the National Academies in the United States.

**Nick Tunnacliffe**, executive director of environment, transportation and planning services for the Regional Municipality of Peel, ON, was recently appointed a fellow of the Canadian Institute of Planners. 

## 2009-10 TAC Foundation Scholarships

The application form for 2009-10 TAC Foundation scholarships will be available online at [www.tac-foundation.ca](http://www.tac-foundation.ca) just before Christmas. Members are requested to encourage all qualified candidates to apply to receive one of the over 25 undergraduate and postgraduate scholarships valued between \$3,000 and \$10,000. 

## NEW MEMBERS

TAC is pleased to welcome the following new members:

### 2040909 Ontario Inc.

Fonthill, ON  
*Richard Hein*, Director

### City of Revelstoke

Revelstoke, BC  
*Brian Mallett*, Director of Engineering & Public Works

### JRL Consulting

Halifax, NS  
*Jeff LeBlanc*, Principal

### Matricis Informatique inc.

Montreal, QC  
*Louis Luneau*, Vice-president, Products

### Nilex Inc.

Edmonton, AB  
*Brian Williams*

### Powell (Richmond Hill) Contracting Limited

Gormley, ON  
*William Powell*, Vice President

### Town of Hinton

Hinton, AB  
*Jamal Nasrabadi*, Technical Services Manager

### Seyed Farhad Razmyar

Richmond Hill, ON

### Jonathan Foord

Winnipeg, MB

### Anthony McGill

Victoria, BC



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## COMING EVENTS

### 2009

#### 88<sup>th</sup> Annual Meeting of the Transportation Research Board

January 11-15  
Washington, DC  
Tel. (202) 334-2934  
[www.trb.org/meeting/](http://www.trb.org/meeting/)

#### Annual Meeting of the National Asphalt Pavement Association

January 18-21  
San Diego, California  
Tel. (888) 468-6499  
[www.hotmix.org](http://www.hotmix.org)

#### 7<sup>th</sup> Annual Urban Transportation Summit

March 3-4  
Toronto, Ontario  
Tel. (866) 298-9343  
[www.strategyinstitute.com](http://www.strategyinstitute.com)

#### Annual Conference of the Canadian Construction Association

March 9-14  
Scottsdale, Arizona  
Tel. (613) 236-9455  
[www.cca-acc.com](http://www.cca-acc.com)

#### Intertraffic China 2009

March 18-20  
Shanghai, China  
[www.intertraffic.com](http://www.intertraffic.com)

#### 2009 Design-Build in Transportation Conference

April 1-3  
Baltimore, Maryland  
Tel. (202) 366-1562  
[www.designbuildtransportation.com](http://www.designbuildtransportation.com)

#### Annual Conference of the Association québécoise du transport et des routes

April 6-8  
Montreal, Quebec  
Tel. (514) 523-6444  
[www.aqtr.qc.ca](http://www.aqtr.qc.ca)

#### TAC Spring Technical Meetings

April 16-20  
Ottawa, Ontario  
Tel. (613) 736-1350  
[www.tac-atc.ca](http://www.tac-atc.ca)

#### National Conference on Preservation, Repair and Rehabilitation of Concrete Pavements

April 22-24  
St. Louis, Missouri  
Tel. (202) 366-1326  
[www.fhwa.dot.gov/pavement/concrete/2009CPTPconf.cfm](http://www.fhwa.dot.gov/pavement/concrete/2009CPTPconf.cfm)

#### Fourth Rubber Modified Asphalt Conference

May 7-8  
Akron, Ohio  
Tel. (330) 972-6527  
[www.rubberdivision.org/meetings/rmac.htm](http://www.rubberdivision.org/meetings/rmac.htm)

#### Annual Conference of the Intelligent Transportation Systems Society of Canada (ITS Canada)

May 10-13  
Edmonton, Alberta  
Tel. (905) 471-2970  
[www.itscanada.ca](http://www.itscanada.ca)

#### Annual Conference of the Canadian Transportation Research Forum

May 24-27  
Victoria, British Columbia  
Tel. (519) 421-9701  
[www.ctrf.ca](http://www.ctrf.ca)

#### Annual Conference of the Canadian Society for Civil Engineering

May 27-30  
St. John's, Newfoundland and Labrador  
[www.csce.ca/2009/annual/](http://www.csce.ca/2009/annual/)

#### Annual Conference of the Canadian Institute of Transportation Engineers

May 30-June 3  
Montreal, Quebec  
[www.citequebec.org/](http://www.citequebec.org/)

#### CSCE-ASCE-ICE Triennial Conference – Coastal Engineering

June 1-2  
St. John's, Newfoundland and Labrador  
[www.csce.ca/2009/triennial/](http://www.csce.ca/2009/triennial/)

#### Annual Conference of the Canadian Urban Transit Association

June 6-10  
Whistler, British Columbia  
Tel. (416) 365-9800  
[www.cutaactu.ca](http://www.cutaactu.ca)

#### 12<sup>th</sup> International Conference on Fracture

July 12-17  
Ottawa, Ontario  
[www.icf12.org](http://www.icf12.org)

#### TAC Annual Conference & Exhibition

October 18-21  
Vancouver, British Columbia  
Tel. (613) 736-1350  
[www.tac-atc.ca](http://www.tac-atc.ca)

*Call for papers deadline: January 19*

## Two Updates to Be Made to Road Design Guide

Two revisions to the *Geometric Design Guide for Canadian Roads* have recently received approval from the association's Chief Engineers' Council.

One revision represents an addition related to minimum radii on steep downgrades. It addresses the impacts of longitudinal gradients on the superelevation of a curve.

The other revision, which deals with intersection sight distance, reflects recent research on the subject by the American Association of State Highway and Transportation Officials. The revision is consistent with the principles of design domain and introduces a range of values for guide users to consider.

The revisions resulted from a volunteer project overseen by TAC's Geometric Design Standing Committee. Currently before the committee's Revisions and Additions Subcommittee, the changes to the guide will be released as updates in the coming months. □