



**Annual General Meeting of Members of the  
Transportation Association of Canada  
1:45 – 2:45 PM  
Tuesday, September 24, 2019  
Nova Scotia BCD Ballroom, Marriott Harbourfront Hotel  
Halifax, Nova Scotia**

**AGENDA**

1. Introductory Remarks
  - a) Approval of Agenda
2. October 2, 2018 Meeting Minutes
3. Year in Review
  - a) President's Report
  - b) Executive Director's Report
4. Audited Financial Statements for 2018/19
5. Election of TAC Directors
6. Appointment of Public Accountant
7. Other Business
8. Adjournment

**TRANSPORTATION ASSOCIATION OF CANADA (TAC)**  
**ANNUAL GENERAL MEETING OF MEMBERS**  
**Tuesday, October 2, 2018, 13h45**  
**Salon A, TCU Place, Saskatoon, Saskatchewan**

**VOTING MEMBERS PRESENT:**

F. Antunes (SK)	A. Habib (Dalhousie U.)	E. Miska (BC)
J. Berezowsky (Winnipeg)	J. Hawkins (NU)	G. Rempel (MORR Consulting)
D. Chaisson (PE)	P. LaFleche (NS)	W. Richardson (AECOM)
G. Chaput (Metrolinx)	R. Lassel (AQTr)	S. Stewart (IBI Group)
S. Damp (EllisDon)	A.-M. Leclerc (QC)	M. Thompson (Calgary)
B. Day (AB)		

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**1. Introductory Remarks**

Dr. LaFleche, Chair, welcomed members to the meeting. He stated that since a quorum of members was present (minimum of ten) and that notice of the meeting was given in accordance with the by-laws of the Corporation, the meeting was declared regularly constituted.

**2. Approval of Agenda and Minutes of September 26, 2017**

Dr. LaFleche drew attention to the agenda that had been circulated in advance. He invited additions; none were proposed.

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

The Agenda for the October 2, 2018 Annual General Meeting of Members be approved as circulated.

Dr. LaFleche drew attention to the draft minutes of the September 2017 Annual General Meeting of Members. He invited comments or corrections; none were proposed.

**It was moved by A.-M. Leclerc without objection and therefore carried that:**

The minutes of the meeting held in St. John's, NL on September 26, 2017 be approved as circulated.

**3. President's Report**

Dr. LaFleche referred to the *Year in Review 2017/2018* in order to summarize the work of the past year. He highlighted TAC's new strategic plan, the release of a new edition of the *Geometric Design Guide for*

*Canadian Roads*, support secured for pooled-fund projects, new approaches being taken to address and communicate about emerging and critical issues and to increase the involvement of young professionals in TAC's network. Dr. LaFleche also conveyed that TAC is in good financial health with operating expenses in line with revenues.

Dr. LaFleche noted this would be his last meeting as TAC's President. He said it had been an honour and a pleasure to serve the Association for the last two years. He thanked TAC members and volunteers for their commitment to the Association's work and he expressed confidence in a bright future for TAC.

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

The President's Report be accepted as presented.

#### **4. Executive Director's Report**

Dr. Wells presented highlights of the Association's operations as outlined in the *Year in Review 2017/2018*. She referenced the success of the 2017 Annual Conference and Exhibition, growth being seen in TAC's spring meeting activity, and developments in the Association's learning program. She drew attention to performance measures tracked by the Board of Directors and remarked that they show good diversification of revenue sources, healthy reserves to protect the Association and maintain its fundamental guidelines, a strong member retention rate of 93% and a solid volunteer base of almost 770 individuals. She acknowledged and thanked members and volunteers for their dedication, which is critical to TAC's performance each year.

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

The Executive Director's Report be accepted as presented.

#### **5. Audited Financial Statements for 2017/2018**

Mr. Stewart, TAC Treasurer, presented the audited financial statements of the Corporation for the last fiscal year, which covered the period from April 1, 2017 to March 31, 2018, as contained in the report from the auditors. He reported:

- The auditors stated that the financial statements present fairly, in all material respects, the financial position of TAC and the results of its operations and its cash flows, in accordance with Canadian accounting standards for not-for-profit organizations. This opinion was provided without qualification, and provides assurance that the financial statements accurately reflect TAC's financial position as of March 31, 2018.
- In terms of overall financial performance, the statements show that TAC had a surplus in net revenue of \$819K in 2017/18. That amount includes contributions to reserves (net of project allocations) relating to TAC's publications and a year-end adjustment for the pension plan. If those amounts are excluded, TAC's actual operating performance resulted in a surplus of \$606K, which is considerably greater than the surplus of \$69K that had been budgeted. The difference was largely

attributable to the success of the release of the new *Geometric Design Guide for Canadian Roads*, related events in the learning program, better-than-expected results from the St. John's conference, increased returns on TAC's investments as well as organizational efficiencies made across the secretariat in the past year.

- At the end of the fiscal year, TAC continued to have substantial reserves, with \$2.07 million internally restricted. Unrestricted funds increased to \$1.04 million.

In summary, Mr. Stewart noted the financial statements for 2017/18 show that TAC continues to be in good financial condition. He said that the audited financial statements had been reviewed and approved by the Board of Directors, which recommended their acceptance by the members at the Annual General Meeting.

**It was moved by S. Damp without objection and therefore carried that:**

The audited financial statements of the Transportation Association of Canada for fiscal year 2017/2018 be accepted as presented.

## **6. Election of TAC Directors**

Dr. LaFleche noted that five seats in the federal/provincial/territorial (F/P/T) category, two seats in the municipal category and three seats in the members-at-large category of membership are vacant as a result of resignations or completion of terms. He explained that the Executive Committee had nominated a slate of candidates for election for three-year terms, effective October 2, 2018, as follows:

In the F/P/T category:

- Darren Chaisson, Deputy Minister, PEI Transportation, Infrastructure and Energy
- Paul LaFleche, Deputy Minister, Nova Scotia Transportation and Infrastructure Renewal
- Anne-Marie Leclerc, Assistant Deputy Minister, Ministère des transports, mobilité durable et l'électrification des transports
- Ed Miska, Executive Director, Engineering Services, BC Ministry of Transportation and Infrastructure
- Jaime Pitfield, Deputy Minister, Government of Yukon, Department of Highways and Public Works

In the municipal category:

- Jim Berezowsky, Director, Public Works, City of Winnipeg
- Michael Thompson, General Manager, Transportation, City of Calgary

In the members-at-large category:

- Stephen Damp, Executive Vice President, Civil Division, EllisDon Corporation
- Rafika Lassel, Director, Content Management and Communications, Association Québécoise des transports
- Scott Stewart, CEO, IBI Group

Dr. LaFleche also reported that a call for nominations had been distributed to TAC's members and no further nominations were received.

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

The following are elected as TAC Directors in the F/P/T/ category of membership and shall continue in office until the 2021 Annual General Meeting, at which time they shall be eligible for re-election in accordance with By-law No. 1 of the Corporation:

- Darren Chaisson, Deputy Minister, PEI Transportation, Infrastructure and Energy
- Paul LaFleche, Deputy Minister, Nova Scotia Transportation and Infrastructure Renewal
- Anne-Marie Leclerc, Assistant Deputy Minister, Ministère des transports, mobilité durable et l'électrification des transports
- Ed Miska, Executive Director, Engineering Services, BC Ministry of Transportation and Infrastructure
- Jaime Pitfield, Deputy Minister, Government of Yukon, Department of Highways and Public Works

And the following are elected as TAC Directors in the municipal category of membership and shall continue in office until the 2021 Annual General Meeting, at which time they shall be eligible for re-election in accordance with By-law No. 1 of the Corporation:

- Jim Berezowsky, Director, Public Works, City of Winnipeg
- Michael Thompson, General Manager, Transportation, City of Calgary

And the following are elected as TAC Directors in the members-at-large category of membership and shall continue in office until the 2021 Annual General Meeting, at which time they shall be eligible for re-election in accordance with By-law No. 1 of the Corporation:

- Stephen Damp, Executive Vice President, Civil Division, EllisDon Corporation
- Rafika Lassel, Director, Content Management and Communications, Association Québécoise des transports
- Scott Stewart, CEO, IBI Group

**7. Appointment of Public Accountant**

Dr. LaFleche explained that there is a need at the Annual General Meeting to appoint auditors for the current fiscal year (2018/19). As background, he noted that BDO Canada LLP had completed a three-year mandate and that proposals had been sought for qualified auditors for the next three year period. He conveyed the recommendation of the Board of Directors that Raymond Chabot Grant Thornton be appointed as the auditor for the next year, the first in a three year mandate continuing through 2020/2021.

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

Raymond Chabot Grant Thornton be appointed public accountant (auditors) of the Corporation until the next Annual General Meeting or until a successor is appointed, at such remuneration as may be fixed by the directors and the directors be authorized to fix such remuneration.

## 8. Town Hall: Strategic Planning for TAC

Mr. Day provided a brief overview of TAC's new strategic plan and a review that the Board had undertaken in April 2018, when the plan was one year old. He said that, overall, satisfaction with the plan is high and that the Association is doing quite well addressing its focus areas and strategic priorities. He reported that the highest priorities to address, as determined through the Board review process, are increasing the involvement of young professionals in TAC's volunteer network, improving TAC's capacity to address and communicate about emerging and critical issues, and reviewing TAC's council and committee structure to ensure that it meets members' needs.

Following the presentation, Ms. Richardson facilitated discussion with participants regarding three questions:

- How do you think TAC is doing?
- What do you feel are the highest priorities to address?
- Have we missed something you feel is important?

Mr. Bentley remarked that member agencies are facing challenges that can prevent travel to and attendance at TAC's annual events. He recommended that consideration be given to how technology can be embraced so that travel restraint is not a barrier to participation.

Mr. Damp observed that the annual conference happens just once a year and is a signature event for the Association. He said sponsorship and the exhibition are important sources of revenue for TAC and to maintain that business it is critical to have delegates attend in person. He noted that the TAC staff have made a lot of content accessible online, which is useful, but he emphasized the need to meet together on site once a year at the conference.

Mr. Stewart highlighted the appreciation exhibitors had expressed about having decision-makers at the conference, and he reiterated the importance of the exhibition and sponsorship revenue to TAC's operations. He emphasized that the conference provides a valuable opportunity to network and engage with colleagues across the country. He observed that since the conference venue rotates around the country, almost every jurisdiction has the opportunity to host, attend with minimal travel needed, and benefit from the infusion of money in the local economy.

Mr. Chaput echoed Mr. Stewart's comments about the positive feedback exhibitors offered regarding the event. He noted that a number of positive changes have been made and that TAC is doing well, particularly with respect to the conference. He acknowledged that progress is being made with respect to TAC's project processes, publications and emerging issues but that the Association can still be slow and that work needs to continue to address that.

Mr. Miska remarked on the value of TAC's network. He acknowledged that it can take some time to get projects done but when an issue arises members can take advantage of their network of contacts through TAC and reach out to others and share information. He observed that the closeness of the community and the strength of the network is an unsung feature of TAC.

Mr. Stewart commended the Association for adding technology as a focus area in the current strategic plan. He challenged all involved to consider what more can be done and how the Association can adapt to the evolving world. He recommended TAC's council and committee structure be reviewed. He

observed that there is a significant emphasis on infrastructure across TAC and suggested that mobility needs to be considered in a much more comprehensive way.

Mr. Damp concurred and suggested this is a call to action to members and the Board. He said the Association is in great shape but needs to move more quickly to address mobility. He added that infrastructure remains important to TAC and to transportation but more needs to be done with respect to technology and mobility.

Mr. Day also concurred and said we need to be sure TAC is nimble and agile to keep pace with the rapidly changing world.

Dr. Habib observed that the transportation sector is evolving to a multi-disciplinary sector. He said the academic world is shifting and that TAC should start shifting to multi-disciplinary approaches to move the transportation agenda forward.

Ms. Richardson thanked participants for the input provided during the meeting. She emphasized that the TAC staff and Board are always open to feedback and she encouraged members to reach out at any time.

## **9. Adjournment**

Dr. LaFleche invited other business; none was raised.

On behalf of the Board of Directors, Dr. LaFleche thanked representatives for their participation.

The meeting was adjourned at 14h45 on a motion made by S. Damp.

## **YEAR IN REVIEW 2018 / 2019**

- a) A motion from the floor will be sought to accept the President's Report.
- b) A motion from the floor will be sought to accept the Executive Director's Report.

TRANSPORTATION ASSOCIATION OF CANADA

# YEAR IN Review

2018-19

TRANSPORTATION THAT MAKES CANADA SAFE, HEALTHY & PROSPEROUS

HEAR FROM  
**TAC's  
LEADERSHIP**

HOW'D WE DO?  
**2018-19  
PERFORMANCE**

See what we  
accomplished in:

## SAFETY

Pedestrian Crossing Control  
Guide receives an update

## TECHNOLOGY

Learn about TAC's evolving role in  
Connected and Automated  
Vehicles

AND MORE!



Transportation Association of Canada

# WHO WE ARE

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

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

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



## VISION

TRANSPORTATION THAT MAKES CANADA  
SAFE, HEALTHY AND PROSPEROUS

## FOCUS AREAS



**SAFETY**



**INFRASTRUCTURE AND  
ASSET MANAGEMENT**



**TECHNOLOGY**



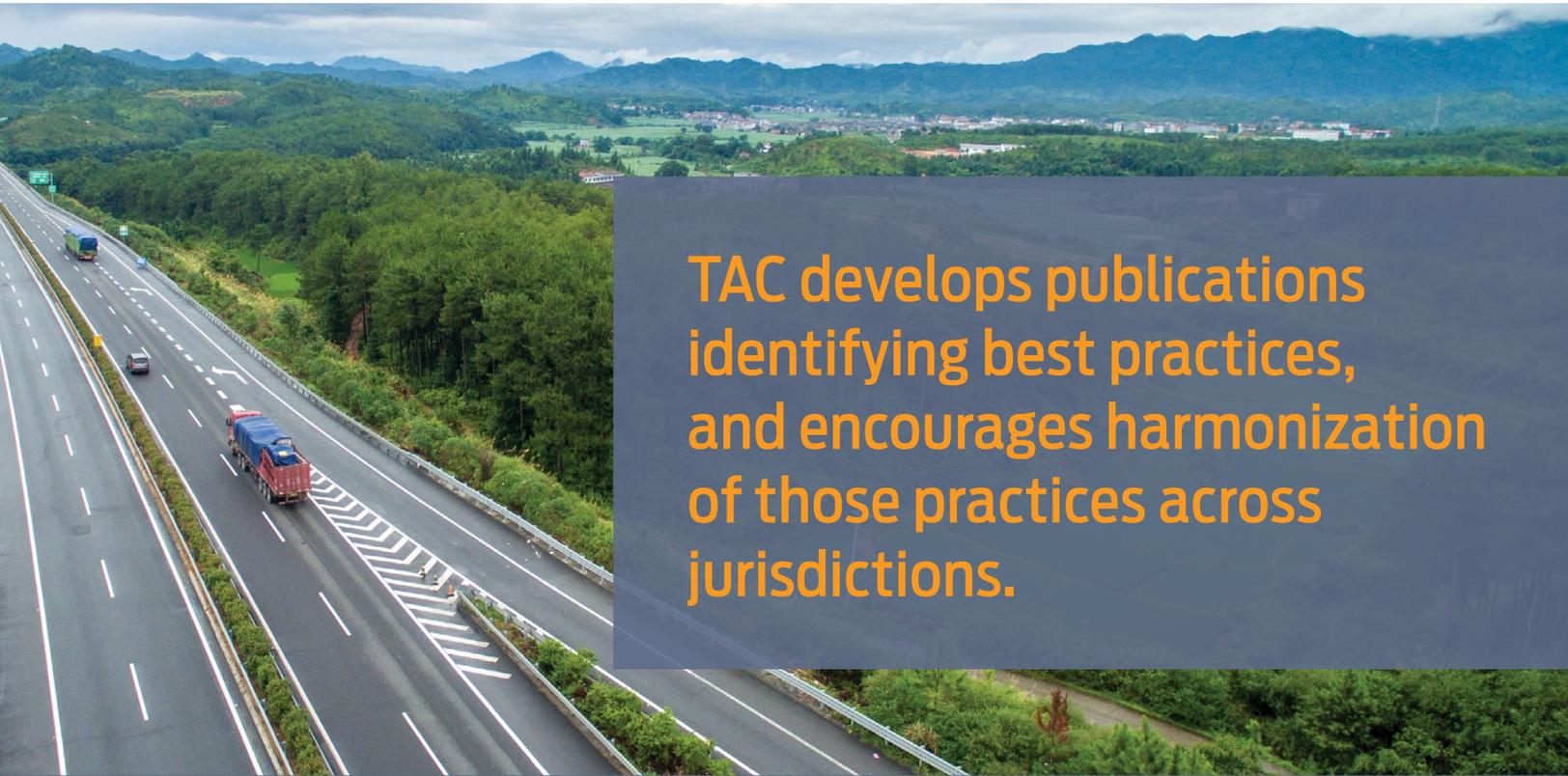
**MOBILITY**



**ENVIRONMENT AND  
CLIMATE CHANGE**



**WORKFORCE  
DEVELOPMENT**



TAC develops publications identifying best practices, and encourages harmonization of those practices across jurisdictions.

# MISSION

WORKING TOGETHER TO SHARE IDEAS, BUILD KNOWLEDGE, PROMOTE BEST PRACTICES, FOSTER LEADERSHIP, AND ENCOURAGE BOLD TRANSPORTATION SOLUTIONS

## STRATEGIC PRIORITIES



**COLLABORATE AND COMMUNICATE**



**BUILD KNOWLEDGE**



**DISSEMINATE INFORMATION**



**DEVELOP OUR PEOPLE**



**MANAGE EFFECTIVELY NOW AND FOR THE FUTURE**

# PRESIDENT'S MESSAGE



**Darren Chaisson**  
President

In January this year, it was my honour to take up the mantle of TAC President. When I first volunteered as a room monitor at the 2006 conference in Charlottetown, I did not imagine that I would someday be at the helm of this impressive national organization. I thank TAC members and my fellow directors on the board for the opportunity to serve.

During my time as a TAC volunteer, I have seen the dedication of members as they collaborate to share knowledge, address issues, and improve transportation

practices. The Board of Directors values the time that individuals and organizations contribute, and we are committed to ensuring the association remains relevant and provides value as we strive to achieve our shared vision of transportation that makes Canada safe, healthy, and prosperous.

To that end, in April 2018 we identified the following three priorities: reviewing TAC's council and committee structure, engaging young professionals in the association, and improving capacity to address emerging and critical issues.

Over the past year, staff embarked on a process to align TAC's council and committee structure with our six focus

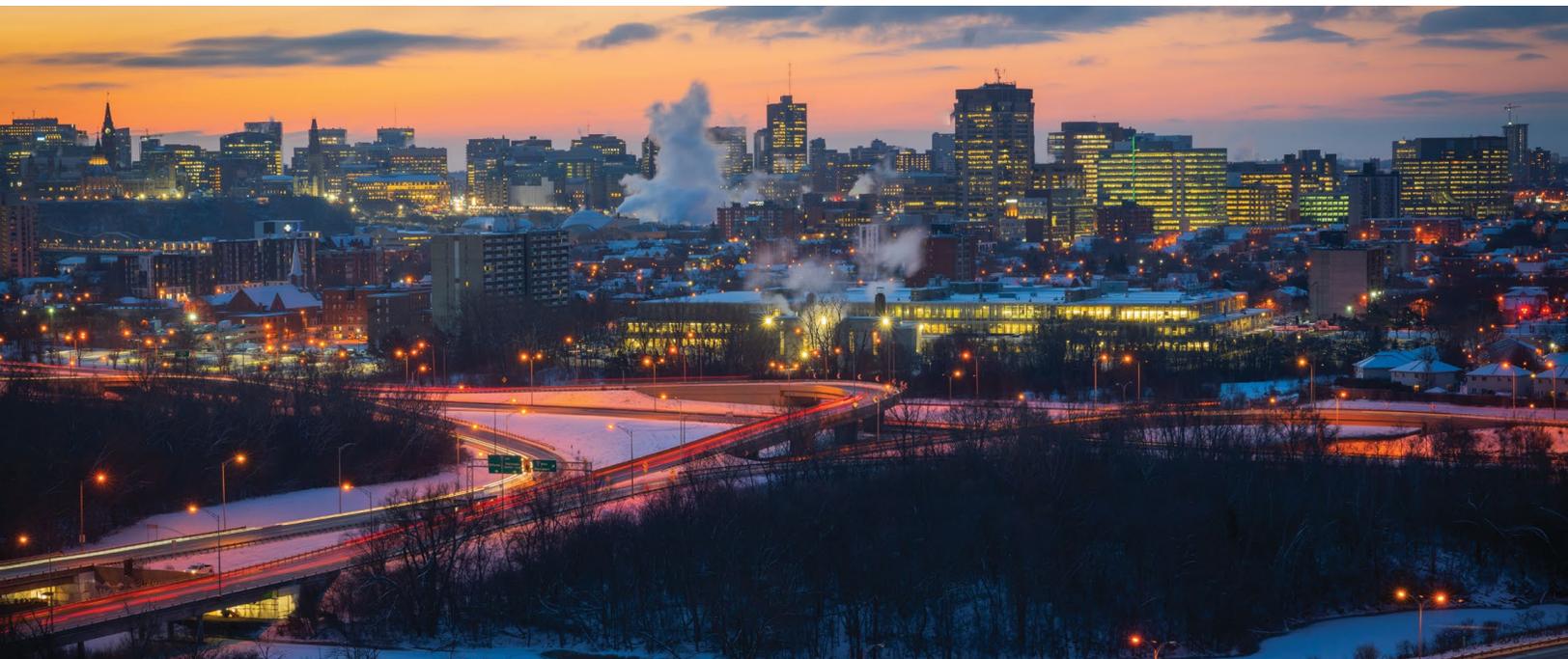
areas. Expected benefits include clearer communication to members and outsiders, more effective and efficient volunteer engagement, and expanded opportunities for discussion of advanced and emerging technologies.

The past year also saw the identification of actions to strengthen the involvement of young professionals. The transportation sector faces a wave of retirements, and to counter a potentially significant loss of knowledge, TAC members need to attract, retain, and develop young workers. Current and planned actions are aimed at engaging young professionals to develop tomorrow's transportation leaders.

Addressing emerging and critical issues is a fundamental function of TAC's network of experts. By identifying and sharing information, members learn from colleagues across the country and develop innovative solutions to address challenges. TAC is taking steps to streamline processes and to support members as they define and advance these issues.

I am encouraged by the progress being made on our priorities. The Board of Directors looks forward to continuing to work with members and staff on these issues to ensure our collective efforts can make a positive difference for transportation in Canada and in the lives of all Canadians.

**By identifying and sharing information, members learn from colleagues across the country and develop innovative solutions to address challenges.**



# EXECUTIVE DIRECTOR'S REPORT

Another full year for TAC is in the books, and I am pleased to share highlights of our operations in 2018-19.



The spring and fall technical meetings continue to provide an important opportunity for our dedicated volunteers to **collaborate and communicate** — the first of TAC's strategic priorities. Gatherings in Ottawa and Saskatoon each saw more than 350 people attend over 50 different project, committee, and council meetings.

The 2018 TAC Conference and Exhibition, *Innovation and Technology: Evolving Transportation*, was held in sunny Saskatoon. Speakers representing more than 120 organizations delivered over 50 technical sessions, panels, and workshops. About 800 delegates participated, including an impressive 145 young professionals — evidence that our efforts to attract the next generation are proving effective.

This fall in Halifax, TAC will host its first-ever joint conference in partnership with Intelligent Transportation Systems (ITS) Canada. With this unique opportunity to combine each organization's strengths and areas of expertise, we anticipate that our members will forge new relationships that will benefit the transportation sector.



Throughout 2018-19, we progressed with technical projects critical to **building knowledge**, the second of TAC's strategic priorities. From pothole repair practices to integrating health and transportation, members' involvement in TAC projects testifies to their commitment to improve the practice of transportation in Canada.

Significant progress was made in understanding how TAC can best support its members as connected and automated vehicle technologies are developed and implemented in Canada. At a two-day national workshop in June 2018, participants heard about digital and physical infrastructure, new mobility services and models, policy challenges, and more. In the fall, the Board approved terms of reference for a new Connected and Automated Vehicles (CAV) Task Force that held its first meeting in April 2019. The Board also invested in a discussion paper to help build awareness of key issues and define roles for the Task Force and TAC's councils and committees with respect to CAVs.



With a strategic priority to **disseminate information**, TAC's goal is to be the primary source of guidance for Canadian transportation practitioners. In the last year, we released three English and ten French publications, including the French version of the *Geometric Design Guide for Canadian Roads*.

In a move to ensure the relevance of TAC's material, our publication catalogue was reviewed by our committees; some titles were deemed outdated and were removed from circulation, while 30 other titles were made available for free or at reduced cost.



TAC's Learning Program delivers on our strategic priority to **develop people**. This year, we delivered 14 seminars that reached about 300 professionals across the country. Plus, our webinar series saw the addition of "Discovery" webinars that are free for members and cover a wide range of emerging issues across Canada. About 900 people registered for this new stream of webinars. We also launched TAC's Learning Centre, where recordings of TAC webinars and conference sessions offer development opportunities to people who cannot attend an event.



Finally, I am pleased to report that the Association remains in good health, with membership steady and strong at about 500 corporate members and about 800 dedicated volunteers. The financial results are also positive, with a surplus on operations achieved at year-end and a balanced budget established for the year ahead. Reserve funds to support our foundational documents are growing as a result of user fees, as well as a commitment made by the Board of Directors to invest a portion of annual membership dues to maintain those core publications. In case of emergency or unforeseen challenges, members can rest assured that a robust reserve fund is in place to protect the Association's future.

As we look back at 2018-19, we are heartened by the tremendous support of members. The stories in this *Year in Review* reflect the breadth of activity and the commitment of all involved to TAC's mission. We hope you feel proud to be part of the Association as we on staff are proud to work with you. Building on the achievements of the past year, we look forward to continuing that work in 2019-20.



**Dr. Sarah Wells**  
Executive Director

**With a strategic priority to disseminate information, TAC's goal is to be the primary source of guidance for Canadian transportation practitioners.**



# SAFETY

## GUIDE TO PEDESTRIAN CROSSINGS RECEIVES UPDATE

The third edition of TAC's *Pedestrian Crossing Control Guide* was published in June 2018, as an update to the 2012 version.

Intended for practitioners who design, operate, and maintain roadways, the guide augments information on pedestrian crossing control devices in TAC's *Manual of Uniform Traffic Control Devices for Canada*.



The guide's primary objective is to promote national uniformity in pedestrian crossing control — a key goal as awareness of walking's health benefits grows, and as jurisdictions strive for sustainability. The updated guide includes a decision-support tool to help practitioners establish the need for traffic control to ensure safe pedestrian crossings, and to aid in identifying the most suitable traffic control device. The guide's flexible approach also makes it the go-to source for addressing unique local conditions.

The guide's scope includes pedestrian crosswalks, and it describes regulatory signs, pavement markings, and other tools to enhance safe crossings.

It also offers significant additions including a new section about considerations for specific environments, such as smaller communities and rural environments, and incorporation of a new treatment system involving an enhanced crosswalk with side-mounted signs into the Treatment Selection Matrix.

## BEYOND THE GUIDE: AN ADVANCED SEMINAR IN ROAD DESIGN

Created for experienced designers, 'Beyond the Guide' involved participants in an intensive two-day course applying concepts from TAC's *Geometric Design Guide for Canadian Roads* (GDG).

The seminar was intended to address nine distinct challenges including freeway loop design and truck escape routes, but that number quickly grew, says John Robinson of Flood Murray International. Together with Geoff Millen of WSP Canada, he presented the seminar in eight locations across the country.

**"It was one of the best seminars I've ever led, because it was based on real projects."**

John Robinson,  
Flood Murray International

"It was one of the best seminars I've ever led, because it was based on real projects," says Robinson. "When you start with real-life case studies you never know what the pace is going to be, or the depth of questions. We ended up going into more and more detail."

He says the seminar was important because the updated GDG has moved from being a guide about highways to one that now includes pedestrians and bicyclists, with all the attendant challenges for designers.



The cycling component of the seminar was particularly well received, he says. "There's so much interest in this area, and municipalities are learning to cope with it."

## TAC PUBLISHES GDG EN FRANÇAIS

TAC's *Geometric Design Guide for Canadian Roads* is a vital document for roadway designers. While the current edition was published in English in 2017, adapting the guide into French took an additional 18 months. It involved professional translation, volunteer technical verification of the translation by Bruno Marquis of the Ministère des Transports du Québec, layout and proofreading — for all 10 chapters.

In February 2019, TAC celebrated the publication of *le Guide canadien de conception géométrique des routes* — an invaluable tool, now available in both official languages.

### AWARDS

**The Road Safety Engineering Award**, which recognizes contributions to improving safety on Canadian roadways, was awarded to **SNC Lavalin** for its Safety Swing Arm to Prevent Collisions with Snow Plows and the **City of London** for its Vision Zero — London Road Safety Strategy



## UPCOMING REPORT OFFERS A PATH TO HEALTHIER TRANSPORTATION SYSTEMS

As Canadian governments seek new ways to build healthier communities, TAC is working to better integrate health into transportation practices.

**TAC is working to better integrate health into transportation practices.**

Over the past year, many TAC members contributed to a major pooled-fund project on health and transportation. An online survey had more than 400 detailed responses, and

85 practitioners joined webinar discussions on the intersection of health and transportation. The project considered issues including safety, travel choice, access to health resources, mental health, monetization, equity, pollution, and noise.

A project report, *Integrating Health and Transportation in Canada*, will be published in 2019. Its recommendations will touch on professional development, knowledge sharing, evidence-based policy formulation, cost-benefit analysis, stakeholder engagement, data management, and more.

## COMPLETE STREETS SEMINAR SUPPORTS MULTIMODAL ROAD CORRIDORS

A full-day TAC seminar in Calgary, Vancouver, and Toronto gave insights into creating complete streets based on principles in the *Geometric Design Guide for Canadian Roads* (GDG). The seminar focused on multimodal street design in urban environments, and was led by Ryan Martinson and Josh Workman of Stantec Consulting Ltd.

“We wanted to show that the GDG gives you the opportunity to create complete streets,” says Martinson. He explains that while professionals rely on the guide, they often don’t realize its flexibility when it comes to design — and they may use that perceived lack of flexibility to avoid complete street projects.

He also notes the seminar’s close attention to designing context-sensitive complete streets. “We were looking at urban areas and retrofit scenarios where the right-of-way is often fixed. We have to squeeze things in, and that requires adaptation.”

The seminar’s interactive structure gave participants a valuable opportunity to apply the guide to real-life situations. That interaction included creating concepts for different modal priorities, and for planning engagement activities that involve stakeholders and the public.



## BUILDING MOMENTUM FOR ACTIVE TRANSPORTATION

Supporting walking and cycling is a top priority for TAC’s Urban Transportation Council, as it works to shift the transportation industry’s century-long focus on private cars — a history that has had negative effects on our environment and public health.

Volunteers on the Council’s standing committees have been busy on two projects.

**It will help transportation planners project future demand for new bridges and other facilities that can dramatically improve options for walking and cycling.**

One is examining ways to forecast how many people will use new walking and cycling routes. It will help transportation planners project future demand for new bridges and other facilities that can dramatically improve options for walking and cycling.

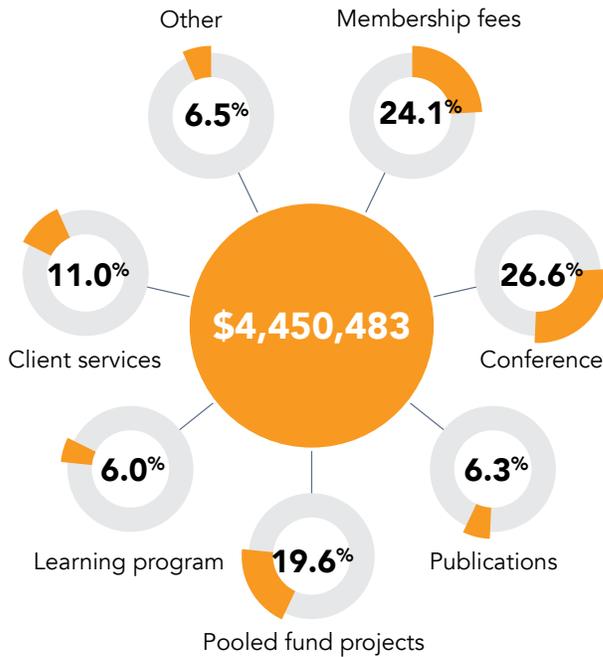
A second project is identifying how legislation can enable modern cycling facilities. It will highlight Canadian laws and regulations that support bicycle signals, bicycle boxes, contraflow bike lanes, cross-rides, and other innovative designs.

AWARDS

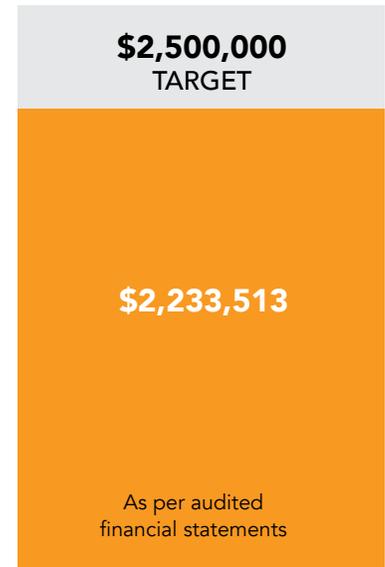
**The Sustainable Urban Transportation Award**, which celebrates contributions and innovative approaches to sustainable urban transportation, was awarded to **Ville de Montreal** for *Redeveloping the Bonaventure Highway as an Urban Boulevard*

# 2018-19 PERFORMANCE

## DIVERSIFICATION OF REVENUE



## SIZE OF RESTRICTED RESERVES



## CONFERENCE ACTIVITY

# of sessions delivered



## MEMBER RETENTION RATE



% of member organizations renewed

## SIZE OF VOLUNTEER BASE

# of unique individuals on active councils, standing committees, and project steering committees

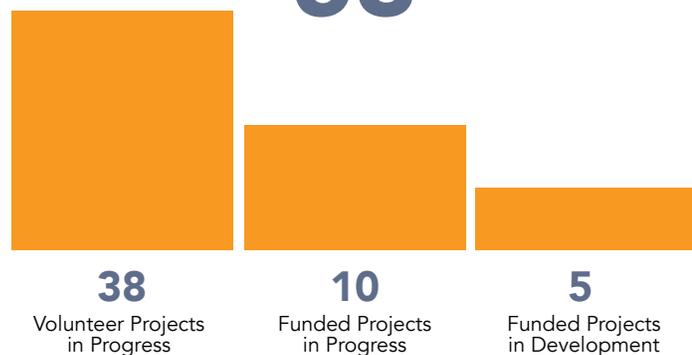
797

Target is 775

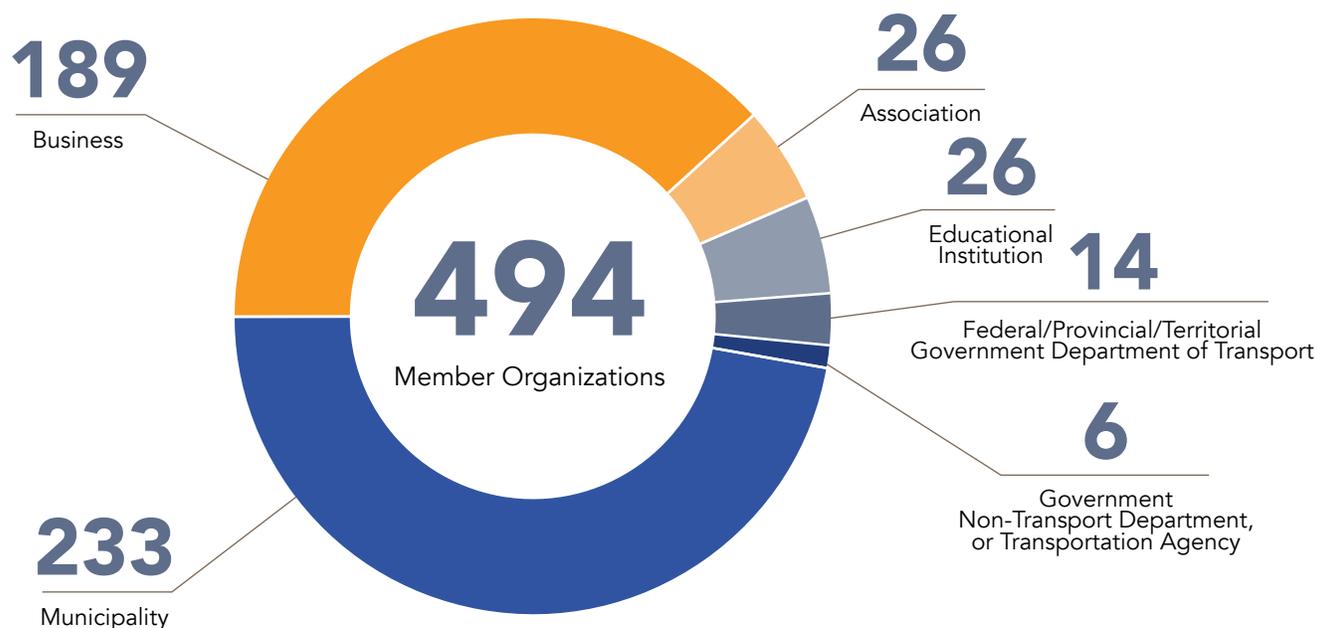
## PROJECT ACTIVITY

# of funded and volunteer projects

53  
Target is 50  
(20 funded; 30 volunteer)



## MEMBERSHIP DISTRIBUTION



## FINANCIAL SUMMARY

	Actual 2018-19	Actual 2017-18	Actual 2016-17
<b>Revenues*</b>	<b>\$4,816,705</b>	<b>\$4,565,704</b>	<b>\$4,817,625</b>
Conference and Learning Program	1,447,985	1,283,196	1,450,931
Publication Sales	333,989	741,336	187,242
Non-Government Membership Fees	518,209	435,280	465,015
Government Membership Fees	574,089	562,835	551,802
Project Contributions and Other Income	1,942,433	1,543,057	2,162,635
<b>Expenses</b>	<b>4,127,891</b>	<b>3,746,628</b>	<b>4,400,724</b>
<b>Net Revenue</b>	<b>688,814</b>	<b>819,076</b>	<b>416,901</b>
<b>Net Assets</b>	<b>5,940,453</b>	<b>5,238,540</b>	<b>3,565,979</b>
Unrestricted Funds	1,611,697	1,039,809	541,063
Internally Restricted Funds	4,328,756	4,198,731	3,024,916

\*As per audited financial statements. Includes revenue for reserves and intergovernmental programs.



# INFRASTRUCTURE & ASSET MANAGEMENT

## IN FOCUS: CLIMATE CHANGE

Climate change is becoming a focal point in conference sessions and at standing committees of the Chief Engineers' Council, says Council Chair Angela Gardiner of the City of Saskatoon. For example, at TAC's 2018 Fall Technical Meetings, the Council held a spirited discussion on extreme weather and related events as emerging issues, and heard a presentation about integrating climate change issues into TAC's *Geometric Design Guide for Canadian Roads*.

Climate change is directly impacting the design and maintenance of all types of infrastructure, says Gardiner. In Saskatchewan, intense rainfall events are making demands on infrastructure that wasn't designed to handle such weather. In the east, coastal erosion is forcing roads to be relocated. "It requires us as engineering professionals to go back and review our designs."

Gardiner says that snow and ice management programs have to be adapted to changing freeze-thaw cycles in some areas of the country — cycles that have a deleterious effect on pavement.

To help mitigate the various impacts, the Geometric Design Standing Committee is investigating how design guidelines may need to be adapted to ensure resiliency to long-term climate change.

Pilot projects and trials are also in the works. For instance, a new polymer for asphalt has shown some success in combating the ravages of freeze-thaw patterns, says Gardiner.

"From every angle, climate change is impacting our transportation infrastructure."

## NEW USER GROUP FOR AUTOMATED PAVEMENT DISTRESS DATA COLLECTION

TAC volunteers formed a new user group in 2018 to help road authorities make the best possible use of machine-collected data on pavement condition. It grew out of earlier round-table discussions on the state-of-the practice that found shared concerns about data management, including storage and reprocessing.

The user group — including representatives of provincial agencies, municipalities and suppliers — is concerned with the development, implementation, operation, calibration, verification, and use of machine-collected pavement distress data. Its aims range from information and technology exchange to identifying research needs and project proposals.

Collection of pavement distress data has been fully automated only in the past few years but is now advancing rapidly as algorithms become more sophisticated, says Marta Juhasz of Alberta Transportation. Juhasz chairs the Pavements Standing Committee, to which the new user group reports.



"At our agency, we use pavement cracking as a trigger to identify roads for rehabilitation. It's one of the performance indicators that can help us manage our network." Automation has given asset management a major boost because their full network can be collected in just one season.

However, she notes that automation has brought its own growing pains. "You're collecting terabytes of data... how do you manage that, and how do you do quality assurance?"

Stressing the collaborative nature of the new user group, Juhasz says, "It's a great forum for information exchange and lessons learned."

## PROJECTS NOW UNDERWAY

### Performance-Based Decision Making: Lessons Learned and Practitioner Toolkit

While transportation decision making across Canada has grown more sophisticated, a shared challenge is how to optimize a portfolio of projects and programs involving different kinds of assets and multiple modes of transportation. TAC is preparing a report on current practices and lessons learned, as well as a toolkit with examples of effective processes.

### Best Practices for Evaluating Soil and Material Stabilization Products

Canadian agencies frequently need to stabilize poor soils during road construction. However, stabilization products abound and, as new ones appear, agencies can struggle to assess them and their application in local conditions. This project will create a synthesis of best practices for evaluating soil and material stabilization treatments in Canada, and develop guidelines to help agencies evaluate and select effective products.

Collection of pavement distress data has been fully automated only in the past few years but is now advancing rapidly as algorithms become more sophisticated.

# ENVIRONMENT & CLIMATE CHANGE



## THREE NEW TITLES AIM TO PROTECT MIGRATORY BIRDS

This year, TAC released three publications to help the transportation and roadway sectors comply with the federal *Migratory Birds Convention Act* and associated regulations, which protect and conserve the vast majority of birds in Canada.



*Beneficial Practices for Compliance with the Migratory Birds Convention Act and Regulations* offers a synthesis of mitigation measures, case studies and beneficial practices for the creation, operation, maintenance, and renewal of transportation facilities. Two accompanying documents offer operational guidance for protecting migratory bird nesting areas under bridges and in culverts, and for conservation measures during vegetation management activities in the right-of-way.

## ENVIRONMENT COUNCIL TACKLES EXTREME WEATHER, INVASIVE SPECIES

Key environmental challenges facing the Canadian transportation network were discussed at TAC's Environment Council 2018 fall meeting and at last year's TAC Conference, both held in Saskatoon.

"We're hearing a lot about extreme weather events and their impacts on highways due to flooding," says Shauna Lehmann of the Saskatchewan Ministry of Highways and Infrastructure. Lehmann serves on TAC's Environment Council and its two standing committees.

The Environmental Issues Management Standing Committee has launched a volunteer project on management of invasive plant and animal species, a growing concern as species advance northward with climate change. "Invasive plants on roadsides don't prevent erosion as well as native grasses do because of their root structure, and some grow through pavement," says Lehmann. She adds that some invasive plants grow tall, compromising sightlines and road safety.

The transportation network itself can be a culprit, she says. For example, zebra mussels, which reduce life-sustaining plankton in water, cling to boats transported along roadways and then spread to other bodies of water.

Federal bills C-68 and C-69, which propose amendments to the *Fisheries Act*, *Navigable Waters Act*, and *Impact Assessment Act*, respectively, were also discussed. Among other changes, the bills mean that Indigenous rights and traditional knowledge would receive more thorough consideration along with scientific data in decision making, says Lehmann. "These issues are being brought to the forefront, and it's fascinating to learn about them."

**Zebra mussels, which reduce life-sustaining plankton in water, cling to boats transported along roadways and then spread to other bodies of water.**

## TAC RESPONDS TO CLIMATE CHANGE

Climate change is leaving an indelible mark on TAC.

The Integrated Committee on Climate Change acts as an information hub, connecting many different TAC councils and committees that discuss approaches to mitigating climate change. These TAC groups share strategies to reduce greenhouse gas emissions from transportation including energy-efficient lighting, electrification of fleet vehicles, and boosting transit and active transportation use.

Resilient transportation systems represent a key emerging issue, and TAC members have identified common impacts of climate change. Discussions at the Chief Engineers' Council have focused on more frequent freeze-thaw cycles that accelerate pavement deterioration, and on more frequent extreme weather events that cause greater flooding, erosion, landslides, wildfires, and snow and ice accumulation. The Urban Transportation Council and Environment Council have both focused on the importance of managing extreme weather events.

Volunteers from TAC member organizations have flagged their efforts to respond by improving weather information systems, asset management protocols, winter maintenance levels, design standards, and stormwater management practices. However, the effects of climate change are only beginning to be felt, and much remains to be done.

## AWARDS

**The Environmental Achievement Award**, which honours outstanding transportation-related contributions to the environment, was awarded to **Regional Municipality of York** for The 2nd Concession Project



# WORKFORCE DEVELOPMENT

## TAC AWARDS CELEBRATE SUCCESS

For Mike Skene of Watt Consulting in Victoria, B.C., TAC is about achieving excellence through collaboration. And while he was one of seven recipients of TAC’s Distinguished Service Award in 2018, he’s quick to say that he doesn’t volunteer his time and expertise for the sake of awards.

“The award is more of a celebration of the camaraderie,” says Skene. “We’ve done some really fun things.” Asked why he volunteers with TAC, Skene emphasized the team effort. “The motivation is to collaborate. There’s always an email or a phone call to make to someone to get and give advice, or talk through an issue.”

Skene adds that he first volunteered with TAC in the early 1990s because he wanted to keep up with changes in technology. Now, after more than two decades of involvement, he has been recognized for his contributions to TAC’s vision — transportation that makes Canada safe, healthy, and prosperous.

**AWARDS**

**The Educational Achievement Award**  
*recognizes education and/or training through an in-house or external program. The recipient was the British Columbia Institute of Technology for its Virtual Automotive Engine*

## DEVELOPING YOUNG PROFESSIONALS

In 2018, the TAC Board of Directors identified engaging young professionals as one of its highest priorities. To this end, TAC has identified and started to implement a range of initiatives to attract and support the involvement of young professionals.

TAC’s annual conference now provides a 25 percent discount on registration for professionals aged 35 years or less, and free registration for full-time students. Every year, a grant program covers travel and conference expenses for one student and awards are provided to the top three student papers. This past year saw the creation of the Allan Widger Consulting Corporation Grant for Young Geotechnical Engineers in Transportation, which complements TAC’s existing Young Transportation Professional award.

**TAC has identified and started to implement a range of initiatives to attract and support the involvement of young professionals.**

TAC is strengthening its social media presence and looking at more strategies to engage students, universities, and young people. We continue to adapt communications to ensure that they are appealing and modern. Through these and other initiatives, TAC is helping to develop tomorrow’s transportation leaders.

## DISCOVERY WEBINARS RESPOND TO EMERGING ISSUES

TAC’s Learning Program has added an exciting stream of “Discovery” webinars that allow members to share their experiences and insights on emerging issues with peers across Canada. These sessions, which are free to TAC members and students, extend learning opportunities to those who cannot attend TAC events.

Over this last year, 900 registrants signed up for webinars on topics including mass evacuation planning for natural disasters, complete streets, automated vehicles, public transit, and cycling facilities.

The webinars are recorded and made available on-demand through TAC’s Learning Centre, along with recordings of TAC’s instructional webinars and conference technical sessions.



## 2018 TAC CONFERENCE & EXHIBITION RECAP

The 2018 TAC Conference & Exhibition, held September 30 to October 3, and hosted by Saskatchewan Highways and Infrastructure and the City of Saskatoon, proved to be a rich source of information and connections for about 800 delegates.

The opening plenary session, "Innovation and Technology: Evolving Transportation," featured insights from a trio of industry experts on disruptive technologies and other key influences in the transportation sector.

The technical presentations, panel discussions, and workshops offered in the conference program highlighted diverse projects and innovations, while delegates experienced first-hand Saskatoon's evolving transportation infrastructure during the technical tours.

As well, multiple members were honoured with awards for their outstanding contribution to the industry and to TAC.

The TAC Conference & Exhibition has grown to be the leading transportation conference in Canada. The industry and its members are stronger because of the knowledge shared and tough challenges addressed, together, at this annual event.



## SHARING BEST PRACTICES AND LESSONS LEARNED

TAC recognizes the importance of supporting practitioners at various stages in their careers. As part of its mandate, the Education and Human Resources Development Council uses conference sessions to help organizations improve their workforce development practices.

At the 2018 conference in Saskatoon, the Council organized three related sessions. One focused on effective employee onboarding strategies, another looked at employee mentoring and retention in the construction industry, and a third addressed options for individuals to transition from full- or part-time employment into retirement.

"We focus on issues that employers and employees face every day," says the Council's Chair, Darlene Cleven of the Allan Widger Consulting Corporation. "Conference sessions are an important tool that allow our colleagues to share their best practices and lessons learned with the rest of the industry."

### TAC INDIVIDUAL AWARD WINNERS IN 2018

#### Honorary Life Membership

Paul LaFleche

#### Distinguished Service Award

Barry Belcourt

Darren Carter

David Duncan

Cindy Lucas

Geoffrey Millen

Sarah O'Keefe

Michael Skene

#### Young Transportation Professional Award

Robert Taylor

#### Allan Widger Consulting Corporation Grant for Young Geotechnical Engineers in Transportation

Aleks Kivi

#### Award for Service

Allan Bartman

Alla Dinerman

#### Award of Merit

Dirk Nyland

Maureen Van Ravens

#### Retiring Committee Chair Award

Ania Anthony

Len Frass

Alf Guebert

Clark Gunter

Chris Haines

Dawn Irish

Shauna Lehmann

Kenedee Ludwar

Tamim Raad

Mark Stout



# TECHNOLOGY

## CONNECTED AND AUTOMATED VEHICLES

TAC members are increasingly engaged in discussions about connected and automated vehicles (CAVs). As technologies evolve, the Association is strengthening its role.

Last June, TAC co-hosted a national workshop, "Preparing for Connectivity and Automation in Canada's Transportation System," with Transport Canada and ITS Canada. One hundred participants from government, industry, and academia gathered in Toronto to explore opportunities and challenges across North America, and to support CAV development and implementation across the country.

In October 2018, TAC's Board of Directors created a new task force to help members respond to, and benefit from, CAV technologies. It will focus on promoting key



outcomes including public health and safety, mobility, economic prosperity, and environmental sustainability in urban and rural communities.

### TAC's Board of Directors created a new task force to help members respond to, and benefit from, CAV technologies.

The CAV Task Force includes a wide range of stakeholders, and will guide the Association's work in technical areas from road design to traffic control devices, cyber security, and the safety of vulnerable road users. A discussion paper, currently under development, will provide a framework for related efforts by the Task Force as well as TAC's councils and committees.

## TAC AND ITS CANADA PLAN A JOINT CONFERENCE FOR 2019

Over the last year, TAC has worked intensively with the Intelligent Transportation Systems Society of Canada (ITS Canada) to plan a landmark joint conference for September 22-25, 2019 in Halifax.

The 2019 TAC-ITS Canada Joint Conference & Exhibition will welcome industry leaders from across Canada and beyond. In the opening plenary session alone, a panel of five North American experts will address technology's impact on the future of transportation, considering areas such as safety, privacy, and partnerships.

The conference is expected to attract 1400 industry professionals and will feature nearly 400 presenters in more than 70 sessions on the latest trends and developments. A range of tours will spotlight ports and other transportation infrastructure in the Halifax region.

For information and registration, visit [www.tac-its.ca](http://www.tac-its.ca).

## TECHNOLOGY CAN BENEFIT TRAFFIC OPERATIONS

"Vendors create many products, and we need to ensure they respect the boundaries of traffic engineering guidance," says Daniel Beaulieu of the Ville de Montréal, Chair of TAC's Traffic Operations and Management Standing Committee (TOMSC).

Last year, TOMSC created guidelines for rectangular rapid-flashing beacons, "a great device for mid-block and rural crossings," says Beaulieu. When he looks ahead, he sees that road maintenance will be crucial for automated and connected vehicles. For example, pavement markings will need to be repainted frequently for safe vehicle guidance.

Advances in LED lighting technology were a major motivator for a recent review of TAC's 2006 *Guide for the Design of Roadway Lighting*, an update of which will be published soon. Along with visual clarity, LED lighting means "you don't splash light everywhere, so you don't have light pollution," says Isabel Lessard, also of the Ville de Montréal and a reviewer of the updated guide. "You have the right amount of light where you need it."



# BOARD OF DIRECTORS

The Board of Directors sets the strategic direction for TAC and oversees the Association's volunteer structure.



## EXECUTIVE

President **Darren Chaisson**

Deputy Minister, PEI Transportation, Infrastructure and Energy

Past President **Dr. Paul LaFleche**

Deputy Minister, Nova Scotia Transportation and Infrastructure Renewal

Vice-President, Municipal **Tim Savoie**

City Manager, City of Port Moody

Vice-President, Members-at-Large **Stephen Damp**

Executive Vice-President, EllisDon Corporation, Civil Division

Vice-President, Federal/Provincial/Territorial **Kelly Cain**

Deputy Minister, New Brunswick Transportation and Infrastructure

Treasurer **Scott Stewart**

Chief Executive Officer, IBI Group



## OTHER DIRECTORS

**Brad Anguish**

Director, Transportation and Public Works, Halifax Regional Municipality

**Fernando (Fred) Antunes**

Deputy Minister, Saskatchewan Ministry of Highways and Infrastructure

**Jim Berezowsky**

Director of Public Works, City of Winnipeg

**Gerry Chaput**

Vice-President, Rapid Transit, Metrolinx

**Valérie Gagnon**

Director, Mobility, City of Montreal

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Deputy Minister, Department of Infrastructure, Government of the Northwest Territories

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Assistant Deputy Minister, Economic Development and Transportation, Government of Nunavut

**Tracy King**

Deputy Minister, Newfoundland and Labrador Transportation and Works

**Rafika Lassel**

Director, Content Management and Communications, Association québécoise des transports

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Assistant Deputy Minister, Transports Québec

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Assistant Deputy Minister, Ministry of Transportation, Ontario

**Ed Miska**

Executive Director, Engineering Services, British Columbia Transportation and Infrastructure

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Assistant Deputy Minister, Programs, Transport Canada

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Principal, MORR Transportation Consulting Ltd.

**Wanda Richardson**

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**Michael Thompson**

General Manager, Transportation, City of Calgary

**André Tremblay**

Deputy Minister, Alberta Transportation

**Dr. Sarah Wells**

Corporate Secretary, TAC Executive Director

*As of April 8, 2019*



- /Administration
- /Human Resources
- /Legal
- /Accounting
- /Finance
- /Marketing
- /Publicity
- /Promotion
- /Research
- /Business
- /Development
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**Transportation Association of Canada**

401-1111 Prince of Wales Drive | Ottawa, ON | K2C 3T2  
613.736.1350 | [secretariat@tac-atc.ca](mailto:secretariat@tac-atc.ca)

For more information about the Transportation Association of Canada and its activities, products and services, visit:

**[www.tac-atc.ca](http://www.tac-atc.ca)**

## **FINANCIAL STATEMENTS 2018 / 2019**

A motion from the floor will be sought to accept the audited financial statements of the Transportation Association of Canada for fiscal year 2018/2019.

**Transportation Association of Canada**  
**Financial Statements**  
**March 31, 2019**

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## Independent Auditor's Report

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Raymond Chabot  
Grant Thornton LLP  
2505 St-Laurent Blvd.  
Ottawa, Ontario  
K1H 1E4

T 613-236-2211

To the members of  
Transportation Association of Canada

### Opinion

We have audited the financial statements of Transportation Association of Canada (hereafter "the Association"), which comprise the statement of financial position as at March 31, 2019, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other matter – Comparative information audited by a predecessor

The financial statements of the Association for the year ended March 31, 2018 were audited by another auditor who expressed an unmodified opinion on those statements on June 27, 2018.

### **Responsibilities of management and those charged with governance for the financial statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern;
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Raymond Chabot Grant Thornton LLP*

Chartered Professional Accountants,  
Licensed Public Accountants

Ottawa, Canada  
August 13, 2019

# Transportation Association of Canada Operations

Year ended March 31, 2019

	<u>2019</u>	<u>2018</u>
	\$	\$
<b>Revenues</b>		
General		
Government membership fees	574,089	562,835
Other membership fees	518,209	435,280
Program		
Project contributions (Note 3)	1,345,716	1,020,560
Conference and seminars	1,447,985	1,283,196
Publication sales	333,989	741,336
Services	485,015	449,366
Net investment income	111,702	73,131
	<u>4,816,705</u>	<u>4,565,704</u>
<b>Expenses</b>		
Salaries and employee benefits	1,388,826	1,504,975
Program		
Communications	49,072	57,084
Conference and meetings	574,686	478,185
Consulting	1,271,411	761,797
Information dissemination	191,254	226,262
Other program costs	78,179	97,221
Translation	94,757	141,761
Travel	78,424	76,803
Overhead		
Equipment rental	4,126	3,465
Office	254,288	262,596
Professional fees	76,832	62,631
Contribution to Transportation Association of Canada Foundation	6,000	6,000
Amortization of tangible capital assets	60,036	67,848
	<u>4,127,891</u>	<u>3,746,628</u>
<b>Excess of revenues over expenses</b>	<u>688,814</u>	<u>819,076</u>

The accompanying notes are an integral part of the financial statements.

## Transportation Association of Canada

### Changes in Net Assets

Year ended March 31, 2019

					2019	2018
	Unrestricted	Invested in Tangible Capital Assets	Internally Restricted		Total	Total
	\$	\$	Defined Benefit Pension Plan \$	Projects \$	\$	\$
Balance, beginning of year	1,039,809	458,894	1,670,556	2,069,281	5,238,540	3,565,979
Excess (deficiency) of revenues over expenses	748,850	(60,036)			688,814	819,076
Remeasurement of defined benefit asset			13,099		13,099	867,150
Acquisition of tangible capital assets	(12,730)	12,730				
Internal restrictions (Note 13)	(205,980)			205,980		
Use of projects net assets (Note 13)	41,748			(41,748)		(13,665)
Balance, end of the year	<u>1,611,697</u>	<u>411,588</u>	<u>1,683,655</u>	<u>2,233,513</u>	<u>5,940,453</u>	<u>5,238,540</u>

The accompanying notes are an integral part of the financial statements.

# Transportation Association of Canada

## Cash Flows

Year ended March 31, 2019

	<u>2019</u>	<u>2018</u>
	\$	\$
<b>OPERATING ACTIVITIES</b>		
Excess of revenues over expenses	688,814	819,076
Non-cash items		
Amortization of tangible capital assets	60,036	67,848
Defined benefit pension plan	(113,911)	(30,314)
Canadian roundabout guide		(13,665)
Amortization of lease inducement	(37,411)	(20,737)
Changes in working capital items and retirement accrual		
Trade and other receivables	(265,534)	406,554
Grants receivable	126,129	(76,396)
Prepaid expenses	(472)	(41,880)
Accounts payable and accrued liabilities	28,594	(190,504)
Deferred contributions	(552,859)	28,604
Deferred revenue	518,762	(51,900)
Retirement accrual	13,833	4,928
Cash flows from operating activities	<u>465,981</u>	<u>901,614</u>
<b>INVESTING ACTIVITIES</b>		
Investments	(4,062,108)	(3,074,397)
Disposal of investments	3,278,973	2,211,770
Acquisition of tangible capital assets	(12,730)	(5,203)
Net changes in due from an organization under common management	<u>(1,284)</u>	<u>1,457</u>
Cash flows from investing activities	<u>(797,149)</u>	<u>(866,373)</u>
<b>Net increase (decrease) in cash</b>	<b>(331,168)</b>	<b>35,241</b>
Cash, beginning of year	<u>331,767</u>	<u>296,526</u>
Cash, end of year	<u>599</u>	<u>331,767</u>

The accompanying notes are an integral part of the financial statements.

# Transportation Association of Canada

## Financial Position

March 31, 2019

	<u>2019</u>	<u>2018</u>
	\$	\$
<b>ASSETS</b>		
Current		
Cash	599	331,767
Trade and other receivables (Note 4)	351,103	85,568
Grant receivable (Note 5)	38,600	277,080
Prepaid expenses	141,961	141,489
Due from an organization under common management, without interest	<u>1,298</u>	<u>14</u>
	<b>533,561</b>	835,918
Long-term		
Investment in a subsidiary		1
Investments (Note 6)	6,669,900	5,886,765
Tangible capital assets (Note 7)	411,588	458,894
Employee future benefits (Note 8)	<u>2,493,006</u>	<u>2,365,996</u>
	<b><u>10,108,055</u></b>	<b><u>9,547,574</u></b>
<b>LIABILITIES</b>		
Current		
Accounts payable and accrued liabilities (Note 9)	372,074	343,480
Deferred revenues (Note 10)	<u>936,033</u>	<u>417,271</u>
	<b>1,308,107</b>	760,751
Long-term		
Lease inducements	295,781	333,192
Retirement accrual (Note 11)	237,827	223,994
Deferred contributions (Note 12)	<u>2,325,887</u>	<u>2,991,097</u>
	<b><u>4,167,602</u></b>	<b><u>4,309,034</u></b>
<b>NET ASSETS</b>		
Unrestricted	1,611,697	1,039,809
Invested in tangible capital assets	411,588	458,894
Internally restricted		
Defined benefit pension plan	1,683,655	1,670,556
Projects (Note 13)	<u>2,233,513</u>	<u>2,069,281</u>
	<b><u>5,940,453</u></b>	<b><u>5,238,540</u></b>
	<b><u>10,108,055</u></b>	<b><u>9,547,574</u></b>

The accompanying notes are an integral part of the financial statements.

On behalf of the Board,

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

# Transportation Association of Canada

## Notes to Financial Statements

March 31, 2019

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### **1 - GOVERNING STATUTES AND PURPOSE OF ASSOCIATION**

Transportation Association of Canada (hereafter "the Association") is a not-for-profit organization incorporated without share capital under the Canada Not-for-profit Corporations Act. The Association's mission is to promote the provision of safe, secure, efficient, effective and environmentally sustainable transportation services in support of Canada's social and economic goals. The Association is a non-profit organization under the Income Tax Act and, as such, is exempt from income taxes.

### **2 - SUMMARY OF ACCOUNTING POLICIES**

#### **Basis of presentation**

The Association's financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

#### **Accounting estimates**

The preparation of financial statements requires management to make estimates and assumptions that affect the amounts recorded in the financial statements and notes to financial statements. These estimates are based on management's best knowledge of current events and actions that the Association may undertake in the future. Actual results may differ from these estimates.

#### **Financial assets and liabilities**

##### *Initial measurement*

Upon initial measurement, the Association's financial assets and liabilities from transactions not concluded with related parties are measured at fair value, which in the case of financial assets or financial liabilities that will be measured subsequently at amortized cost, is increased or decreased by the amount of the related financing fees and transaction costs.

##### *Subsequent measurement*

At each reporting date, the Association measures its financial assets and liabilities at amortized cost (including any impairment in the case of financial assets).

With respect to financial assets measured at amortized cost, the Association assesses whether there are any indications of impairment. When there is an indication of impairment, and if the Association determines that during the year there was a significant adverse change in the expected timing or amount of future cash flows from a financial asset, it will then recognize a reduction as an impairment loss in operations. The reversal of a previously recognized impairment loss on a financial asset measured at amortized cost is recognized in operations in the year the reversal occurs.

#### **Tangible capital assets**

Tangible capital assets acquired are recorded at cost. When the Association receives contributions of capital assets, their cost is equal to their fair value at the contribution date.

# Transportation Association of Canada

## Notes to Financial Statements

March 31, 2019

### 2 - SUMMARY OF ACCOUNTING POLICIES (Continued)

#### *Amortization*

Tangible capital assets are amortized on a straight-line basis over their estimate useful lives at the following annual rates:

	<u>Periods</u>
Computer equipment	3 years
Furniture and fixtures	5 to 10 years
Leasehold improvements	10 years

#### *Write-down*

When the Association recognizes that a tangible capital asset no longer has any long-term service potential, the excess of net carrying amount of the tangible capital asset over its residual value is recognized as an expense in the statement of operations.

#### **Revenue recognition**

##### *Government and other membership fees*

The Association recognizes government and other membership fees as revenue when services are rendered, when there's evidence of an arrangement with a price fixed or determinable and collection is reasonably assured. Government and other membership fees received are recorded as deferred revenue and amortized over the duration of the membership period.

##### *Project contributions*

The Association follows the deferral method of accounting for contributions. Under this method, contributions restricted for future period expenses are deferred and are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

##### *Conference and seminars revenue*

Conference and seminars revenues are recognized as revenue when the conference or seminars occur, when there's evidence of an arrangement with a price fixed or determinable and collection is reasonably assured.

##### *Publication sales*

The Association recognizes publication sales when delivery has occurred, when there's evidence of an agreement with a price fixed or determinable and collection is reasonably assured.

##### *Services*

The Association recognizes services revenues when services are rendered, in accordance with the agreement between the parties, when received or receivable, if the amount to be received can be reasonably estimated and if collection is reasonably assured.

# Transportation Association of Canada

## Notes to Financial Statements

March 31, 2019

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### **2 - SUMMARY OF ACCOUNTING POLICIES (Continued)**

#### *Net investment income*

Investment transactions are recorded on the transaction date and resulting revenues are recognized using the accrual method of accounting.

Net investment income includes interest income.

Interest income is recognized on a time apportionment basis and includes the straight-line amortization of bond investment premiums and discounts.

Net investment income are all not subject to externally imposed restrictions.

#### **Contributed supplies and services**

Members contribute many hours per year to assist the Association in carrying out its activities. Due to the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

#### **Employee future benefits**

The Association is a member of the Transportation Association of Canada (TAC) Pension Plan. The assets and liabilities of the TAC Pension Plan have been allocated by TAC management between the Association and the Canadian Council of Motor Transport Administrators (CCMTA) based on the number of participating employees of each of the respective organizations. The plan comprises both defined benefit and defined contribution components.

The Association recognizes the defined benefit obligation and the cost for employee future benefits as the employees render services necessary to earn the pension benefits. The defined benefit obligation at the date of statement of financial position is determined using the most recent actuarial valuation report prepared for funding purposes. The date of the most recent actuarial valuation prepared for funding purposes is January 1, 2017 which is extrapolated to the Association's year end.

The amount reported in the statement of financial position is the difference between the accrued benefit obligation and the fair value of plan assets adjusted for any valuation allowance. The current service cost and finance cost of the plan is recognized in the statement of operations. Remeasurements are recognized separately on the statement of changes in net assets. Remeasurements are not reclassified to the statement of operations in a subsequent year.

Remeasurements comprise the aggregate of the following: the difference between the actual return on plan assets and interest income deducted from the finance cost; actuarial gains and losses relating to the obligation; the effect of any valuation allowance; past service costs.

The cost of the defined contribution pension plan is recognized based on contributions required to be made during the year.

# Transportation Association of Canada

## Notes to Financial Statements

March 31, 2019

### 2 - SUMMARY OF ACCOUNTING POLICIES (Continued)

#### Lease inducements

Lease inducements are amortized according to the straight-line method on the basis of the lease terms of 10 years.

### 3 - PROJECT CONTRIBUTIONS

	<u>2019</u>	<u>2018</u>
	\$	\$
Chief engineer's council	674,404	450,124
Urban transportation council	133,762	105,602
Environment council	12,678	72,371
COMT and interjurisdictional programs	518,837	384,339
Other	6,035	8,124
	<u>1,345,716</u>	<u>1,020,560</u>

### 4 - TRADE AND OTHER RECEIVABLES

	<u>2019</u>	<u>2018</u>
	\$	\$
Trade accounts receivable	349,913	85,568
Indirect taxes receivable	1,190	
	<u>351,103</u>	<u>85,568</u>

### 5 - GRANT RECEIVABLE

The Association has entered into a three year agreement with Transport Canada to deliver specific projects specified within the signed agreement.

### 6 - INVESTMENTS

	<u>2019</u>	<u>2018</u>
	\$	\$
Cash	920	12,174
Corporate bonds of financial institutions, bearing interest at fixed rates of 1.69% to 3.27% (1.33% to 2.98% in 2018), and mature between April 2019 and March 2021	6,668,980	5,874,591
	<u>6,669,900</u>	<u>5,886,765</u>

The fair value of the investments at March 31, 2019 was \$6,627,258 (\$5,802,727 in 2018).

# Transportation Association of Canada

## Notes to Financial Statements

March 31, 2019

### 7 - TANGIBLE CAPITAL ASSETS

	<b>2019</b>		2018
	Cost	Accumulated amortization	Net carrying amount
	\$	\$	\$
Computer equipment	<b>99,806</b>	<b>91,959</b>	5,577
Furniture and fixtures	<b>163,265</b>	<b>139,946</b>	24,842
Leasehold improvements	<b>480,533</b>	<b>100,111</b>	428,475
	<b><u>743,604</u></b>	<b><u>332,016</u></b>	<b><u>458,894</u></b>

### 8 - EMPLOYEE FUTURE BENEFITS

The Association has a defined contribution plan providing pension benefits to employees hired after December 31, 2000 and employees hired prior to January 1, 2001 that have switched to this plan. The plan is based on the contributions made by employees which are matched by the employer. The pension expense for the year was \$54,327 (\$130,488 in 2018).

The Association has a defined benefit plan providing pension benefits to employees hired prior to January 1, 2001. The benefits are based on the highest annual average of any five-year period.

The most recent actuarial valuation of the pension plans for funding purposes was as of January 1, 2017.

The funded status of the pension is as follows:

	<b>2019</b>	2018
	\$	\$
Fair value of plan assets	<b>7,217,053</b>	7,029,858
Defined benefit obligation	<b>(4,697,489)</b>	(4,663,862)
Funded status - surplus	<b>2,519,564</b>	2,365,996
Valuation allowance	<b>(26,558)</b>	
Defined benefit asset	<b><u>2,493,006</u></b>	<b><u>2,365,996</u></b>

The amount of pension income recognized in earnings is a net gain amounting to \$113,911 (net gain of \$30,314 in 2018).

# Transportation Association of Canada

## Notes to Financial Statements

March 31, 2019

### 9 - ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	<u>2019</u>	<u>2018</u>
	\$	\$
Accounts payable	172,852	192,180
Accrued liabilities	199,222	126,571
Indirect taxes		24,729
	<u>372,074</u>	<u>343,480</u>

### 10 - DEFERRED REVENUES

	<u>2019</u>	<u>2018</u>
	\$	\$
Membership fees	374,860	237,380
Conference and seminars	561,173	179,891
	<u>936,033</u>	<u>417,271</u>

### 11 - RETIREMENT ACCRUAL

The retirement accrual is a benefit paid to employees upon retirement. To be eligible for the benefit, the employee must be at least 55, and the benefit is equal to one week for each year of employment, up to a maximum of 25 weeks multiplied by the current salary at retirement. The present value of the retirement accrual is based on the likelihood of the employee reaching eligibility, the estimated retirement date and the salary at time of retirement. If the likelihood of eligibility is not readily determinable, the employee retirement benefit was not included in the accrual.

### 12 - DEFERRED CONTRIBUTIONS

Deferred contributions consist of unspent project grants received for expenses in a future year. The Association receives the contributions from governments and other funding agencies and they are externally restricted to specific projects.

	<u>2019</u>	<u>2018</u>
	\$	\$
Balance, beginning of year	2,991,097	2,962,493
Amount received during the year	680,506	1,049,164
Amount recognized in statement of operations during the year	<u>(1,345,716)</u>	<u>(1,020,560)</u>
Balance, end of year	<u>2,325,887</u>	<u>2,991,097</u>

# Transportation Association of Canada

## Notes to Financial Statements

March 31, 2019

### 13 - PROJECTS

				2019	2018
	Balance, beginning of year	Internal restrictions by the Board of Directors	Use of internally restricted net assets	Total	Total
	\$	\$	\$	\$	\$
Geometric Design Guide	467,430	51,740	(30,052)	489,118	467,430
Guide for the Design of Roadway Lighting	39,300	2,400		41,700	39,300
Foundational Guidelines	19,963	31,840		51,803	19,963
CAV Task Force		90,000	(1,751)	88,249	
TAC Library		30,000	(9,945)	20,055	
Professional Editing of Publication	42,588			42,588	42,588
Provision for Emergency Reserve	1,500,000			1,500,000	1,500,000
	<b>2,069,281</b>	<b>205,980</b>	<b>(41,748)</b>	<b>2,233,513</b>	<b>2,069,281</b>

Internally restricted amounts are not available for other purposes without approval of the Board of Directors.

### 14 - RELATED PARTY TRANSACTIONS

The Association entered into the following related party transactions during the year:

The Association received \$379,711 (\$372,852 in 2018) from Canadian Council of Motor Transport Administration (CCMTA) for reimbursed expenses and administrative services provided.

The Association provided administrative services to Transportation Association of Canada Foundation for which, it received \$11,100 (\$10,800 in 2018) which is included in services. The Association also donated \$6,000 (\$6,000 in 2018) to the Foundation. The Association and the Foundation are organizations under common management.

These transactions were measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

# Transportation Association of Canada

## Notes to Financial Statements

March 31, 2019

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### **15 - COMMITMENT**

The Association leases its premises under a lease expiring February 2027. The future minimum lease payments total \$1,979,562 and include the following payments over the next five years: \$240,684 in 2020, \$240,684 in 2021, \$241,920 in 2022, \$255,514 in 2023 and \$255,514 in 2024.

The Association has entered into rental and catering agreements for their future events occurring in 2020 and 2021. Future minimum payments total \$268,671 and include the following payments over the next 2 years: \$251,957 in 2020 and \$16,714 in 2021.

The Association has entered into consulting and travel contracts for their future seminars occurring in April and May 2019. Future minimum payments total \$39,100 in 2020.

### **16 - FINANCIAL INSTRUMENTS**

#### **Financial risks**

The Association's main financial risk exposure are as follows.

##### *Credit risk*

The Association is exposed to credit risk regarding the financial assets recognized in the statement of financial position. The Association has determined that the financial assets with more credit risk exposure are grant receivable, trade accounts receivable and investments in corporate bonds of financial institutions since failure of any of these parties to fulfil their obligations could result in significant financial losses for the Association.

##### **Market risk**

The Association's financial instruments expose it to market risk, in particular, interest rate risk, resulting from its investing activities:

##### *Interest rate risk*

The Association is exposed to interest rate risk on financial instruments at fixed rates such as corporate bonds in financial institutions. Fixed rate instruments subject the Association to fair value risk since fair value fluctuates inversely to changes in market interest rates.

##### **Liquidity risk**

The Association's liquidity risk represents the risk that the Association could encounter difficulty in meeting obligations associated with its financial liabilities. The Association is, therefore, exposed to liquidity risk with respect to all of the financial liabilities recognized in the statement of financial position.

# Transportation Association of Canada

## Notes to Financial Statements

March 31, 2019

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### ***17 - COMPARATIVE FIGURES***

Certain comparative figures have been reclassified to conform with the presentation adopted in the current year. The main reclassifications as at March 31, 2018 are the following:

Lease inducements in the amount of \$333,192 is reclassified in long-term liabilities rather than in current liabilities

Retirement accrual in the amount of \$223,994 is reclassified in long-term liabilities rather than in current liabilities.

Deferred contributions in the amount of \$2,991,097 is reclassified in long-term liabilities rather than in current liabilities.

**ELECTION OF DIRECTORS OF THE TRANSPORTATION ASSOCIATION OF CANADA  
September 2019**

WHEREAS four seats in the Federal/Provincial/Territorial (F/P/T) category of membership are vacant as a result of resignations or the completion of terms;

WHEREAS three seats in the Municipal category of membership are vacant as a result of resignations or the completion of terms;

WHEREAS one seat in the Members-at-Large category of membership is vacant as a result of the completion of a term;

WHEREAS the Executive Committee has nominated the following candidates in the F/P/T category of membership for a three-year term, effective September 24, 2019:

- Kelly Cain, Deputy Minister, New Brunswick Transportation and Infrastructure
- Anuradha Marisetti, Assistant Deputy Minister, Programs, Transport Canada
- Shelley Tapp, Deputy Minister, Ministry of Transportation, Ontario
- Andre Tremblay, Deputy Minister, Alberta Transportation

WHEREAS the Executive Committee has nominated the following candidates in the municipal category of membership for a three-year term effective September 24, 2019:

- Brad Anguish, Director, Transportation and Public Works, Halifax Regional Municipality
- Valérie Gagnon, Director, Mobility, City of Montreal
- Tim Savoie, City Manager, City of Port Moody

WHEREAS the Executive Committee has nominated the following candidate in the members-at-large category of membership for a three-year term effective September 24, 2019:

- Patrick Puccini, Vice President, AECOM Canada Limited

WHEREAS a call for nominations was distributed to members and no further nominations were received;

A motion will be sought that:

The following candidates are elected as TAC Directors in the F/P/T/ category of membership and shall continue in office until the annual general meeting held in three years (2022), at which time they shall be eligible for re-election in accordance with By-law No. 1 of the Corporation:

Kelly Cain, Deputy, (New Brunswick Transportation and Infrastructure)  
Anuradha Marisetti, (Transport Canada)  
Shelley Tapp, (Ministry of Transportation, Ontario)  
Andre Tremblay, (Alberta Transportation)

The following candidates are elected as TAC Directors in the municipal category of membership and shall continue in office until the annual general meeting held in three years (2022), at which time they shall be eligible for re-election in accordance with By-law No. 1 of the Corporation:

Brad Anguish, (Halifax Regional Municipality)

Valérie Gagnon, (City of Montreal)

Tim Savoie, (City of Port Moody)

The following candidate is elected as TAC Director in the members-at-large category of membership and shall continue in office until the annual general meeting held in three years (2022), at which time he shall be eligible for re-election in accordance with By-law No. 1 of the Corporation:

Patrick Puccini, (AECOM Canada Limited)

## **APPOINTMENT OF AUDITORS**

A motion from the floor will be sought to appoint Raymond Chabot Grant Thornton as public accountant (auditors) of the Corporation until the next annual meeting or until a successor is appointed, at such remuneration as may be fixed by the directors and the directors be authorized to fix such remuneration.