

**TRANSPORTATION ASSOCIATION OF CANADA**  
**BOARD OF DIRECTORS**  
**Meeting**  
**Monday, April 8, 2019, 8h00 – 16h30**  
**Room 207, Shaw Convention Centre**  
**Ottawa, Ontario**

- CHAIR:** D. Chaisson
- MEMBERS PRESENT:** B. Anguish, J. Berezowsky; K. Cain; G. Chaput; V. Gagnon; P. Guy; J. Hawkins; A.-M. Leclerc; A. Marisetti; E. Miska; J. Pitfield; G. Rempel; W. Richardson; T. Savoie; S. Stewart; M. Thompson.
- OBSERVERS:** T. Loo; M. McKay.
- ABSENT:** F. Antunes; S. Damp; T. King; P. LaFleche; R. Lassel; L. McAusland.
- COUNCIL REPRESENTATIVES:** M. Caron (EC); D. Cleven (EHRDC); M. Hotte (ICCC); P. Murchison (CEC); S. Noonan (SMTF); S. Saiyed (UTC).
- STAFF PRESENT:** E. Andersen; C. deGrandpré; J.-A. Maltais; L. Mustafa; G. Noxon; C. Stackpole; J. Walker; S. Wells; J. Wlodarczyk.

**1. Introductions and Opening Remarks**

Mr. Chaisson welcomed members and guests and invited participants to introduce themselves. He stated that since a quorum of directors was present and that notice of the meeting was given in accordance with the Association’s by-laws, the meeting was declared regularly constituted.

**2. Appointments: Directors and Officers**

Mr. Chaisson reported that, following resignations of Directors resulting from retirements or changes of position, the Executive Committee recommended the appointment of the following as Directors:

- Brad Anguish (Halifax),
- Valérie Gagnon (Montreal),
- Anuradha Marisetti (Transport Canada), and
- André Tremblay (Alberta).

**It was moved by E. Miska without objection and therefore carried that:**

Mr. Anguish, Ms. Gagnon, Ms. Marisetti and Mr. Tremblay be appointed as TAC Directors until the 2019 Annual General Meeting of Members.

Mr. Chaisson also reported that the position of President had become vacant following the resignation of Barry Day and that he had been acting in the role, leaving vacant the position of Vice President, FPT. He conveyed the recommendation of the Executive Committee that he be appointed President and that Kelly Cain be appointed Vice President.

**It was moved by T. Savoie without objection and therefore carried that:**

Mr. Chaisson be appointed as President, and that Ms. Cain be appointed as Vice President, Federal/Provincial/Territorial, of the Corporation to hold office at the pleasure of the Board.

### **3. Review and Approval of Agenda**

Mr. Chaisson drew attention to the agenda that had been circulated in advance and invited comments or additions; none were proposed.

**It was moved by B. Anguish without objection and therefore carried that:**

The agenda for the April 8, 2019 meeting of the Board of Directors be adopted as circulated.

### **4. Approval of Minutes – October 2018**

Mr. Chaisson drew attention to the minutes of the meetings of the Board that were held in the morning and afternoon of October 2, 2018. He invited comments or corrections; none were offered.

**It was moved by W. Richardson without objection and therefore carried that:**

The minutes of the morning and afternoon meetings held in Saskatoon on October 2, 2018 be approved as circulated.

### **5. Reports from Committees, Councils and Task Forces**

#### **a) Executive Committee**

Mr. Chaisson reported on the deliberations of the Executive Committee since the Board meeting held in October 2018 as outlined in the report that had been circulated in advance.

**It was moved by G. Chaput without objection and therefore carried that:**

The TAC Executive Committee report be accepted.

**b) Chief Engineers' Council**

Mr. Murchison, Vice Chair of the Chief Engineers' Council (CEC), reported on activities since October 2018, as outlined in the report that had been circulated in advance and further documented in the presentation (Attachment 1) to the Board. He provided highlights of the Council's discussions about Vision Zero, winter maintenance, budgets, asphalt quality, alternative procurement practices, travel constraints, and climate change.

As part of his presentation, Mr. Murchison provided feedback about the proposal for a new TAC council and committee structure, noting the following:

- Benefits include alignment of volunteer efforts with TAC's focus areas, strengthened committee oversight and interaction, more expertise on councils;
- Risks include the need for increased attendance to ensure representation on the councils and committees, loss of the Council's control over committee directions and priorities, timing and duration of meetings for the proposed new Chief Engineers Panel;
- More engagement is needed with CEC members to inform the process;
- Consideration should be given to approaches to address owners' issues;
- "Safety" may be too narrow for a council name;
- There is support for a Technology Council, which could be shared with ITS Canada;
- Council membership should be lean;
- Shared/cross-committee updates should be streamlined.

Mr. Chaput inquired about the issues that are driving the project in development on bridge deck hot mix asphalt paving in Canada. Ms. Leclerc explained that jurisdictions are experiencing challenges with compaction and asphalt durability.

**It was moved by J. Berezowsky without objection and therefore carried that:**

The report of the Chief Engineers' Council be approved.

**c) Education and Human Resources Development Council**

Ms. Cleven, Chair of the Education and Human Resources Development Council (EHRDC), reported on activities since October 2018, as outlined in the report that had been circulated in advance and further documented in the presentation (Attachment 2) to the Board. She provided highlights of the Council's discussions about cybersecurity, diversity and inclusion in the profession, young professionals, mentoring and professional development, the impact of technology in the workplace and soft skills development.

As part of her presentation, Ms. Cleven conveyed the Council's support for the proposed new TAC council and committee structure.

Mr. Chaput sought more information about the Council's plans to broaden access to the AASHTO TRAC™ (transportation and civil engineering) educational outreach program. He suggested that consideration be given to working through teachers' professional development organizations so that they become informed about, and champions of, the program. Mr. Stewart highlighted a new paradigm in education, which is having an impact on policies for science, technology, engineering, and math (STEM) curricula. He suggested the Council consider whether and how the TRAC program fits in that context.

Ms. Richardson noted that the Council is organizing a panel for the fall conference on women in engineering but she observed that the transportation profession is broader than just engineering. She encouraged the council to include perspectives other than engineering in the panel.

Dr. Rempel noted that the young professional who had spoken to the Council had remarked that he had been surprised by what was involved in a transportation professional's job. Dr. Rempel expressed concern about that and suggested there may be a need for a course to expose students to TAC and transportation.

**It was moved by G. Chaput without objection and therefore carried that:**

The report of the Education and Human Resources Development Council be approved.

**d) Environment Council**

Ms. Caron, Vice Chair of the Environment Council, reported on activities since October 2018, as outlined in the report that had been circulated in advance and further documented in the presentation (Attachment 3) to the Board. She provided highlights of the Council's discussions about federal environmental legislation changes, indigenous consultation and involvement in regulatory changes, noise and vibration standards, erosion and sediment control, electrification of vehicles, and effects of migratory birds on transportation projects.

As part of her presentation, Ms. Caron provided feedback about the proposed new TAC council and committee structure. She said there had been some initial apprehension, but eventual agreement, among members about including climate change as part of the Council's mandate, although adaptation aspects may be better aligned with the maintenance and construction committee. She also said there had been some concern over the compressed meeting schedule that was proposed but members acknowledged there may be opportunities for administrative efficiencies; she thanked the secretariat staff for committing to work with the council to find and facilitate those opportunities. Finally, Ms. Caron conveyed the Council's overall cautious optimism and some reserved excitement about the new council and committee structure.

Mr. Savoie commended the Council for its volunteer project to produce a briefing with a synopsis of Bills C68 and C69 and the proposed federal environmental legislation changes.

**Moved by E. Miska without objection and therefore carried that:**

The report of the Environment Council be approved.

**e) Urban Transportation Council**

Dr. Saiyed, Chair of the Urban Transportation Council (UTC), reported on activities since October 2018, as outlined in the report that had been circulated in advance and further documented in the presentation (Attachment 4) to the Board. He provided highlights of the Council's discussions about Vision Zero, pedestrian strategies, congestion management, electrification and shared use of vehicles.

As part of his presentation, Dr. Saiyed provided feedback about the proposal for a new TAC council and committee structure. He said some members had concerns about "mobility" as the Council name and questioned whether it would adequately reflect the mandate. He acknowledged that a benefit could be

expansion of the Council's scope and membership but that the name change might diminish the focus on urban issues in TAC. Nonetheless, he remarked on the value of the review process and the discussions that occurred, noting it improves resiliency in the transportation sector and ensures TAC remains relevant and current.

Dr. Saiyed reported that the Canadian Institute of Planners (CIP) is celebrating its 100<sup>th</sup> anniversary in 2019 and he conveyed the recommendation of the UTC that the Board of Directors officially congratulate the CIP on the achievement. Dr. Wells said that staff would arrange to have a statement formally printed and presented to the CIP.

**Action: Secretariat**

**It was moved by W. Richardson without objection and therefore carried that:**

The Board of Directors of the Transportation Association of Canada recognizes the centenary of the Canadian Institute of Planners and extends good wishes to its members on that occasion. The TAC Board supports the Institute's continued contributions to community planning and continued collaboration between our organizations in the future.

**It was moved by G. Chaput without objection and therefore carried that:**

The report of the Urban Transportation Council be approved.

**f) Connected and Automated Vehicles Task Force**

Dr. Rempel, Chair of the Connected and Automated Vehicles (CAV) Task Force, reported on activities since October 2018, as outlined in the report that had been circulated in advance and further documented in the presentation (Attachment 5) to the Board. He spoke about the discussion paper being developed to build shared awareness of key issues and understanding of Canada's CAV ecosystem and inform actions by the Task Force and TAC's councils and committees. Dr. Rempel also provided highlights of the Task Force's inaugural meeting and discussions about CAVs and traffic control devices, agency preparation, pilot/demonstration projects, enabling technologies, workforce development and partnerships.

Mr. Chaput commended the progress being made by TAC and the Task Force and thanked Dr. Rempel for his leadership on the file.

Ms. Leclerc noted that winter conditions will be a particular challenge for Canadian operations of CAVs and she asked Dr. Rempel if that is being addressed by the Task Force. Dr. Rempel confirmed that it is a focus of discussion and is one of the many factors being considered in the broad field of CAVs.

**It was moved by E. Miska without objection and therefore carried that:**

The report of the Connected and Automated Vehicles Task Force be approved.

**g) PIARC CNC Governing Task Force**

Dr. Wells, Secretary to the World Road Association (PIARC) Canadian National Committee (CNC) Governing Task Force, reported on activities since October 2018, as outlined in the report that had been circulated in advance and further documented in the presentation (Attachment 6) to the Board. She remarked that several Canadian members on PIARC's technical committees had attended the Task Force meeting and there was good exchange of technical information. In particular, she said there had been discussion about the work being done internationally on asset management and the opportunities for Canadians to benefit from that expertise. She conveyed an offer from the Task Force to provide a briefing at a future TAC Board meeting on international developments in asset management.

Dr. Wells reported that a new PIARC strategic planning cycle will be launched this fall and that the Task Force will promote involvement of Canadians on the new technical committees that will be formed. She also highlighted the Winter Road Congress that will be convened in Calgary in February 2022, which will be an opportunity to showcase Canadian and international expertise in winter services.

Mr. Chaput inquired if the PIARC asset management work addresses rail infrastructure and fleet assets as well as roads and bridges. Dr. Wells said she would follow up with David Hein (ARA) and James Smith (Ontario Good Roads Association) who participate on the PIARC committee and are involved with the CNC.

**It was moved by W. Richardson without objection and therefore carried that:**

The report of the Governing Task Force of the Canadian National Committee, World Road Association be approved.

**h) Small Municipalities Task Force**

Ms. Noonan, Chair of the Task Force, reported on activities as outlined in the report that had been circulated in advance and further documented in the presentation (Attachment 7) to the Board.

As part of her presentation, Ms. Noonan provided feedback about the proposed new TAC council and committee structure. She expressed concern about transitioning the Task Force to a forum but supported the proposal to increase the secretariat's outreach to smaller communities via web applications. She conveyed the Task Force's recommendation that it be reconstituted as a committee under the proposed new Safety Council.

**It was moved by J. Berezowsky without objection and therefore carried that:**

The report of the Small Municipalities Task Force be approved.

**i) Integrated Committee on Climate Change**

Mr. Hotte, Chair of the Integrated Committee on Climate Change (ICCC), reported on activities as outlined in the report that had been circulated in advance and further documented in the presentation (Attachment 8) to the Board.

As part of his presentation, Mr. Hotte provided feedback about the proposed new TAC council and committee structure, noting the following:

- There is general support for having the committee report to the Environment Council, while noting that mitigation has urban applications and adaptation has applications relevant to the Maintenance and Construction Standing Committee;
- There are concerns about the proposed meeting schedule; late evening meetings restrict interest in attending and day meetings create conflicts with other committees;
- There is a desire for committee activities to retain the broad multidisciplinary approach and membership, with continued representation from TAC's councils and committees.

Ms. Gagnon noted that maintenance practices have been challenged by recent weather conditions and she asked if those issues are addressed at the ICCC. Mr. Hotte said they have come up but explained that the Committee serves to coordinate information about climate change as it is addressed through TAC's councils and committees. He noted that maintenance issues, including those related to weather and climate change, are a focus of the Maintenance and Construction Standing Committee. Ms. Leclerc added that the challenges experienced in cities and the provinces and territories during the last winter were a significant focus at the meeting of the Chief Engineers' Council.

**It was moved by B. Anguish without objection and therefore carried that:**

The report of the Integrated Committee on Climate Change be approved.

## **6. TAC Awards**

### **a) Program Status**

Dr. Wells provided an update about TAC's awards program, which had been renewed and refreshed for 2019. She highlighted:

- Creation of a President's Award,
- Elimination of the honorary life membership,
- Enhancement of criteria for the Distinguished Service Award,
- Creation of a Leadership Award to replace the Award for Service,
- Creation of an Individual Contribution Award,
- Creation of Committee Excellence Award,
- Elimination of formal ex-officio awards for retiring council and committee chairs, though those individuals will be recognized through other means.

In response to a question, Dr. Wells said the awards program changes are not expected to have an impact on TAC's budget.

### **b) Award Approvals**

Mr. Chaisson reminded members that the recipients of the Distinguished Service Award and the Young Transportation Professional Award require approval of the Board of Directors. He also reminded members that each approved recipient will receive a complimentary conference registration and a stipend of up to \$2000 to attend the conference when the award is conferred.

Mr. Chaisson drew attention to the biographical notes that were provided in advance about the four nominees for the Distinguished Service Award and the candidate recommended by TAC's council chairs to receive the Young Transportation Professional Award.

**It was moved by G. Chaput without objection and therefore carried that:**

TAC's Distinguished Service Award be conferred upon Jadwiga Kroman, Brad Neirinck, Dirk Nyland and Guy Tremblay,

**And that,**

TAC's Young Transportation Professional Award be conferred upon Papa Masseck Thiam.

Mr. Chaisson also noted that Wanda Richardson had been recommended as a recipient of the Distinguished Service Award in 2018 but the presentation had been deferred at her request until this fall. On behalf of the Board, Mr. Chaisson congratulated Ms. Richardson on the award, which will be conferred in Halifax.

**7. Discussion / Decision Items****a) Reviewing TAC's Council and Committee Structure**

Dr. Wells provided an overview of the report that had been circulated in advance describing a proposed new structure for TAC's councils and committees. She said the new structure would:

- See the formation of six councils, reporting to the Board, named to mirror the six focus areas in TAC's Strategic Plan,
  - o The Urban Transportation Council would become the Mobility Council
  - o The Education and Human Resources Development Council would become the Workforce Development Council
  - o The Environment Council would become the Environment and Climate Change Council
  - o A new Technology Council would be formed
  - o A new Safety Council would be formed
  - o A new Infrastructure and Asset Management Council would be formed
- Elevate the existing Chief Engineers' Council to a Chief Engineers Panel, with membership including chief engineers (or equivalent) from federal, provincial, territorial and municipal agencies, other key organizations, and chairs of the other councils, and
- Reassign the reporting of the Small Municipalities Task Force and the Integrated Committee on Climate Change through councils rather than directly to the Board.

Dr. Wells described anticipated benefits of the revised structure, suggesting the contained scope of the councils would give rise to better dialogue on issues, allow for better oversight of committees, and focus on projects and their deliverables. She also suggested that it would be a more transparent depiction of TAC's areas of interest that would help explain the Association to members and other stakeholders. She emphasized the benefit of forming a new Technology Council to provide a forum for issues like ITS, data management and cyber security, which would address an area that has been seen to be lacking in TAC's structure.

Dr. Wells reported that staff had discussed the proposal with council and committee executives prior to the spring meetings and that, during the spring meetings, councils had each received presentations about it and provided feedback. She remarked that the volunteers had been very engaged on the matter and commended them for their positive attitude to the change process, thoughtful review of and insightful comments on the proposal. She observed that there was a lot of support for the new structure but also some concerns, as noted in the councils' reports to the Board, that need to be addressed. She welcomed Board feedback on the

proposal but said approval was not being sought immediately. She said staff would continue to work on the proposal and to consult further with volunteers. She committed to report back to the Board on progress as soon as possible.

**Action: Secretary**

Ms. Richardson commended the staff and the Board for embracing change and working to ensure the continued relevance of the Association. She said she was encouraged by the extensive engagement of TAC's volunteers and remarked that proved the value of the review process itself. She expressed support for extending the timeframe to gather feedback on revising TAC's structure, which will allow more engagement and help secure the support of members.

Ms. Richardson also observed that there will continue to be cross-cutting issues where the interests of TAC's various councils and committees overlap. She acknowledged that those issues have to have a primary home but emphasized that staff and members will need to put significant effort going forward to ensure information is exchanged as needed among those groups.

Mr. Miska said there are a lot of positive aspects about the proposal. He noted, however, that there were questions and concerns about the role and function of the Chief Engineers Panel. He observed that the Chief Engineers' Council provides guidance and mentorship to others within TAC and that the Council effectively monitors key issues in the transportation sector. He emphasized the need to retain that capacity in TAC.

Mr. Miska also observed that TAC's committees tend to be very technically-oriented and recommended that councils take a more strategic role. He also suggested the committee structure could include active transportation under the new Mobility Council and that the health impacts of transportation should be explicitly addressed somewhere.

Mr. Chaput echoed the positive comments conveyed by others about the process and effort invested in reviewing TAC's structure. He suggested the draft meeting schedule did not allow adequate time for the Chief Engineers Panel to meet. He also cautioned that the Panel should not be positioned to appear as though it has authority over all the councils.

Mr. Savoie commended the effort to operationalize TAC's new strategic plan through the restructuring of the councils and committees. He noted that the proposal, as originally described, would have seen the secretariat taking on a bigger role in driving the small municipalities program. He acknowledged the preference of the current Small Municipalities Task Force to remain as a committee reporting to the new Safety Council. Nonetheless, he suggested that, with staff leadership, there is an opportunity to provide more value for small municipal members, which would be a potential area of growth for TAC.

Dr. Rempel also commended the work done to review TAC's council and committee structure. He said he liked the alignment of the councils with TAC's focus areas but observed that could be problematic if the strategic plan or those areas of interest were to change in the future.

Dr. Rempel also suggested that, as the process moves forward, consideration be given to the subcommittee structure as well. He remarked that some consistency around the functions of the subcommittees would be helpful and facilitate communication among them.

Mr. Stewart said he was encouraged by the elements of the proposal that would elevate TAC's attention to mobility and technology. He added that he had appreciated the input from members and remarked that it was interesting to see the evolution in reactions from shock at the proposed change, through understanding, to a

willingness to consider the changes. He commended the secretariat staff who worked through the proposal with the councils, noting the merits of approaches offered to reduce the administrative burden and allow members more time to focus on substantive material at meetings. He said he looked forward to the continuing evolution of those initiatives and the council and committee structure.

**b) Virtual Participation in TAC Meetings**

Dr. Wells provided an overview of the report that had been circulated in advance summarizing the Board's existing policy about teleconference connections for the spring and fall meetings. She noted the costs that would be incurred to provide tele- or video-conference connections to council and committee meetings in the spring. She reported that attendance at the spring meetings has been steady and strong for several years but suggested the risk of attendance dropping off would be high if virtual connections to meetings are available. She emphasized the importance of TAC's network and forum to its members and to delivering on TAC's mission and observed that there would be negative impacts on the quality and productivity of the meetings if some members participated virtually.

Dr. Wells acknowledged that some members face travel restrictions that prevent their participation in TAC's meetings. She drew attention to the opportunities that TAC provides for all of its members to engage with their Association throughout the year, including through various SharePoint fora, interim meetings that are convened by teleconference, and webinars which are increasingly being used as a means for members to share information.

Finally, Dr. Wells conveyed the recommendation of TAC's Executive Committee that the existing policy about teleconferencing be maintained and that video-conferencing connections not be provided. She said that, with the Board's approval of that recommendation, TAC's practice would continue to be that:

- Upon request, arrangements are made for members of funded project steering committees to join meetings via teleconference, and that
- Teleconferencing/video-conferencing services are not provided for council, standing committee, subcommittee or volunteer project meetings.

Ms. Leclerc spoke in support of the recommendation but suggested the secretariat consider enabling subcommittee chairs to report to standing committees via teleconference. She remarked that subcommittee members often have the most difficulty securing travel approval but need to report on their activities to oversight committees. She commented that having one individual call in to a meeting for a short agenda item would not be as expensive or disruptive as having multiple members participate virtually for the duration of the meeting.

Mr. Chaput acknowledged the challenge members can face with respect to travel but underscored the negative impact on attendance and meetings that would result if virtual connections were made available. He supported the recommendation outlined in the report to the Board.

Mr. Stewart also supported the recommendation with respect to the spring and fall meetings. He suggested that there may be technology platforms other than SharePoint that could provide enhanced capabilities for TAC members to connect virtually throughout the year. He observed that a technology partner might be interested in working with TAC or sponsoring opportunities to supplement the services TAC members receive.

Ms. Cain remarked that it can be tedious to have long meetings with some people in a meeting room and some people connecting virtually. She supported the recommendation before the Board and echoed Mr. Stewart's comments that the secretariat should explore other technology platforms and possible sponsorship.

Mr. Thompson and Mr. Miska also spoke in support of the recommendation, noting the value of face to face meetings and that technology to participate virtually often does not work seamlessly and productivity plummets as a result.

**It was moved by V. Gagnon without objection and therefore carried that:**

TAC's policy about teleconference connections to meetings be maintained and that video-conference connections not be provided. TAC's practice will continue to be that:

- Upon request, arrangements are made for members of funded project steering committees to join meetings via teleconference, and
- Teleconferencing/video-conferencing services are not provided for council, standing committee, subcommittee or volunteer project meetings.

**c) Updating TAC's Performance Indicators**

Dr. Wells provided an overview of the report on TAC's performance indicators. She reminded members that, in April 2018, the Board had approved six indicators to be reported annually and directed that typical/target values be developed to assist in understanding and monitoring TAC's performance. She proposed typical/target values for each of the indicators, based on a review of six years of data.

Mr. Miska noted that the typical number of funded projects is proposed as 20, which he suggested is aspirational given recent downward trends. Dr. Wells concurred that the trend over the last three years has been downward but confirmed that, over the last six years, on average 20 funded projects have been in progress and in development. She said staff are monitoring the trend and reviewing project processes and will continue to report on this matter to the Board.

Ms. Gagnon sought clarification about the difference between funded and volunteer projects and the time it takes to complete them. She remarked that human resources are needed for both types of initiatives and that the number of funded projects that can be supported by TAC's committees may be reduced as the number of volunteer initiatives increase.

Dr. Rempel remarked that it might be more informative to track the percentage of recommended projects that are funded and launched rather than the raw number of projects that are in progress.

Dr. Rempel also commented that updates to TAC's foundational guidelines may be needed more frequently in the future and that they can be quite costly. He questioned whether there are adequate funds in reserve for future updates. Dr. Wells said the balance currently in the reserve funds would not be adequate for a major update, but that the balance continues to grow. She explained that the most recent update of the *Geometric Design Guide* had been completed with reserve funds supplemented with funds contributed by TAC members; she suggested that approach could be adopted again if the next foundational update cannot be funded from available reserves.

Mr. Anguish asked about correlations between financial results and the downward trend in member retention and the size of the volunteer base. Dr. Wells acknowledged that the member retention rate has decreased slightly in the last couple of years but that it remains very high compared to industry standards. She said the size of the volunteer base declines with the number of projects in progress. She explained that individuals on

project steering committees are counted as active volunteers until projects are completed and steering committee are disbanded.

Mr. Stewart noted that the key performance indicators are useful to the Board and to the secretariat to set out expectations and monitor performance. He asked whether the measures are used in other ways. Dr. Wells confirmed that the measures are used by TAC staff to identify trends and manage operations. She said the measures are also typically shared with members for their information.

**It was moved by W. Richardson without objection and therefore carried that:**

The typical/target values as proposed for each of TAC's six performance indicators be included in the annual reporting of TAC's performance indicators.

**d) TAC Conference Site Selection Considerations**

Dr. Wells provided an overview of the report that had been circulated in advance about the challenges, opportunities and benefits associated with hosting the annual conference and exhibition. She highlighted the importance of the event to fulfilling TAC's mission and strategic priorities and to supporting financial operations throughout the year. She emphasized the need for the Board and its members to share the priority of identifying future conference sites.

Mr. Chaput remarked that the Ministry of Transportation of Ontario had been fortunate to host a few TAC conferences in Toronto. He acknowledged the work involved for the local hosts and volunteers but suggested it is not an excessive strain on the department. He noted that significant benefits are enjoyed by the local agencies that host the event.

Mr. Chaput observed that the Monday night event is popular and a draw for delegates but it is also a significant cost within the conference budget. He remarked that it may be necessary to review the programming and determine where costs can be reduced, including eliminating the Monday night event.

Ms. Leclerc said that the Ministère des transports du Québec had also hosted a number of TAC conferences, including most recently the Association's centennial celebration in Montreal in 2014. She said the arrangements to finance and deliver the conference have become more flexible, which is helpful for agencies that may not be able to fund and host the Monday night event for delegates. She emphasized the scientific and economic benefits that the local hosts enjoy when experts from across the country gather for the conference. She also noted that it provides an excellent opportunity to expose local students to developments in transportation and to get them engaged with TAC. Finally, she observed that varying the location of the conference across Canada permits delegates to better understand the challenges that different jurisdictions face, build professional networks and facilitate benchmarking.

Mr. Chaisson echoed the comments offered about the economic benefits for the jurisdiction hosting the conference. He said that, as a young professional, he had volunteered when the conference was in Charlottetown in 2006, which he found it to be very educational and encouraged him to eventually become involved with TAC's technical committees. He said that he sent a large number of staff when the conference returned to Charlottetown in 2016. He added that some field staff, who would not typically be able to travel to the conference, attended for a day and benefitted from touring the exhibition and participating in sessions and events.

Dr. Wells confirmed that staff would continue to work with potential future hosts across the country. She recommended that the matter be included on the Board's agenda every spring to assist with site selection and long term planning.

**It was moved by G. Rempel without objection and therefore carried that:**

TAC's current site selection practice be endorsed, including the rotation of locations around the country and the requirement for a financial commitment from local hosts to support delivery of the event,

**And that:**

The Board will discuss future potential sites annually as part of its spring meeting.

## **8. Information Reports**

Dr. Wells briefly highlighted reports that had been circulated in advance on:

- The status of publications,
- Technical projects summary,
- Pooled fund project process improvements,
- The status of statutory filings, and
- The TAC Foundation.

**It was moved by T. Savoie without objection and therefore carried that:**

The information reports be accepted.

## **9. Summary Report on Operations 2018/19**

Dr. Wells provided highlights of the Operations Report that had been circulated in advance and summarized the work completed towards each of TAC's strategic priorities in the last year. She reported that year-end results are forecast to produce a surplus on operations of approximately \$500k before drawing down on reserves, that the Emergency Reserve Fund is at the target balance of \$1.5M, and that unrestricted reserves will approach \$1.5M at year end.

Ms. Richardson congratulated staff on the successful year and said it is good to know that TAC's financial situation is healthy.

Ms. Richardson sought confirmation that registrants for TAC's webinars are reminded about upcoming events so that they do not miss them. Dr. Wells confirmed that a number of automated reminders are sent when people register and she also said that the events are recorded so they can be accessed through TAC's new online learning centre at any time. In response to a question, Ms. Andersen confirmed that analytics are available and enable staff to track usage of various components of the learning centre and TAC's website.

Ms. Leclerc also remarked it would be helpful to understand the proportion of francophone members that participate in TAC's webinars.

**It was moved by G. Chaput without objection and therefore carried that:**

The 2018/19 Operations Report be accepted as presented.

#### **10. Board Forum Session: Economic Development through Transportation**

David Zipper, Resident Fellow at the German Marshall Fund, joined the meeting and provided a presentation (Attachment 9) about key considerations for urban areas with respect to transportation, mobility and economic development.

In discussion following the presentation, members discussed the paradigm shift occurring in urban areas and the connections being made between transportation, new modes and mobility, and economic development. It was also acknowledged that the rural context is different, because access to automobiles and road and highway infrastructure remains critical where transit and ride-sharing options are not available.

#### **11. Council of Deputy Ministers Governance Review Update**

Shaun Hammond, Alberta Transportation, joined the meeting and provided a presentation (Attachment 10) about the work he is doing on behalf of the Council of Deputy Ministers Responsible for Transportation and Highway Safety with respect to governance.

Following the presentation, Ms. Cain sought clarification about the distinction between support and partner organizations, which she suggested are different. Mr. Hammond commented that the report prepared by John Law earlier in the governance review process had focused on better governance of the Council itself, strengthening the secretariat's resources so that it can serve as a hub or clearinghouse for issues coming to the Council table, as well as ensuring better collaboration and cooperation among the support organizations.

Ms. Leclerc echoed the concerns raised by Ms. Cain regarding the depiction of support organizations. She said that the Policy and Planning Support Committee, the Engineering and Research Support Committee, and the Task Force on Vehicle Weights and Dimensions Policy were all created to report to and support the Council of Deputy Ministers in its deliberations. She emphasized that TAC and CCMTA both have independent Boards of Directors that are accountable to their respective memberships and not to the Council. Ms. Leclerc said she had been on the TAC Board for a very long time and the organization had never been a support organization for the Council of Deputy Ministers.

Mr. Hammond said there is no intention on the part of the Council of Deputy Ministers to change the arrangements with TAC regarding the administrative and secretariat services that TAC provides. He said the Council is working to build its resources to provide research and analysis support for its policy work, and has identified a few options to do that.

Ms. Leclerc reiterated the fact that TAC's Board is independent of the Council and has an obligation to address the needs of its members. She concurred that the Council has a legitimate purpose in seeking to improve its own governance, efficiency and decision-making, which are roles that the PPSC and ERSC are intended to fulfill.

Ms. Leclerc added that the road administrations have representatives on both the TAC Board and the Council of Deputy Ministers. She emphasized that it is her responsibility to support her Deputy Minister and inform him about TAC's work. She said that TAC's secretariat should not be expected to provide information on behalf of the Board to the Council because individual members of the Board have that direct responsibility given their seat at both tables.

Ms. Leclerc expressed grave concerns that the proposal presented by Mr. Hammond creates confusion about the technical and policy roles of the various organizations. She emphasized the challenges that TAC faced some years ago in this regard and that TAC's mandate is strictly technical. She said there must be great caution not to regenerate confusion about the responsibility TAC has to build technical knowledge and the Council's responsibility to develop public policy.

Mr. Hammond said there was a deliberate decision taken not to interfere with the functioning of TAC and CCMTA, that it is recognized both organizations have specific mandates, and that the Council of Deputy Ministers recognizes the system is working well. He said the Council has observed a shift in focus to road safety policy matters and believes that there should be more cooperation and collaboration on those issues. As an example, he remarked that there should be a multi-faceted and well-integrated approach to address CAV issues across the organizations.

Mr. Stewart observed that it would be an important step forward for the Council to be able to draw on information to address more fully and efficiently the various issues that are relevant to all the organizations. He echoed Ms. Leclerc's comments that TAC is an independent agency with a mandate to exchange information amongst its members and conduct technical work but that it deliberately stays away from matters of policy. He suggested it would be a reasonable structure if the Council's intention is to increase its capacity to synthesize information from the different organizations, analyze it and provide advice to the Council of Deputy Ministers, which would keep intact the important principles of the independence of the TAC Board and the technical role of the Association.

Mr. Hammond concurred that the Council's objective would be to enhance its ability to gather and synthesize information to support its decision-making processes. He spoke of the pressure governments faced with respect to allowing weight parity on axles fitted with wide base single tires, as compared to axles fitted with dual tires. He acknowledged the research and advice provided by TAC on the subject.

Dr. Wells clarified that TAC had not provided advice to the Council regarding wide base single tires. She explained that it had been an issue discussed at the Pavements Standing Committee and that information about pavement impacts had been shared among members but she emphasized that it was not developed as a TAC project nor presented as a TAC publication or position. She said it is important in that context to distinguish between TAC members, TAC as an association, and the TAC secretariat. She said that TAC members can and do share information through their network and may, individually, provide that information to their respective Deputy Ministers but that should not be characterized as TAC advice. She acknowledged that the TAC secretariat provides support services to the Council, including finance and administration, contracting, event management, and IT support, but made the distinction that it is not the Association that supports the Council. She emphasized that describing TAC as a support organization suggests that the Association is accountable to the Council, when in fact it is accountable only to its members.

No further comments were raised and Mr. Chaisson thanked Mr. Hammond for the presentation.

## 12. Roundtable Discussion on Emerging and Critical Issues

In roundtable discussion, members raised the following issues:

- Climate change impacts, including flooding, fires, potholes etc, have been especially challenging; TAC's efforts to make progress on guidance for climate change mitigation, adaptation and how to build resilient infrastructure are very important.
- Climate change in the north is putting pressure on the winter road system. In regions where there may be only one access mode, if that mode fails then an entire community may be cut off from services.
- Public expectations for winter maintenance and level of service is increasing. It would be helpful to compare notes on what jurisdictions are doing with respect to liquids and winter maintenance.
- Recent experience with some very large public-private partnerships has been difficult and is a growing issue for the sector and the public. Losses experienced in large scale projects and as a result of climate change will have an impact on how we deliver infrastructure.
- Asset management is very important to agencies; new capital projects are exciting but maintenance and asset management cannot be neglected.
- Asphalt quality is a growing concern.
- Recruiting young professionals is challenging.
- Delivering services can be challenging because younger workers may refuse overtime.
- Canadian talent to support expanding transit services seems to be lacking.
- There is an opportunity to increase guidance on rail issues within TAC's products and services.
- Awareness should be raised about Transport Canada's amended grade crossings standards.
- There should be a spotlight on safety issues related to cannabis legalization.
- Data privacy issues are growing.
- Automakers are asking infrastructure owner-operators about how vehicles should be designed for infrastructure; this is an interesting and important change in onus and perspective.
- Discussions about transportation, economic development and how to make strategic investments in transportation are important and should continue.
- Jurisdictions need more discussions around national transportation policy and strategic corridors.
- Access to services is driving business location decisions in municipal areas, leading to discussion about how transportation can be monetized as a service.
- Safety is a pressing issue. TAC's work to provide evidence-based guidelines about effective safety measures is important.
- Vision Zero plans and initiatives are gaining attention.
- Smart cities are gaining momentum in governments and with private developers.
- We are becoming a knowledge economy and mobility is a key issue.
- Electrification of fleets and the growth of electric vehicles in use by the public is a significant force that will present opportunities and challenges.
- Municipalities are working on strategic transportation plans to build cities for the future of its citizens, rather than for the benefit of the department.
- The public finds maintenance and construction work significantly disruptive to quality of life.
- Jurisdictions are considering active transportation strategies and means to enhance health and personal mobility.
- Preparing for a 5G network is a preoccupation in major urban centres.
- The acceleration of technology, particularly with respect to the rollout of connected and automated vehicles, challenges governments to keep pace.
- The federal government's National Trade Corridors Fund is available to help fund infrastructure projects.
- The federal government has also made commitments to support the rollout of zero-emission vehicles.

**13. Strategic Plan Review and Refresh**

Mr. Chaisson reminded members that the Board had committed to review and refresh its strategic plan each year so that it remains fresh with a rolling five-year horizon. He added that, last year, the Board had identified its top three priorities as reviewing the council and committee structure, engaging young professionals in TAC, and improving capacity to address emerging and critical issues. He observed that the council structure review had been a focus of discussion in the morning, and that the remaining two priorities were addressed in separate reports provided for the Board meeting.

**a) Engaging Young Professionals in TAC**

Dr. Wells provided an overview of the report summarizing how TAC currently engages with young professionals and a range of additional actions that could strengthen the involvement of young professionals in the Association. She noted those actions relate to TAC membership, councils and committees, the conference, learning program, publications, communications, partnerships and awards. She said that subject to Board feedback, the secretariat will maintain its current actions and endeavor to implement the proposed actions beginning in 2019/20.

Mr. Chaput remarked that young professionals may be attracted by some of the newer developments occurring in the transportation sector. He suggested it will be important to get out the message that transportation and TAC are not just about roads, bridges and maintenance.

Dr. Rempel observed that the audience to be reached is more extensive than just traditional fields like civil engineering. He said the sector needs and values a broad range of knowledge and skills. He added that there is work to be done to explain what transportation professionals do, which may attract more young professionals to the field.

Mr. McKay noted the challenges the federal government is experiencing with respect to recruiting young engineers and ensuring they can gain the experience needed to earn their professional designation. He suggested that partnering with provincial and territorial departments, municipalities and the private sector could provide opportunities to address such issues and be beneficial for all.

**b) Addressing Emerging and Critical Issues**

Dr. Wells drew attention to the report about addressing emerging and critical issues, including issue identification and definition, technical progress and information exchange. She noted that ongoing work on the council and committee structure, the project development process, new communications approaches, enhancements in the learning program, and development plans for TAC's technical information service will all contribute to improving TAC's capacity to address and communicate about emerging and critical issues. She highlighted an option to establish reserve funds to accelerate work on issues that might be too new or too risky to attract partners for funded projects. She said the Board could consider creating either single-purpose reserve funds on a case-by-case basis or a general purpose reserve fund for emerging issues, which could be used to quickly parse a broad issue and set the stage for more detailed technical work. She suggested that be considered when the Board receives the audited financial statements for the fiscal year and reviews the unrestricted fund balance.

**14. 2019/20 Work Plan and Budget**

Dr. Wells provided an overview of the proposed work plan and budget that had been circulated in advance. She said that a balanced budget had been developed for 2019/20, with a small surplus on operations of \$90k

expected. She noted the budget is based on a cost of living increase of 2.3% in membership fees, in accordance with the Board's practice. She said that the conference and publications are expected to generate net revenue in 2019/20 as they have in recent years. She noted that the budget also includes revenue from Transport Canada in accordance with the Contribution Agreement, as well as revenue from clients for TAC's financial, administrative, event management and IT services.

Dr. Wells said that the preliminary budget for 2020/21 shows a small loss but positive results are expected again in 2021/22, which meets the Board's objective of a least breaking even over a three-year period.

Dr. Wells highlighted areas of risk for TAC, noting that challenges experienced with respect to securing hosts and venues for future conferences, and timing of the release of the next edition of the *Manual of Uniform Traffic Control for Canada* could have an impact on revenues in future years. She also noted that TAC is vulnerable because of unknowns with respect to the plans and commitments of the Council of Deputy Ministers regarding its secretariat services, which TAC provides. In particular, she said that the late cancellation of the Council meeting that had been scheduled to follow the TAC Board meeting resulted in an increase in TAC's costs for its meeting by about \$15k.

Mr. Chaput sought clarification about the cancellation of the Council's meeting and how that impacts TAC's costs. Dr. Wells explained that there are multiple effects, including that hotel rooms were cancelled so minimum targets were not met resulting in a potential financial penalty to TAC. She also explained that the audio-visual and simultaneous interpretation services are provided to the TAC Board as a courtesy by the Canadian Intergovernmental Conference Secretariat (CICS), but only when the Council of Deputy Ministers meets the next day. She said that, without CICS, those services cost TAC about \$15k for the spring meeting.

**It was moved by P. Guy without objection and therefore carried that:**

- The 2019/20 work plan and associated budget, including a 2.3% membership fee increase for all categories of members, be approved;
- The forecast budgets in principle for 2020/21 and 2021/22 be approved, recognizing that they will be adjusted annually for COLA in both fiscal years;
- The balance of the unrestricted reserves be reviewed upon receipt of audited financial statements for 2018/19; and
- The Executive Committee be mandated to continue to closely monitor the organization's financial situation and take appropriate action, including making any necessary adjustments to the budget and work plan.

**15. Other Business**

Mr. Chaisson invited members to raise other business; none was noted.

**16. Next Meetings**

Mr. Chaisson reminded members that the next meeting of the Board of Directors would be convened by teleconference in the summer in order to approve the audited financial statements before the next Annual General Meeting of Members. He also said that the Board of Directors would meet on Tuesday, September 24th, 2019 in conjunction with the joint TAC-ITS Canada Conference and Exhibition in Halifax, Nova Scotia.

**17. Formal Meeting Evaluation**

Mr. Chaisson asked Directors to complete the meeting evaluation form before leaving the meeting.

**18. In-camera session / Adjournment**

Staff, observers and interpreters were excused for an in-camera session, after which the meeting was adjourned.

**List of Attachments**

- 1 – Chief Engineers’ Council Presentation
- 2 – Education and Human Resources Development Council Presentation
- 3 – Environment Council Presentation
- 4 – Urban Transportation Council Presentation
- 5 – Connected and Automated Vehicles Task Force Presentation
- 6 – Governing Task Force of the Canadian National Committee, World Road Association Presentation
- 7 – Small Municipalities Task Force Presentation
- 8 – Integrated Committee on Climate Change Presentation
- 9 – Economic Development Through Transportation Presentation
- 10 – Council of Deputy Ministers’ Governance Review Project Presentation