

## NEW COUNCIL TERMS OF REFERENCE AND EXECUTIVE APPOINTMENTS

### Issue

Approval of terms of reference and executive appointments for TAC's new councils and Chief Engineers Panel as well as the organizations to be represented on the Panel.

### Background

In August 2019, the Board approved a new council structure, as below, with a goal of convening the first meetings of the new councils in April 2020. To that end, required steps and a timeline have been identified, also shown below.



#### September 2019

- Board to approve terms of reference for the Chief Engineers Panel and new councils.
- Board to approve amended terms of reference for the Connected & Automated Vehicles Task Force.
- Board to approve appointment of executives for the Chief Engineers Panel and new councils.
- Board to approve appointment of municipal and external representatives for the Chief Engineers Panel.

#### October – December 2019

- Staff to draft terms of reference for new committees, with input from new council executives and current standing committee executives.
- Staff to confirm new council members, including by amending collaborative agreements with external organizations as required.

#### January – February 2020

- Council executives to approve terms of reference and executives for new committees.
- Staff to confirm new committee members.

April 2020

- Chief Engineers Panel, new councils and new committees to hold inaugural meetings.

## Terms of Reference

**Appendix A** contains proposed terms of reference for the Chief Engineers Panel and six new councils, in three main “clusters”:

- The **Chief Engineers Panel** has a stand-alone Terms of Reference.
- The **Safety Council and Infrastructure & Asset Management Council** (which are related to the current Chief Engineers’ Council and have a “closed” membership structure) each have a concise, one-page mandate statement and a shared Annex A with administrative terms.
- The **Environment & Climate Change Council, Mobility Council, Technology Council, and Workforce Development Council** (which have an “open” membership structure) each have a concise, one-page mandate statement and a shared Annex A with administrative terms.

Appendix A also includes an amended Terms of Reference for the Connected & Automated Vehicles Task Force, reflecting the new council nomenclature and the responsibility of the Task Force’s Chair to represent the Task Force on the Chief Engineers Panel.

These terms of reference were drafted by the TAC Secretariat, vetted by current council executives and circulated for comment by all current council members and standing committee executives during the summer. A number of comments and suggestions were received from stakeholders, and most have been integrated.

Due to input that has been received from the executive of the current Geometric Design Standing Committee and Traffic Operations & Management Standing Committee, the Chief Engineers’ Council may bring forward to the Board a recommendation to amend the name of the Safety Council to be more explicitly inclusive of design and operations. The Secretariat suggests that, if approved by the Board, this change should then be applied within future iterations of the Strategic Plan itself, and to the many other applications of the plan’s “safety” focus area.

### *Notable changes*

There are several notable differences between the terms of reference of current TAC councils and the terms of reference for new councils:

- The chair of each committee that reports to a council will be a member of that council’s executive (a relationship that only exists on some councils today).
- The Safety Council and the Infrastructure & Asset Management Council will have “closed” membership structures, and voting membership will be limited to the federal, provincial and municipal agency representatives on the Chief Engineers Panel.
- The Environment & Climate Change Council, Mobility Council, Technology Council, and Workforce Development Council will have “open” membership structures, and all TAC member organizations may appoint a voting member.
- Councils with open membership structures will seek to attract members balanced by key sector (e.g. government, business, academia), order of government (e.g. federal, provincial/territorial, municipal), geographic region, and gender.
- Each council will develop and maintain a strategic framework document (similar to that of the current Urban Transportation Council) that identifies important themes for its technical work, emerging and priority issues, actions taken and progress achieved.
- The Chief Engineers Panel, councils and task forces will provide verbal presentations to the Board’s spring and fall meetings, but will provide written reports for the Board’s fall meeting only.

- The Board will determine the municipalities and other organizations that appoint representatives to the Chief Engineers Panel for renewable, two-year terms.

### **Executive Appointments**

The following individuals are recommended as chairs, vice-chairs and past chairs of the Chief Engineers Panel and six new councils.

#### *Chief Engineers Panel*

Carrying forward the current Chief Engineers' Council Executive; term ending Fall 2020

- Chair—Angela Gardiner, City of Saskatoon
- Vice-Chair—Paul Murchison, Yukon Highways and Public Works
- Past Chair—Jack MacDonald, City of Moncton

#### *Environment & Climate Change Council*

Carrying forward the current Environment Council Executive; term ending Fall 2021

- Chair—Maya Caron, Ontario Ministry of Transportation
- Vice-Chair—Ethan Askey, City of Calgary
- Past Chair—Oliver Laser, Wood Environment & Infrastructure Solutions

#### *Infrastructure & Asset Management Council*

New volunteers; term ending Fall 2021

- Chair—Ashley Curtis, City of Toronto
- Vice-Chair—Jennifer Graham Harkness, Ontario Ministry of Transportation
- Past Chair—none

#### *Mobility Council*

Carrying forward the current Urban Transportation Council Executive; term ending Fall 2021

- Chair—Lisa Salsberg, Access Planning
- Vice-Chair—Brian Hollingworth, City of Hamilton
- Past Chair—Sabbir Saiyed, Region of Peel

#### *Safety Council*

New volunteers; term ending Fall 2021

- Chair—Chris Brinkmann, City of Ottawa
- Vice-Chair— Peter Hackett, Nova Scotia Transportation and Infrastructure Renewal
- Past Chair—none

#### *Technology Council*

New volunteers; term ending Fall 2021

- Chair—Scott Stewart, IBI Group
- Vice-Chair—Jeannette Montufar, MORR Transportation Consulting
- Past Chair—none

#### *Workforce Development Council*

Carrying forward the current Education & Human Resources Development Council Executive; term ending Fall 2021

- Chair—Jean-François Gysel, SNC-Lavalin
- Vice-Chair—to be determined
- Past Chair—Darlene Cleven, Allan Widger Consulting Corporation

The Board also annually designates one director as a liaison to the executive of each volunteer group that reports to the Board. Those appointments will be addressed as usual as part of the Board meeting following the Annual General Meeting in September.

### **Chief Engineers Panel Members**

#### *Municipalities*

Consistent with the proposed Terms of Reference for the Chief Engineers Panel, the following ten municipalities (the same as those represented on the current Chief Engineers' Council) are recommended to appoint representatives to the Chief Engineers Panel, for two-year terms ending Fall 2021:

- City of Calgary
- City of Edmonton
- City of Moncton
- City of Ottawa
- City of Saskatoon
- City of Toronto
- City of Vancouver
- City of Winnipeg
- Halifax Regional Municipality
- Ville de Montréal

In 2021, the Board may renew the terms of these municipalities for another two years, or it may choose to replace one or more with different municipalities.

#### *Other organizations*

Consistent with the proposed Terms of Reference for the Chief Engineers Panel, the following organizations (the same as those represented on the current Chief Engineers' Council) are recommended to appoint representatives to the Chief Engineers Panel, for two-year terms ending Fall 2021:

- American Association of State Highway Transportation Officials
- Association of Canadian Engineering Companies
- Canadian Construction Association
- Canadian Institute of Transportation Engineers
- Canadian Society for Civil Engineering
- ITS Canada

In 2021, the Board may renew the terms of these organizations for another two years. At any time, it may approve additional organizations to appoint representatives.

### **Recommendations**

It is recommended that the Board approve:

- Terms of reference for the Chief Engineers Panel, six councils and Connected & Automated Vehicles Task Force, as provided in Appendix A
- Chairs, vice-chairs and past chairs for the Chief Engineers Panel and six councils, as listed above
- Municipal governments and other organizations to be represented on the Chief Engineers Panel for two-year terms, as listed above

**Appendix A – Terms of Reference**

Terms of Reference  
**Chief Engineers Panel**



Terms of Reference  
**Infrastructure & Asset Management Council**

Terms of Reference  
**Safety Council**

Terms of Reference – Annex A  
**Infrastructure & Asset Management Council**  
**Safety Council**



Terms of Reference  
**Environment & Climate Change Council**

Terms of Reference  
**Mobility Council**

Terms of Reference  
**Technology Council**

Terms of Reference  
**Workforce Development Council**

Terms of Reference – Annex A  
**Environment & Climate Change Council**  
**Mobility Council**  
**Technology Council**  
**Workforce Development Council**



Terms of Reference  
**Connected & Automated Vehicles Task Force**

## *Terms of Reference*

# **Chief Engineers Panel**

*Approved by the Board of Directors on \_\_\_\_\_, 2019*

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### **MANDATE**

The Chief Engineers Panel works to support the mission of the Transportation Association of Canada:

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

The Panel also guides the Association in fulfilling its vision of transportation that makes Canada safe, healthy and prosperous. More specifically, the Panel is a national forum for information exchange, coordination and collaboration across the full breadth of the Association's focus areas identified in its *Strategic Plan*:

**Safety ♦ Mobility ♦ Infrastructure and asset management  
Environment and climate change ♦ Technology ♦ Workforce development**

### **GENERAL**

**Objectives.** The Panel will:

- Approve national technical guidelines for publication by TAC
- Enable federal, provincial/territorial and municipal Chief Engineers to identify emerging and priority issues across the Association's focus areas
- Enable members to share information on issues and activities within the jurisdiction, organization or TAC volunteer body they represent
- Coordinate the work of TAC councils, including in response to emerging and priority issues
- Identify and promote projects that develop guidelines and best practices for TAC members
- Encourage collaboration on technical projects, outreach, learning initiatives or other actions that span multiple focus areas

**Meetings.** The Panel meets in person during TAC's spring and fall technical meetings. Members and friends of the Panel and TAC councils, employees of TAC member organizations, and individual TAC members may attend; others are also welcome at the discretion of the Chair.

**Activities.** The Panel may conduct or support activities including:

- Communications with TAC members describing Panel activities
- Volunteer or pooled-fund projects on subjects that encompass multiple focus areas of the Association, resulting in technical guidelines, syntheses of practice, research reports, white papers or briefings
- Meetings, projects or events in collaboration with external organizations

**Working groups.** The Panel may create working groups, including owners-only working groups comprised of government representatives.

**Reporting.** The Panel reports to the TAC Board of Directors. It contributes to the formulation of TAC programs and strategic directions by delivering a verbal report to the Board on Panel priorities, activities and recommendations during TAC's spring and fall technical meetings, and by submitting an annual written report to the Board each fall.

**Technical focus.** The Panel may monitor policy to determine technical implications, and may support policy development by illuminating technical requirements; however, it does not make policy recommendations.

**Representation.** Panel resolutions do not represent official TAC positions unless they receive the subsequent approval of TAC's Board of Directors or Executive Director.

## **PANEL MEMBERSHIP**

**Identification.** Panel members include:

- A Chief Engineer appointed by each TAC member federal/provincial/territorial government
- A Chief Engineer appointed by up to ten TAC member municipal governments chosen for two-year terms by the Board of Directors
- An employee appointed by other TAC member or non-member organizations chosen for two-year terms by the Board of Directors
- The Chair of each council, task force and national committee that reports to the Board of Directors (ex officio)
- Ex officio members of the Panel Executive (i.e. Past Chair, Board Liaison)

**Voting rights.** *Voting members:* Appointed Chief Engineers have the right and responsibility to vote on Panel matters; if they cannot attend a meeting, they may delegate voting authority to another representative of their employer. *Non-voting members:* Other Panel members do not have voting rights.

**Friends.** TAC member organizations and other organizations that are eligible to appoint a Panel member may identify any number of Panel friends, who can access information on Panel meetings.

## **PANEL EXECUTIVE**

**Executive members.** The Panel Executive includes:

- A Chair and Vice-Chair (elected from among Chief Engineers)
- A Secretary (representing the TAC Secretariat)
- A Past Chair (ex officio)
- A Board Liaison (ex officio; appointed by the TAC Board of Directors)

**Collective responsibilities.** The Executive works on a consensus basis to:

- Recommend amendments to the Panel's Terms of Reference for approval by the Panel and Board of Directors
- Provide input to, review and approve Panel meeting agendas
- Meet by teleconference and act on behalf of the Panel between meetings, as needed
- Approve an annual written report to the Board of Directors

**Individual responsibilities.** Core members of the Executive are expected to fulfil the following roles:

- Chair
  - Chairs meetings of the Panel and Panel Executive
  - Reports to the TAC Board of Directors
  - Delegates responsibilities to the Vice-Chair and other Panel members as needed
  - Reviews conflict of interest guidelines with Panel members
- Vice-Chair
  - Acts on behalf of the Chair as needed
- Secretary
  - Prepares meeting minutes
  - Distributes Panel documentation
  - Administers electronic ballots (e.g. to approve national technical guidelines for publication by TAC, or to elect a Vice-Chair)
  - Communicates with Panel members, on behalf of either the Panel Executive or TAC Secretariat, between in-person meetings using e-mail or other online platforms

**Term and succession.** The Chair, Vice-Chair and Past Chair serve a two-year term. *Planned succession:* At the end of the term, the Chair becomes Past Chair and the Vice-Chair becomes Chair; this occurs immediately after a fall meeting. *Unplanned succession:* If the Chair resigns before completing their term, the Vice-Chair immediately becomes Acting Chair and subsequently begins a two-year term as Chair after the Panel's next fall meeting (with the Past Chair remaining in office, if possible); if the Vice-Chair resigns before completing their term, or is required to become Acting Chair, the Panel elects a new Vice-Chair.

**Election of Vice-Chair.** The election of a Vice-Chair involves the following steps:

- The Chair invites voting members to submit to the Secretary their nominations or expressions of interest for the Vice-Chair position. *Planned succession:* The invitation is made during the final spring Panel meeting of the two-year term. *Unplanned succession:* The invitation is made by email at the earliest practical opportunity.
- If multiple voting members are nominated or express interest in being a candidate for Vice-Chair, the Secretary confirms with each potential candidate that they are willing to participate in a secret vote, and (if so) to obtain a statement of candidacy for consideration by Panel members. If multiple voting members choose to stand as candidates, the Secretary electronically administers a secret ballot; all voting members may participate except the Chair, who casts the deciding vote in case of a tie. The winning candidate becomes the Vice-Chair-Elect and is ratified by a show of hands among voting members at the next Panel meeting.
- When there is a single candidate for Vice-Chair, that candidate automatically becomes the Vice-Chair-Elect and is ratified by a show of hands among voting members at the next Panel meeting.

## **PANEL APPROVALS**

**Terms of Reference.** Amendments to the Panel's Terms of Reference for consideration by the Board of Directors may be approved when: (a) a quorum of at least 66% of Panel voting members are present; and (b) at least 75% of Panel voting members present indicate their support through a show of hands. Where quorum is not met, an electronic ballot is conducted after the meeting; approval requires at least 66% of Panel voting members to cast a ballot, and at least 75% of votes cast must be in favour.

**TAC publications.** The Panel must approve national technical guidelines for publication by TAC, after initial approval by the originating council. The Secretary conducts an electronic ballot in order to provide agencies with adequate time to review and comment on the proposed guidelines; approval requires at least 66% of Panel voting members to cast a ballot, and at least 75% of votes cast must be in favour.

**Other.** Other approvals require the support of a simple majority of Panel voting members in attendance.

## *Terms of Reference*

# **Infrastructure & Asset Management Council**

*Approved by the Board of Directors on \_\_\_\_\_, 2019*

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### **MANDATE**

The Infrastructure & Asset Management Council works to support the mission of the Transportation Association of Canada:

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

The Council guides TAC in fulfilling its commitment to safe, efficient and sustainable transportation infrastructure. More specifically, the Council is a national forum for information exchange and problem solving related to soils and materials, pavements, structures, asset management, and construction and maintenance practices.

### **OBJECTIVES**

The Council will:

- Identify, analyze and resolve challenges arising from the life cycle of roadways, encompassing infrastructure design, construction, maintenance and rehabilitation
- Coordinate awareness and action among TAC councils and committees on infrastructure and asset management issues, encouraging them to complement and/or collaborate on work by others
- Identify, promote and approve projects that develop guidelines and best practices for TAC members
- Encourage and/or develop learning and information-sharing initiatives for practitioners on infrastructure and asset management issues
- Recognize exemplary TAC member contributions through awards in related areas

### **OTHER**

Annex A includes additional terms of reference that are shared by the Safety Council and the Infrastructure & Asset Management Council.

## *Terms of Reference*

### **Safety Council**

*Approved by the Board of Directors on \_\_\_\_\_, 2019*

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#### **MANDATE**

The Safety Council works to support the mission of the Transportation Association of Canada:

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

The Council guides TAC in fulfilling its commitment to a safe and efficient transportation system with enhanced mobility and a reduced rate of death and injury among all road users. More specifically, the Council is a national forum for information exchange and problem solving related to road safety programs, geometric design and traffic operations as key elements of a safe systems approach; it also offers a lens on priority issues for small municipalities.

#### **OBJECTIVES**

The Council will:

- Identify, analyze and resolve safety-related challenges arising from road design and operation, giving priority to engineering, evaluation and education, with a lesser focus on engagement, encouragement and enforcement
- Coordinate awareness and action among TAC councils and committees on safety issues, encouraging them to complement and/or collaborate on work by others
- Identify, promote and approve projects that develop guidelines and best practices for TAC members
- Encourage and/or develop learning and information-sharing initiatives for practitioners on road safety, geometric design and traffic operations issues
- Recognize exemplary TAC member contributions through awards in related areas

#### **OTHER**

Annex A includes additional terms of reference that are shared by the Safety Council and the Infrastructure & Asset Management Council.

*Terms of Reference – Annex A*

**Infrastructure & Asset Management Council**  
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**Safety Council**

*Approved by the Board of Directors on \_\_\_\_\_, 2019*

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**GENERAL**

**Meetings.** The Council meets in person during TAC’s spring and fall technical meetings. Council members and friends, employees of TAC member organizations, and individual TAC members may attend; others are also welcome at the discretion of the Chair.

**Activities.** The Council may conduct or support activities including:

- Communications with TAC members describing Council activities
- Volunteer or pooled-fund projects resulting in technical guidelines, syntheses of practice, research reports, white papers or briefings
- Learning events such as conference sessions, webinars and seminars
- Meetings, projects or events in collaboration with external organizations

**Committees.** The Council may create and give direction to committees with approved terms of reference; committee Chairs are also members of the Council Executive. The Council may also create working groups.

**Reporting.** The Council reports to the TAC Board of Directors. It contributes to the formulation of TAC programs and strategic directions by delivering a verbal report to the Board on Council priorities, activities and recommendations during TAC’s spring and fall technical meetings, and by submitting an annual written report to the Board each fall.

**Technical directions.** The Council will develop and maintain a strategic framework that identifies important themes for its technical work, emerging and priority issues, actions taken and progress achieved. The Council may monitor policy to determine technical implications, and may support policy development by illuminating technical requirements; however, it does not make policy recommendations.

**Representation.** Council resolutions do not represent official TAC positions unless they receive the subsequent approval of TAC’s Board of Directors or Executive Director.

## **COUNCIL MEMBERSHIP**

**Identification.** Council members include:

- Federal, provincial/territorial and municipal government appointees to the Chief Engineers Panel (ex officio)
- One employee appointed by each non-TAC member organization that has a collaborative agreement with TAC specifying Council membership
- Ex officio members of the Council Executive (i.e. Past Chair, Board Liaison, Chairs of Council committees)

**Voting rights.** *Voting members:* Federal, provincial/territorial and municipal government appointees to the Chief Engineers Panel have the right and responsibility to vote on Council matters; if they cannot attend a meeting, they may delegate voting authority to another representative of their employer.

*Non-voting members:* Ex officio members of the Council Executive and appointees of non-TAC member organizations do not have voting rights, unless they are also government appointees to the Chief Engineers Panel.

**Friends.** TAC member organizations and other organizations that are eligible to appoint a Council member may identify any number of Council friends, who can access information on Council meetings.

## **COUNCIL EXECUTIVE**

**Executive members.** The Council Executive includes:

- A Chair and Vice-Chair (elected from among government appointees to the Chief Engineers Panel)
- A Secretary (representing the TAC Secretariat)
- A Past Chair (ex officio)
- A Board Liaison (ex officio; appointed by the TAC Board of Directors)
- The Chair of each committee created by the Council (ex officio)

**Collective responsibilities.** The Executive works on a consensus basis to:

- Recommend amendments to the Council's Terms of Reference for approval by the Council and Board of Directors
- Provide input to, review and approve Council meeting agendas
- Meet by teleconference and act on behalf of the Council between meetings, as needed
- Maintain the Council's strategic framework, with input from members
- Approve an annual written report to the Board of Directors
- Oversee the development of conference sessions and the review of submitted abstracts and papers

**Individual responsibilities.** Core members of the Executive are expected to fulfil the following roles:

- Chair
  - Chairs meetings of the Council and Council Executive
  - Reports to the TAC Board of Directors
  - Represents the Council on the Chief Engineers Panel and liaises with other Council Chairs
  - Delegates responsibilities to the Vice-Chair and other Council members as needed
  - Reviews conflict of interest guidelines with Council members
- Vice-Chair
  - Acts on behalf of the Chair as needed
  - Provides updates on Council activities to other TAC councils and committees
- Secretary
  - Prepares meeting minutes
  - Distributes Council documentation
  - Administers electronic ballots (e.g. to elect a Vice-Chair)

- Communicates with Council members, on behalf of either the Council Executive or TAC Secretariat, between in-person meetings using e-mail or other online platforms

**Term and succession.** The Chair, Vice-Chair and Past Chair serve a two-year term. *Planned succession:* At the end of the term, the Chair becomes Past Chair and the Vice-Chair becomes Chair; this occurs immediately after a fall meeting. *Unplanned succession:* If the Chair resigns before completing their term, the Vice-Chair immediately becomes Acting Chair and subsequently begins a two-year term as Chair after the Council's next fall meeting (with the Past Chair remaining in office, if possible); if the Vice-Chair resigns before completing their term, or is required to become Acting Chair, the Council elects a new Vice-Chair.

**Election of Vice-Chair.** The election of a Vice-Chair involves the following steps:

- The Chair invites voting members to submit to the Secretary their nominations or expressions of interest for the Vice-Chair position. *Planned succession:* The invitation is made during the final spring Council meeting of the two-year term. *Unplanned succession:* The invitation is made by email at the earliest practical opportunity.
- If multiple voting members are nominated or express interest in being a candidate for Vice-Chair, the Secretary confirms with each potential candidate that they are willing to participate in a secret vote, and (if so) to obtain a statement of candidacy for consideration by Council members. If multiple voting members choose to stand as candidates, the Secretary electronically administers a secret ballot; all voting members may participate except the Chair, who casts the deciding vote in case of a tie. The winning candidate becomes the Vice-Chair-Elect and is ratified by a show of hands among voting members at the next Council meeting.
- When there is a single candidate for Vice-Chair, that candidate automatically becomes the Vice-Chair-Elect and is ratified by a show of hands at the next Council meeting.

## **COUNCIL APPROVALS**

**Terms of Reference.** Amendments to the Council's Terms of Reference for consideration by the Board of Directors may be approved when: (a) a quorum of at least 66% of Council voting members are present; and (b) at least 75% of Council voting members present indicate their support through a show of hands. Where quorum is not met, an electronic ballot is conducted after the meeting; approval requires at least 66% of Council voting members to cast a ballot, and at least 75% of votes cast must be in favour.

**TAC publications.** The Council approves project deliverables to be published by TAC as they near final status, having been made available for advance review by Council members:

- National technical guidelines are voted on by a show of hands among Council voting members who are present, with a simple majority indicating approval; those guidelines then proceed to an electronic ballot by the Chief Engineers Panel.
- Other proposed TAC publications (e.g. syntheses of practice) are voted on by the Council at spring or fall meetings, with voting procedures and requirements being the same as for amendments to the Terms of Reference.

**Other.** Other approvals require the support of a simple majority of Council voting members in attendance.

*Terms of Reference*

**Environment & Climate Change Council**

*Approved by the Board of Directors on \_\_\_\_\_, 2019*

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**MANDATE**

The Environment & Climate Change Council works to support the mission of the Transportation Association of Canada:

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

The Council guides TAC in fulfilling its commitment to protection of the environment and climate in the delivery of transportation services, and in the planning, approval, design, construction, operation, maintenance and rehabilitation of transportation infrastructure. More specifically, the Council is a national forum for information exchange and problem solving related to climate change mitigation and adaptation, environmental impact avoidance and mitigation, environmental legislation and regulation, and environmental management systems.

**OBJECTIVES**

The Council will:

- Identify, analyze and resolve environmental and climate change challenges related to transportation, giving priority to pollution prevention and impact avoidance as preferred solutions
- Coordinate awareness and action among TAC councils and committees on environmental and climate change issues, encouraging them to complement and/or collaborate on work by others
- Identify, promote and approve projects that develop research, best practices or guidelines for TAC members on matters related to the environment and climate change
- Encourage and/or develop learning and information-sharing initiatives for practitioners on environmental and climate change issues
- Monitor environmental legislation and regulations, and encourage understanding and compliance by TAC member organizations
- Recognize exemplary TAC member contributions through awards in related areas

**OTHER**

Annex A includes additional terms of reference that are shared by the Environment & Climate Change Council, Mobility Council, Technology Council, and Workforce Development Council.

*Terms of Reference*

**Mobility Council**

*Approved by the Board of Directors on \_\_\_\_\_, 2019*

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**MANDATE**

The Mobility Council works to support the mission of the Transportation Association of Canada:

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

The Council guides TAC in fulfilling its commitment to integrated, multimodal mobility for people and goods. More specifically, the Council is a national forum for information exchange and problem solving related to: planning, monitoring, governing and funding transportation systems, particularly in urban areas; understanding and managing transportation demand; and delivering mobility services related to active transportation, public transit and other modes in communities of all sizes.

**OBJECTIVES**

The Council will:

- Identify, analyze and resolve mobility challenges, giving priority to solutions that are healthy, equitable, and financially and environmentally sustainable
- Coordinate awareness and action among TAC councils and committees on mobility issues, encouraging them to complement and/or collaborate on work by others
- Identify, promote and approve projects that develop research, best practices or guidelines for TAC members on matters related to mobility
- Encourage and/or develop learning and information-sharing initiatives for practitioners on mobility issues
- Recognize exemplary TAC member contributions through awards in related areas

**OTHER**

Annex A includes additional terms of reference that are shared by the Environment & Climate Change Council, Mobility Council, Technology Council, and Workforce Development Council.

*Terms of Reference*

**Technology Council**

*Approved by the Board of Directors on \_\_\_\_\_, 2019*

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**MANDATE**

The Technology Council works to support the mission of the Transportation Association of Canada:

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

The Council guides TAC in fulfilling its commitment to the innovative, efficient and effective integration of technology across the transportation sector. More specifically, the Council is a national forum for information exchange and problem solving related to intelligent transportation systems, connected and automated vehicles, vehicle electrification, data management, cyber security and smart cities.

**OBJECTIVES**

The Council will:

- Identify, analyze and resolve technology challenges, giving priority to safe, secure and sustainable solutions
- Coordinate awareness and action among TAC councils and committees on technology issues, encouraging them to complement and/or collaborate on work by others
- Identify, promote and approve projects that develop research, best practices or guidelines for TAC members on matters related to technology
- Encourage and/or develop learning and information-sharing initiatives for practitioners on technology issues
- Recognize exemplary TAC member contributions through awards in related areas

**OTHER**

Annex A includes additional terms of reference that are shared by the Environment & Climate Change Council, Mobility Council, Technology Council, and Workforce Development Council.

## *Terms of Reference*

# **Workforce Development Council**

*Approved by the Board of Directors on \_\_\_\_\_, 2019*

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### **MANDATE**

The Workforce Development Council works to support the mission of the Transportation Association of Canada:

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

The Council guides TAC in fulfilling its commitment to supporting the development of a skilled, interdisciplinary workforce for Canada's transportation sector. More specifically, the Council is a national forum for information exchange and problem solving related to: recruiting and retaining professional and technical staff; building leadership and managing knowledge within TAC member organizations; encouraging post-secondary institutions to develop and enhance transportation-related programs; and encouraging students to learn about and find employment in the transportation sector.

### **OBJECTIVES**

The Council will:

- Identify, analyze and resolve workforce development challenges, giving priority to solutions related to education, training and knowledge transfer
- Coordinate awareness and action among TAC councils and committees on workforce development issues, encouraging them to complement and/or collaborate on work by others
- Identify, promote and approve projects that develop research, best practices or guidelines for TAC members on matters related to workforce development
- Encourage and/or develop learning and information-sharing initiatives for practitioners on workforce development issues
- Recognize exemplary TAC member contributions and student achievements through awards in related areas

### **OTHER**

Annex A includes additional terms of reference that are shared by the Environment & Climate Change Council, Mobility Council, Technology Council, and Workforce Development Council.



Transportation Association of Canada

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*Terms of Reference – Annex A*

**Environment & Climate Change Council**



**Mobility Council**



**Technology Council**



**Workforce Development Council**

*Approved by the Board of Directors on \_\_\_\_\_, 2019*

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**GENERAL**

**Meetings.** The Council meets in person during TAC’s spring and fall technical meetings. Council members and friends, employees of TAC member organizations, and individual TAC members may attend; others are also welcome at the discretion of the Chair.

**Activities.** The Council may conduct or support activities including:

- Communications with TAC members describing Council activities
- Volunteer or pooled-fund projects resulting in technical guidelines, syntheses of practice, research reports, white papers or briefings
- Learning events such as conference sessions, webinars and seminars
- Meetings, projects or events in collaboration with external organizations

**Committees.** The Council may create and give direction to committees with approved terms of reference; committee Chairs are also members of the Council Executive. The Council may also create working groups.

**Reporting.** The Council reports to the TAC Board of Directors. It contributes to the formulation of TAC programs and strategic directions by delivering a verbal report to the Board on Council priorities, activities and recommendations during TAC’s spring and fall technical meetings, and by submitting an annual written report to the Board each fall.

**Technical directions.** The Council will develop and maintain a strategic framework that identifies important themes for its technical work, emerging and priority issues, actions taken and progress achieved. The Council may monitor policy to determine technical implications, and may support policy development by illuminating technical requirements; however, it does not make policy recommendations.

**Representation.** Council resolutions do not represent official TAC positions unless they receive the subsequent approval of TAC's Board of Directors or Executive Director.

## **COUNCIL MEMBERSHIP**

**Identification.** There is no limit to the number of Council members, subject to them remaining active (see the paragraph on "Inactivity," below). Council members include:

- One employee appointed by each TAC member organization that wishes to do so
- One employee appointed by each non-TAC member organization that has a collaborative agreement with TAC specifying Council membership
- Ex officio members of the Council Executive (i.e. Past Chair, Board Liaison, Chairs of Council committees)

**Inactivity.** Council members are expected to attend in-person meetings and to participate in Council activities. The Council Executive maintains a roster of Council members and monitors attendance. Inactive Council members (i.e. those who fail to attend two consecutive in-person meetings or to otherwise participate in Council activities for one year) will be contacted, and their employers may be invited to appoint a replacement; members who remain inactive, other than those appointed by federal or provincial/territorial governments, may be removed from the Council roster.

**Voting rights.** *Voting members:* Council members appointed by TAC member organizations have the right and responsibility to vote on Council matters; if they cannot attend a meeting, they may delegate voting authority to another representative of their employer. *Non-voting members:* Ex officio members of the Council Executive and appointees of non-TAC member organizations do not have voting rights, unless they are also the designated appointees of TAC member organizations.

**Friends.** Organizations that are eligible to appoint a Council member may also identify any number of Council friends, who can access information on Council meetings without the expectation of active participation.

**Diversity.** The Council Executive may invite eligible organizations to appoint new members to improve the balance of representation by key sector (e.g. government, business, academia), order of government (e.g. federal, provincial/territorial, municipal), geographic region, and gender. The Council welcomes young professionals as members or friends.

## **COUNCIL EXECUTIVE**

**Executive members.** The Council Executive includes:

- A Chair and Vice-Chair (elected from among Council members appointed by TAC member organizations)
- A Secretary (representing the TAC Secretariat)
- A Past Chair (ex officio)
- A Board Liaison (ex officio; appointed by the TAC Board of Directors)
- The Chair of each committee created by the Council (ex officio)

**Collective responsibilities.** The Executive works on a consensus basis to:

- Recommend amendments to the Council's Terms of Reference for approval by the Council and Board of Directors
- Provide input to, review and approve Council meeting agendas
- Meet by teleconference and act on behalf of the Council between meetings, as needed
- Maintain the Council's strategic framework, with input from members
- Approve an annual written report to the Board of Directors
- Oversee the development of conference sessions and the review of submitted abstracts and papers
- Address inactive Council members and seek diversity through the recruitment of new members

**Individual responsibilities.** Core members of the Executive are expected to fulfil the following roles:

- Chair
  - Chairs meetings of the Council and Council Executive
  - Reports to the TAC Board of Directors
  - Represents the Council on the Chief Engineers Panel and liaises with other Council Chairs
  - Delegates responsibilities to the Vice-Chair and other Council members as needed
  - Reviews conflict of interest guidelines with Council members
- Vice-Chair
  - Acts on behalf of the Chair as needed
  - Provides updates on Council activities to other TAC councils and committees
- Secretary
  - Prepares meeting minutes
  - Distributes Council documentation
  - Administers electronic ballots (e.g. to elect a Vice-Chair)
  - Communicates with Council members, on behalf of either the Council Executive or TAC Secretariat, between in-person meetings using e-mail or other online platforms

**Term and succession.** The Chair, Vice-Chair and Past Chair serve a two-year term. *Planned succession:* At the end of the term the Chair becomes Past Chair, the Vice-Chair becomes Chair, and the Vice-Chair-Elect becomes Vice-Chair; this occurs immediately after a fall meeting. *Unplanned succession:* If the Chair resigns before completing their term, the Vice-Chair immediately becomes Acting Chair and subsequently begins a two-year term as Chair after the Council's next fall meeting (with the Past Chair remaining in office, if possible); if the Vice-Chair resigns before completing their term, or is required to become Acting Chair, the Council elects a new Vice-Chair.

**Election of Vice-Chair.** The election of a Vice-Chair involves the following steps:

- The Chair invites voting members to submit to the Secretary their nominations or expressions of interest for the Vice-Chair position. *Planned succession:* The invitation is made during the final spring Council meeting of the two-year term. *Unplanned succession:* The invitation is made by email at the earliest practical opportunity.
- If multiple voting members are nominated or express interest in being a candidate for Vice-Chair, the Secretary confirms with each potential candidate that they are willing to participate in a secret vote, and (if so) to obtain a statement of candidacy for consideration by Council members. If multiple voting members choose to stand as candidates, the Secretary electronically administers a secret ballot; all voting members may participate except the Chair, who casts the deciding vote in case of a tie. The winning candidate becomes the Vice-Chair-Elect and is ratified by a show of hands among voting members at the next Council meeting.
- When there is a single candidate for Vice-Chair, that candidate automatically becomes the Vice-Chair-Elect and is ratified by a show of hands at the next Council meeting.

## **COUNCIL APPROVALS**

**Terms of Reference.** Amendments to the Council's Terms of Reference for consideration by the Board of Directors may be approved when: (a) a quorum of at least 66% of Council voting members are present; and (b) at least 75% of Council voting members present indicate their support through a show of hands. Where quorum is not met, an electronic ballot is conducted after the meeting; approval requires at least 66% of Council voting members to cast a ballot, and at least 75% of votes cast must be in favour.

**TAC publications.** The Council approves project deliverables to be published by TAC; national technical guidelines also require the subsequent approval of the Chief Engineers Panel. Project deliverables nearing final status are voted on by the Council at spring or fall meetings, having been made available for

advance review by Council members. Voting procedures and requirements to approve publications are the same as for amendments to the Terms of Reference.

**Other.** Other approvals require the support of a simple majority of Council voting members in attendance.

DRAFT

## *Terms of Reference*

# **Connected & Automated Vehicles Task Force**

*Approved by the Board of Directors on \_\_\_\_\_, 2019*

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### **MANDATE**

The Connected & Automated Vehicles (CAV) Task Force is a forum for dialogue and collaboration among transportation system owner-operators, regulatory bodies, private businesses, industry organizations, and academia. Its overarching purpose is to help TAC members respond to and benefit from the development and application of connected vehicle and automated vehicle (CV/AV) technologies, with an emphasis on optimizing outcomes for public health and safety, mobility, economic prosperity and environmental sustainability in urban and rural communities.

The CAV Task Force embodies the determination of TAC's councils, committees and members to meet several substantial challenges posed by the emergence of CV/AVs:

- Wide-ranging impacts on the mandates of TAC members, combined with a rapid pace of change and broad uncertainty in many areas
- Shared interests between many TAC councils and committees, and new issues arising outside their conventional scope of interest
- Shared interests between TAC and many external organizations that could require the development of new or closer relationships

### **ROLES AND OBJECTIVES**

#### **Role #1: Connect**

- Provide a forum for TAC councils and committees to share perspectives on CV/AVs
- Help TAC councils and committees to identify collective concerns, gaps and opportunities

#### **Role #2: Inform**

- Collect and share information on CV/AV activities of TAC councils and committees
- Collect and share information on CV/AV activities of external organizations

#### **Role #3: Guide**

- Identify critical gaps for TAC members to address through collaboration
- Encourage TAC councils and committees to integrate CV/AV issues in their work plans and projects

#### **Role #4: Represent**

- Liaise with external organizations to inform them about TAC activities, learn about their activities, and identify shared or divergent interests
- Encourage involvement and membership in TAC by CV/AV industry stakeholders (e.g. automakers, software companies, telecommunications providers)

- Collaborate with external organizations on joint initiatives or events

## **SCOPE AND ACTIVITIES**

The technical topics within the scope of the CAV Task Force may include the implications of CV/AV implementation for:

- Transportation infrastructure planning, design, construction, operation, maintenance and financing, including cross-border issues
- Vulnerable road user safety, accessibility and levels of service
- Transit, parking, goods movement and land use
- Electric vehicles and shared mobility services
- Emissions and climate change
- Information and communication technologies
- Data collection, management and access
- Cyber security and privacy
- Personnel training and development

Where responsibility for a topic falls within the mandate of a TAC council or committee, the CAV Task Force works with that body to ensure appropriate consideration. Note that the CAV Task Force may monitor policy to determine technical implications, and may support policy development by illuminating technical requirements; however, it does not make policy recommendations.

Deliverables and activities conducted or sponsored by the CAV Task Force may include:

- Reports to TAC councils and committees, TAC members, and external organizations describing CAV Task Force discussions and initiatives
- Reports to TAC members describing CV/AV-related activities of external organizations
- Reports to external organizations describing CV/AV-related activities of TAC councils and committees
- Volunteer or pooled-fund projects such as white papers, best practice syntheses, technical guidelines, or inventories of CV/AV activities (e.g. research projects, pilot tests, legislation)
- TAC learning events such as conference sessions, webinars and seminars
- Meetings, projects or events conducted in collaboration with external organizations

## **SUPPORTING COMMITTEES**

The CAV Task Force may establish subcommittees by approving terms of reference. Supporting committee chairs attend Task Force meetings to report on progress and receive direction.

Subcommittees are expected to have mandates that focus on administrative or functional issues, rather than technical or substantive areas, and may provide support in areas such as:

- Sharing knowledge—by directing TAC stakeholders to helpful information sources, drafting TAC News articles, identifying webinar topics and speakers, suggesting or organizing conference sessions
- Creating knowledge—by identifying possible volunteer or pooled-fund technical projects, and supporting or leading the development technical project descriptions
- Building and maintaining relationships—by liaising with TAC councils and committees (e.g. surveying members to identify key issues), and with external organizations (e.g. attending CV/AV-related meetings, gathering information on their activities, sharing information on TAC's activities)

## **REPORTING**

The Task Force reports to the TAC Board of Directors, and contributes to the formulation of TAC programs and strategic directions by submitting an annual written report to the Board, and by delivering a verbal report to the Board on Task Force priorities, activities and recommendations during TAC's spring and fall technical meetings.

The Task Force also provides an annual written report to TAC councils and committees, and may make in-person presentations to councils as warranted and feasible.

## **MEMBERSHIP**

CAV Task Force voting and non-voting members are invited and confirmed by the Executive.

**Voting members.** CAV Task Force voting members have the right and responsibility to vote on Task Force matters; a voting member who cannot attend a meeting may delegate their vote to another representative of their organization. The Task Force has up to 35 voting members who are employees of TAC member organizations:

- Standing members (one representative each; no term limit)
  - TAC councils (6)
  - Federal/provincial/territorial transportation departments (up to 14)
- Rotating members (one representative each; two-year term renewable at the Executive's discretion)
  - Municipal/regional transportation authorities (up to 10)
  - Private businesses or academic institutions (up to 5)

**Non-voting members.** The CAV Task Force also has a number of non-voting individual and organizational members who may not be employees of TAC member organizations:

- Invited advisors (one-year term renewable at the Executive's discretion)
  - Individual experts (up to 5)
- Invited organizations (one representative each; no term limit; this list subject to change)
  - American Association of Highway and Transportation Officials (AASHTO)
  - Association québécoise des transports (AQTr)
  - Canadian Council of Motor Vehicle Administrators (CCMTA)
  - Canadian Institute of Planners (CIP)
  - Canadian Institute of Transportation Engineers (CITE)
  - Canadian Standards Association (CSA)
  - Canadian Urban Transit Association (CUTA)
  - Canadian Urban Transit Research and Innovation Consortium (CUTRIC)
  - Canadian Vehicle Manufacturers' Association (CVMA)
  - Canadian Wireless Telecommunications Association (CWTA)
  - Council of Deputy Ministers Responsible for Transportation and Highway Safety
  - Federation of Canadian Municipalities (FCM)
  - Global Automakers of Canada (GAC)
  - Information and Communications Technology Council (ICTC)
  - Intelligent Transportation Systems Canada (ITS Canada)
  - International Municipal Signal Association (IMSA)
  - International Standards Organization (ISO)
  - National Association of City Transportation Officials (NACTO)
  - SAE International

**Friends.** In addition to voting and non-voting members, the CAV Task Force also maintains an unlimited number of friends who are members of TAC and may access information on Task Force meetings.

**Member participation.** All CAV Task Force members are expected to attend in-person meetings and participate in Task Force activities. The Task Force Executive monitors and identifies inactive members who are unable to attend two consecutive in-person meetings or otherwise participate actively in Task Force business for one year. Employers of inactive members may be asked for a replacement nominee.

**Member diversity.** The CAV Task Force provides balanced representation of governmental, non-governmental and private-sector organizations, and of different regions within Canada. While members

are generally appointed by external organizations, they ideally exhibit diversity of gender, age and ethnicity.

## **EXECUTIVE**

The CAV Task Force Executive comprises a Chair, Vice-Chair, Past Chair (once the initial Chair has been replaced), and a Board Liaison who is appointed by the TAC Board of Directors. A representative of the TAC Secretariat is appointed by senior management to act as Secretary.

### **Responsibilities**

#### *Task Force Executive*

- Reviews the Task Force's membership and Terms of Reference
- Reviews and approves semi-annual reports from the Task Force to the TAC Board of Directors
- Provides input to and approves meeting agendas
- Refers any requests for official TAC positions to the TAC Secretariat
- Liaises with external organizations, in collaboration with the TAC Secretariat
- Acts on behalf of the Task Force between meetings
- Conveys the Task Force's recommendations for conference sessions, panel discussions and workshops to the TAC Secretariat
- Ensures abstracts and full papers for conference sessions are reviewed with comments provided to the TAC Secretariat
- Coordinates the development of conference panel discussions and workshops

#### *Chair*

- Chairs meetings
- Reports to the TAC Board of Directors
- Represents the Task Force on the Chief Engineers Panel
- Liaises with the Chairs of TAC councils
- Delegates responsibilities to Vice-Chair and other Task Force members as necessary
- Reviews conflict of interest guidelines with members

#### *Vice-Chair*

- Provides updates on Task Force activities to TAC councils and committees when requested and reasonable

**Term and replacement.** The Chair, Vice-Chair and Past Chair each serve a two-year term with the transition immediately following a fall meeting. At the completion of the term, the Chair becomes Past Chair and the Vice-Chair becomes Chair.

If the Chair is unable to complete their term, the Vice-Chair becomes interim Chair and begins a two-year term as Chair following the Task Force's next fall meeting. The Past Chair remains in office during that two-year term, when possible.

If the Vice-Chair is unable to complete their term, or is required to become Chair, the Task Force elects a replacement at the earliest possible date, and by electronic ballot if required, to ensure the Task Force always has a sitting Chair and Vice-Chair.

**Election of Vice-Chair.** At the spring meeting prior to completion of the Executive's two-year term, the Past Chair (or the Chair, if no Past Chair is active) strikes a Nomination Committee to receive member recommendations or expressions of interest in the Vice-Chair position, and to nominate a candidate or candidates for Vice-Chair for the upcoming term. The Nomination Committee typically comprises the Task Force Executive and two voting members at large. At the final Task Force meeting of the term, a Vice-Chair is confirmed and elected by the Task Force. In the case of a single candidate being nominated, a vote is taken through show-of-hands to accept that nomination. In the case of multiple candidates, a

vote is taken electronically in advance of the fall meeting through secret ballot administered by the TAC Secretariat of all Task Force voting members with the exception of the Chair; in case of a tie, the Chair casts the deciding vote. Prior to announcing multiple candidates, the nomination committee approaches each candidate to ensure their willingness to participate in an anonymous vote, and to request a statement of candidacy for consideration by voting members.

### **MEETINGS AND COMMUNICATIONS**

The Task Force holds in-person meetings twice a year, during TAC's spring and fall technical meetings; any TAC member may attend. The Task Force Executive holds teleconferences between in-person meetings, as needed. The Secretary (a TAC Secretariat representative) is responsible for communicating with Task Force members on behalf of the Task Force Executive and/or TAC Secretariat between in-person meetings, using e-mail and online platforms.

### **VOTING AND APPROVALS**

Approvals by the Task Force (except those related to products for publication or the Task Force's Terms of Reference, as discussed below) require the support of a simple majority of those voting members present.

**Approval of products for publication.** Task Force products to be published by TAC must be approved by the Task Force; national technical guidelines for road transportation must be approved by the Chief Engineers Panel.

Deliverables in the final stage of development are presented to the Task Force at a spring or fall meeting, having been made available to Task Force voting members in advance, for their review. In-person votes to approve products for publication require a quorum of at least 66% of voting members to be present, and at least 75% of votes cast by show-of-hands must be in favour. Where quorum does not exist, an electronic ballot is conducted after the meeting; approval requires at least 66% of voting members to cast a ballot, with at least 75% of votes cast in favour.

**Approval of Terms of Reference.** To amend the Task Force's Terms of Reference, a quorum of at least 66% of voting members must be present and at least 75% of votes cast by show-of-hands must be in favour. Where quorum does not exist, an electronic ballot is conducted after the meeting; approval requires at least 66% of voting members to cast a ballot, with at least 75% of votes cast in favour.