



Transportation Association of Canada

YEAR IN REVIEW

2025/26



Who We Are

The Transportation Association of Canada (TAC) is a neutral forum for organizations with interests in roads, highways and urban transportation.



Knowledge

Through TAC, those organizations and their staff **share ideas and exchange information on technical transportation issues**. TAC helps its members build knowledge and pool resources to tackle transportation challenges that are important to them.



Network

A network of hundreds of transportation professionals from TAC's member organizations volunteer to guide the Association's work in safety, mobility, environment and climate change, infrastructure and asset management, technology, and workforce development.



Guidance

TAC doesn't set standards but develops technical guidance for planning, designing, constructing, managing, operating, and maintaining road, highway, and urban transportation infrastructure, systems, and services. The guidance promotes good practices and encourages their harmonization across Canada.

TAC is a non-profit organization funded by membership dues and the sales of its products and services. Member organizations include all levels of government, private companies, academic institutions, and other associations.

President's Message

“ The work we do as transportation professionals and together through TAC makes a real difference to Canada's future. ”



This year, I was honoured to become TAC President. It is a privilege to serve this trusted national organization and to work alongside such a dedicated community of members, volunteers and staff. Transportation connects people to opportunity, enables economies, and helps build thriving communities. The work we do as transportation professionals and together through TAC makes a real difference to Canada's future.

This *Year in Review* highlights our 2025/26 achievements. It captures issues addressed by TAC councils and committees, progress made on technical projects, new publications, growth in the Association's learning program, and the success of the conference and exhibition convened in Quebec City last fall. Overall, it reflects a very productive year, which was made possible thanks to the contributions of hundreds of organizations and individuals in our network.

Plans for the 2026 edition of the TAC Conference & Exhibition are promising. We'll gather in Winnipeg, Manitoba, to talk about "Transportation for a Strong Canada". This is a timely and important theme that will inspire us to explore how transportation contributes to nation-building through mobility, resilience and a stronger economy. Complemented with sessions relating to TAC's focus areas, an interactive exhibition and a variety of technical tours, the event will be another engaging meeting of the transportation community. I look forward to seeing many of you there.

Kelly Cain
President

Executive Director's Message

“ TAC is fortunate to have a broad-based, loyal membership that recognizes the benefits of participating in the Association. ”



On behalf of the TAC Board of Directors and staff, it's a pleasure to present the *2025/26 Year in Review* to the Association's membership. Browse the report to see what our councils and committees are doing, which products and services have become available, and how our performance measured up in the last year. I hope you will agree that it's impressive how much we accomplish when we work together on shared interests and priorities.

TAC is fortunate to have a broad-based, loyal membership that recognizes the benefits of participating in the Association. We understand you contribute your time and expertise not because you must, but because you believe in the vision of transportation that makes Canada safe, healthy and prosperous. We appreciate your dedication and are committed to ensuring value in our work for you.

There is great potential to continue to grow what TAC offers members and the transportation sector.

We are taking steps to raise awareness of important issues in transportation, expedite project work, expand learning opportunities, facilitate access to publications, and encourage new voices to join our community. Among the Board, the volunteers and the staff, ideas are plentiful about new approaches and new offerings that can be explored. We are enthusiastic about the future and will channel our efforts towards initiatives that build the greatest value for members.

Thank you very much for being part of the TAC community. Together, we can build on our successes, address emerging challenges, and improve transportation in Canada.

Dr. Sarah Wells
Executive Director

Board of Directors

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

Executive

As of April 29, 2026

President and Chair

Kelly Cain

Deputy Minister
New Brunswick Transportation
and Infrastructure

Vice President (F/P/T)

Kyle Toffan

Deputy Minister
Saskatchewan Ministry of Highways

Vice President (Municipal)

Lon LaClaire

General Manager, Engineering Services
City of Vancouver

Vice President (Members-at-large)

Scott Stewart

Chief Executive Officer
Scott Stewart & Associates

Treasurer

Michael Thompson

General Manager, Infrastructure Services
City of Calgary

Secretary

Sarah Wells

Executive Director
Transportation Association of Canada

Other Directors

As of April 29, 2026

Tracy Allen	Deputy Minister	Yukon Highways and Public Works
Jim Berezowsky	Director of Public Works	City of Winnipeg
Hugues Bessette	Director, Urban Development Projects, Urban Planning and Mobility	City of Montréal
Marc Boucher	Senior Vice President, Market Lead, Transportation and Major Projects	AtkinsRéalis
Gerry Chaput	Market Sector Leader, Connected Highways for Mobility Canada	Arcadis
Ashley Curtis	General Manager, Transportation Services	City of Toronto
Sean Dutton	Deputy Minister	Newfoundland and Labrador Transportation and Infrastructure
Peter Geddes	Associate Deputy Minister	Nova Scotia Public Works
John Hawkins	Assistant Deputy Minister	Nunavut Transportation and Infrastructure
Craig Hutton	Associate Assistant Deputy Minister, Policy	Transport Canada
Martin Jobke	President and CEO	Associated Engineering
Ryan Klos	Deputy Minister	Manitoba Transportation and Infrastructure
Bruce Macgregor	Deputy Minister	Ontario Ministry of Transportation
Cathy Maniego	Deputy Minister	Government of the Northwest Territories Department of Infrastructure
Brian Matheson	Deputy Minister	Prince Edward Island Transportation, Infrastructure and Energy
Frédéric Pellerin	Assistant Deputy Minister, Engineering and Infrastructure	Ministère des Transports et de la Mobilité durable
Lucas Pitts	Executive Director, Public Works	Halifax Regional Municipality
Patrick Puccini	Vice President, Western & Central Canada	AECOM
Paul C. Smith	Deputy Minister	Alberta Transportation and Economic Corridors
Kevin Volk	Assistant Deputy Minister, Major Projects, Infrastructure & Properties	British Columbia Ministry of Transportation and Transit

2025/26 Performance

Membership Distribution

■ 500 Total Member Organizations



Private Sector Organizations



Municipalities



Associations



Educational Institutions



F/P/T Government
Departments of Transport



Government
Non-transport Departments
or Transportation Agencies

Member
Retention Rate

90.9%

Size of
Volunteer Base

1,018

Conference
Sessions Delivered

136

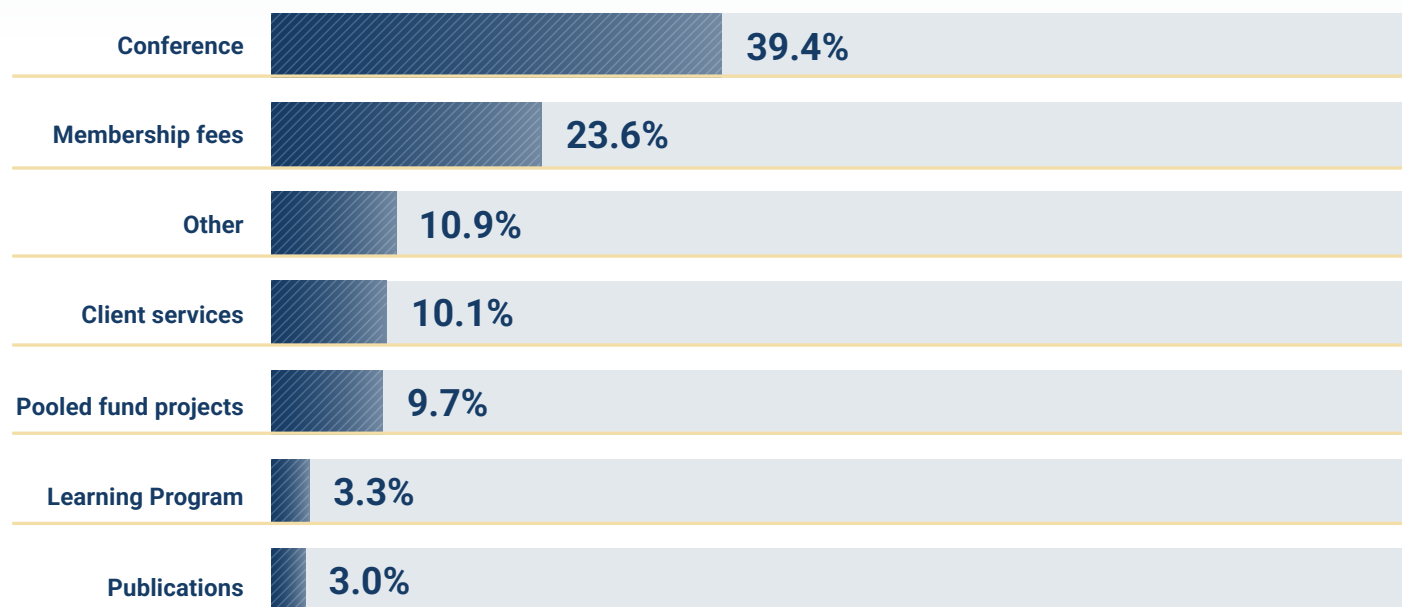
44
Funded and
Volunteer Projects

9 in progress

5 in development

30 volunteer projects

Diversification of Revenue Sources



Financial Summary*

	2025/26	Actual 2024/25	2023/24
Revenues	\$5,737,049	\$5,817,860	\$5,020,457
Conference & Learning Program	\$2,310,219	\$2,221,512	\$1,781,350
Publication Sales	\$189,110	\$196,066	\$214,635
F/P/T Government Membership Fees	\$673,538	\$660,329	\$637,998
Other Membership Fees	\$656,749	\$633,102	\$601,902
Project Contributions and Other Income	\$1,907,433	2,106,851	\$1,784,572
Expenses	\$5,117,088	\$5,283,282	\$4,256,462
Net Revenue	\$619,961	\$534,578	\$763,995
Net Assets	\$9,548,361	\$9,039,468	\$8,374,173
Unrestricted Funds	\$3,782,439	\$3,485,072	\$4,005,458
Invested in Capital Assets	\$110,773	\$190,623	\$239,442
Defined Benefit Pension Plan	\$627,000	\$738,068	\$720,091
Internally Restricted Funds	\$5,028,149	\$4,625,705	\$3,409,182

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

Advancing TAC's Work



Our Vision

Transportation that makes Canada safe, healthy, and prosperous



Our Mission

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

Focus Areas

Focus areas align with TAC's vision and are the overarching tenets that influence the technical work of the Association. These are the facets that TAC presents outwardly to the world in its technical discussions, projects, publications, and other products for members and stakeholders.



Safety, Design and Operations



Infrastructure and Asset Management



Technology



Mobility



Environment and Climate Change



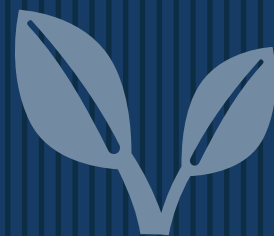
Workforce Development

These focus areas describe the core interests of, and the work driven forward by, TAC's councils and committees. These groups identify emerging national issues, share knowledge, shape guidelines, and organize conference technical sessions.

About 1,000 volunteers participate in TAC's committee network, ensuring excellence while developing their technical knowledge, professional networks, and leadership skills. Volunteering is a benefit of membership and a rewarding way to give back to Canada's transportation sector.

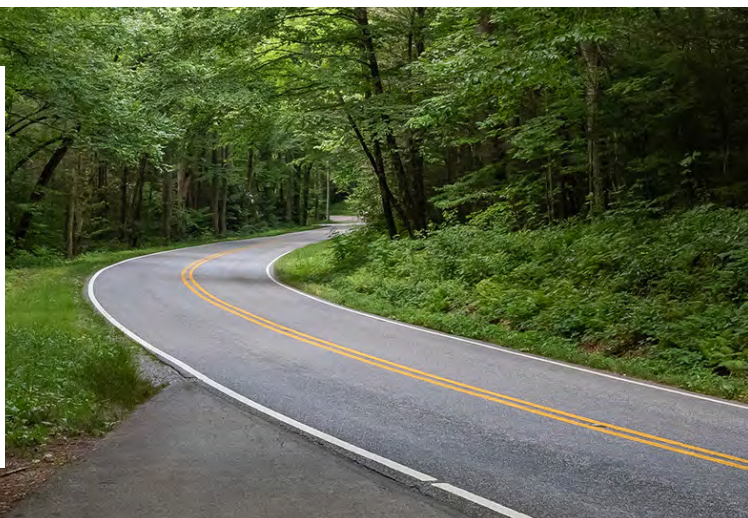


Environment and Climate Change



Protecting the environment while moving people and goods has always meant conserving resources, preventing pollution, and protecting natural systems.

Now, mitigating and adapting to climate change are among our most important challenges. TAC helps its members share knowledge and experience with environmental best practices in the realms of both ecology and climate.



The Council and its Committees

This Council guides TAC in fulfilling its commitment to protecting the environment and climate in the delivery of transportation services, and in the planning, approval, design, construction, operation, maintenance and rehabilitation of transportation infrastructure.

Three committees support the Council:

The **Climate Change Integrated Committee** identifies and addresses technical issues related to climate change mitigation and adaptation, promotes resilient transportation systems, and advances research and collaboration across TAC. It included 55 members.

The **Environmental Issues Committee** comprised 50 members, and works to gather and share information on environmental issues related to transportation planning, infrastructure and operations, identify emerging priorities, and provide a forum for TAC member organizations to exchange advice and practices.

The **Environmental Legislation Committee** welcomed 45 members. The committee identifies and monitors evolving environmental legislation affecting the transportation sector, gathers information on related issues and initiatives, and supports understanding of sector responses to legislative and regulatory requirements.

Council Chair:

Glen Furtado,
Cement Association of Canada

Council Vice-Chair:

Melissa Rutherford, CBCL

Board Liaison:

Lon LaClaire, City of Vancouver

Key Issues

This year, meetings of the Environmental & Climate Change Council explored a range of key issues, including:

Evolving **federal and provincial legislation** and the role of the **new Major Projects Office**.

Innovative approaches to **reducing wildlife-vehicle collisions** using AI-driven technologies, and strategies to strengthen **collaboration with government partners**.

Other priority areas such as climate change mitigation and adaptation, fisheries and road ecology, excess soil management, erosion and sediment control, Indigenous relations in transportation, and transportation noise and vibration mitigation.

Technical Resources

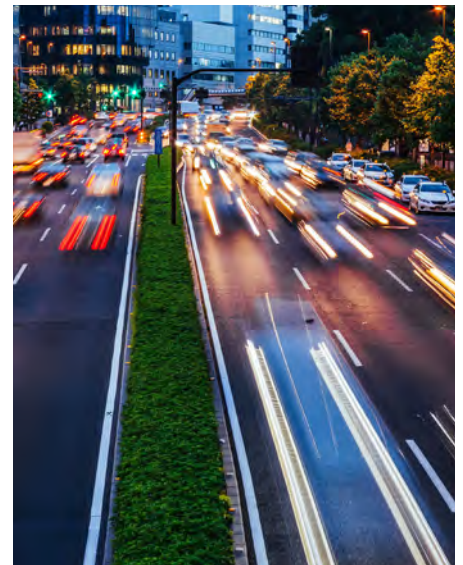
Update on Pooled-Fund Projects

One pooled-fund project under the Council's auspices was underway at the end of the year. A project to assess and mitigate the effects of transportation noise and vibration will document Canadian practices, focusing on sensitive receptors such as homes, hospitals, schools, workplaces, and wildlife habitats. The project will also review models, costing tools and decision-making criteria, and develop a compendium of best practices for Canadian jurisdictions.

Training and Learning Opportunities

Learning Updates

During 2025/26, two environment and climate change-themed webinars drew 136 attendees. These webinars featured finalists of the 2025 Environmental Achievement Award and Climate Action Achievement Award.



2025 Awards

Climate Action Achievement Award

This award recognizes initiatives that mitigate emissions from transportation that cause climate change and/or improve the resiliency of transportation systems in response to climate change.

Recipient: Yukon Highways and Public Works

in partnership with Stantec

Project: Climate Risk Assessment and Action Plan

Environmental Achievement Award

This award recognizes initiatives that protect and enhance the natural environment through transportation projects.

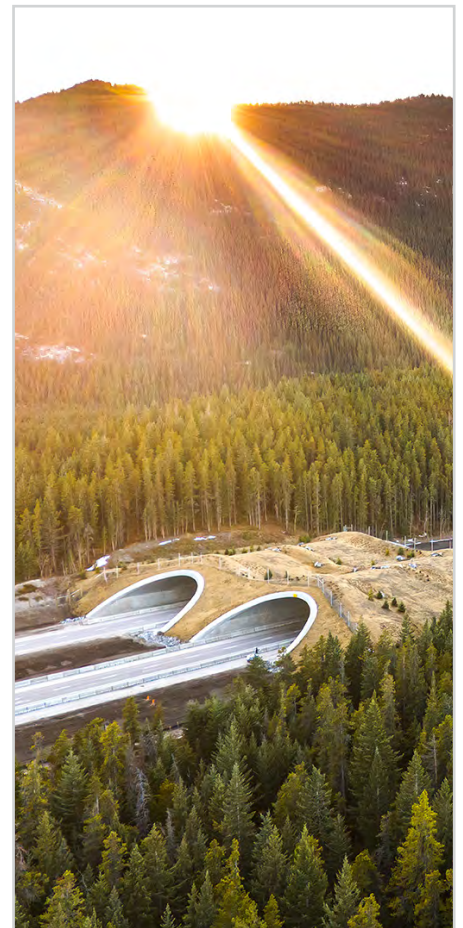
Recipient: Alberta Transportation and Economic Corridors

in partnership with DIALOG

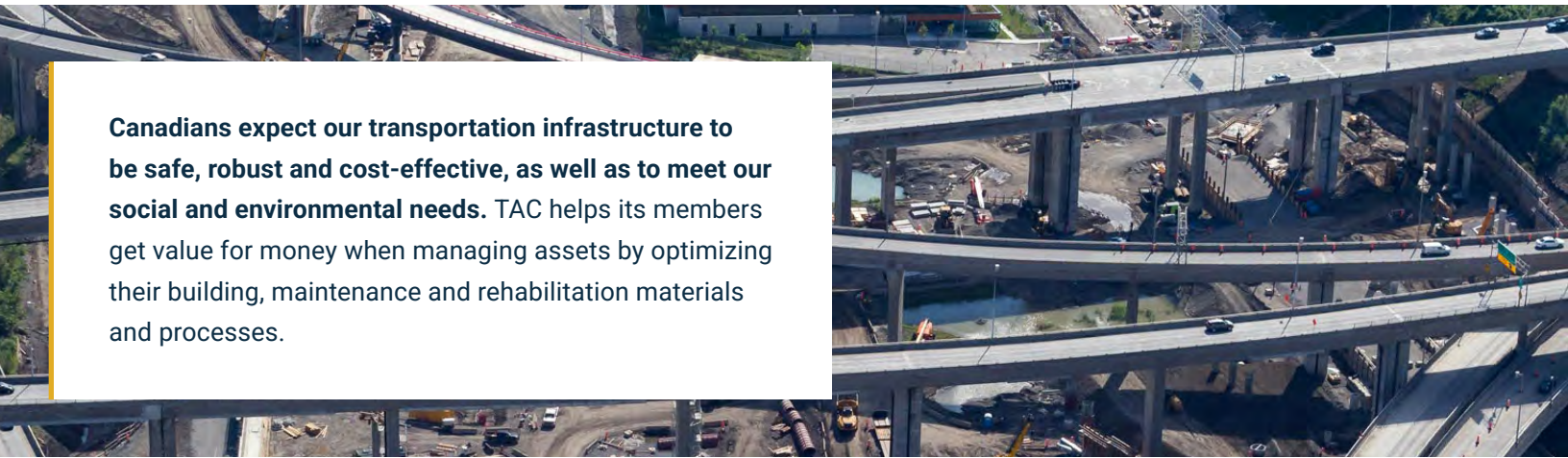
Project: Bow Valley Gap Wildlife Overpass

“What an honour it is to recognize some of our members’ outstanding initiatives from the last year.”

Sarah Wells, TAC Executive Director



Infrastructure and Asset Management

An aerial photograph showing a complex multi-level highway interchange under construction. Several concrete pillars support different levels of the road. Construction equipment, including cranes and trucks, is visible on the site. The surrounding area includes some greenery and other infrastructure.

Canadians expect our transportation infrastructure to be safe, robust and cost-effective, as well as to meet our social and environmental needs. TAC helps its members get value for money when managing assets by optimizing their building, maintenance and rehabilitation materials and processes.

The Council and its Committees

This Council guides TAC in fulfilling its commitment to safe, efficient and sustainable transportation infrastructure.

Six committees support the Council:

The **Asset Management Committee**'s 83 members identify and promote research needs related to transportation asset management, support the development and adoption of best practices and guidance, and advance outcome-based asset management and decision making across asset types.

The **Construction Committee** comprised 61 members. The committee discusses the complexities of project management in transportation infrastructure projects, identifies research needs in construction and project management, and develops and promotes construction-related guidance.

The **Maintenance and Operations Committee** works to identify research needs and develop and promote guidance related to road infrastructure maintenance and operations, including all-season practices, maintenance activities, and operational performance. It welcomed 59 members.

The **Pavements Committee** identifies research needs related to pavement design, construction, rehabilitation, management and evaluation, and promotes the adoption of cost-effective processes and technologies. It comprised 105 members.

The **Soils and Materials Committee** involved 90 members who identify research needs related to soils and materials used in transportation infrastructure, and develop and promote guidance on their design and engineering, with a focus on performance, durability and economic considerations.

The **Structures Committee** included 67 members. It identifies research needs related to transportation structures, and develops and promotes research and guidance across planning, design, construction, inspection, maintenance, rehabilitation and decommissioning activities.

Council Chair:

Ian Pilkington, British Columbia
Ministry of Transportation
and Transit

Council Vice-Chair:

Alain Beaulieu, Ontario Ministry
of Transportation

Board Liaison:

Stephanie Hébert,
Transport Canada

Key Issues

This year, meetings of the Infrastructure and Asset Management Council addressed several key issues.

These included:

Recruitment, retention, and training challenges as the workforce continues to age, as well as the importance of strengthening succession planning to maintain operational capacity.

Infrastructure resilience in the context of evolving climate conditions, with an emphasis on proactive adaptation in design and maintenance practices.

Asset management and the need for modernized and standardized approaches that integrate climate impacts, digital tools, accessibility, and equity considerations, and require collaboration across TAC councils and committees.

Sustainability in infrastructure delivery, low-carbon road infrastructure, and the use of reclaimed asphalt pavement in asphalt mixtures to reduce emissions in construction and maintenance practices.

“I am always impressed by the spirit of collaboration in the TAC network – the individual and collective contributions make a real difference to safety, sustainability, efficiency, and prosperity in Canada.”

Sarah Wells, TAC Executive Director

Technical Resources

Update on Pooled-Fund Projects

Two pooled-fund projects were in progress during the year.

A project on bridge deck hot mix asphalt paving in Canada is focusing on HMA paving practices for bridge decks.

A project on the use of recycled asphalt pavement in asphalt mixtures will develop a practice-ready report for Canadian transportation agencies, addressing material management, mixture design, production and performance.

Six additional projects were seeking funding at the end of the year.

A new edition of the *Guide to Bridge Traffic and Combination Barriers* will update the 2010 guide to reflect recent advancements and current practices, and ensure its continued relevance to Canadian regulatory authorities, bridge owners and design experts.

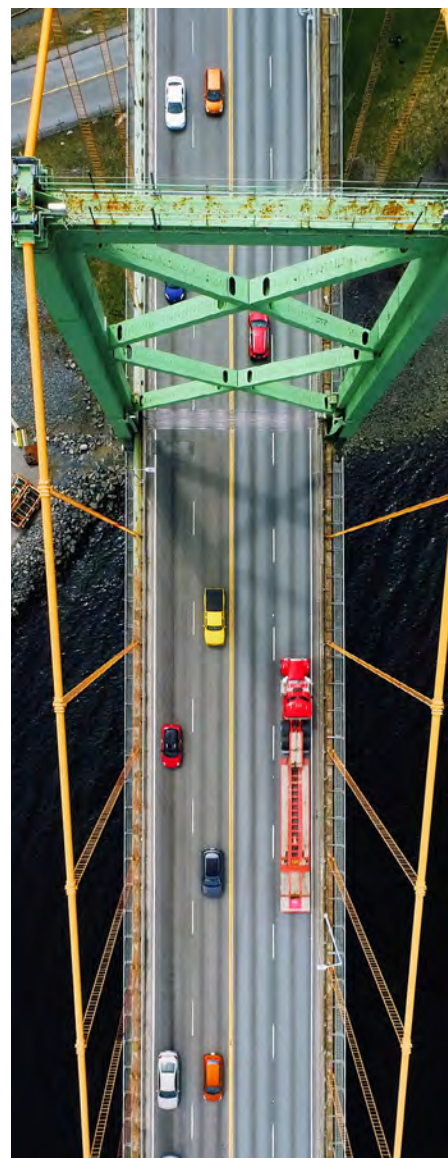
A project on low-carbon road infrastructure will identify and prioritize practices to reduce life-cycle carbon emissions related to materials and processes.

A project to estimate the costs of utility relocations will synthesize current industry practices and develop a methodology for an online tool to support high-level cost estimation for transportation projects.

A project on transportation asset management practices in Canada will benchmark approaches across jurisdictions, identify key similarities and differences, and highlight effective strategies for condition assessment, performance management, and investment decision-making.

A project on bridge deck joints will synthesize current practices across jurisdictions, identify key challenges and lessons learned, and provide a foundation for improving design, construction and long-term performance.

A project on low-volume road bridges will develop national guidance by synthesizing current practices, defining risk-based design criteria, and identifying cost-effective solutions to support safe, efficient and sustainable bridge replacement.



Training and Learning Opportunities

Training Updates

TAC's course, [Understanding Goods Movement in Canada](#), continued to be offered as an online, on-demand training course during 2025/26. The [Data Governance for Performance-Based Decision Making](#) course remains part of TAC's training program, with plans to offer the instructor-led course in the future.

Learning Updates

During 2025/26, an infrastructure and asset management-themed webinar featured the finalists of the 2025 Infrastructure Achievement. Award. It attracted 98 attendees.

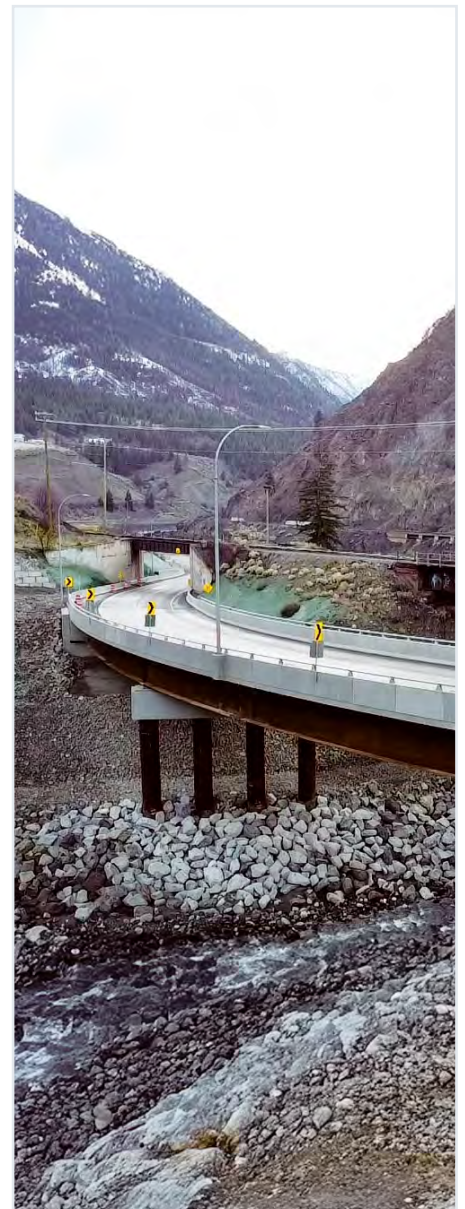
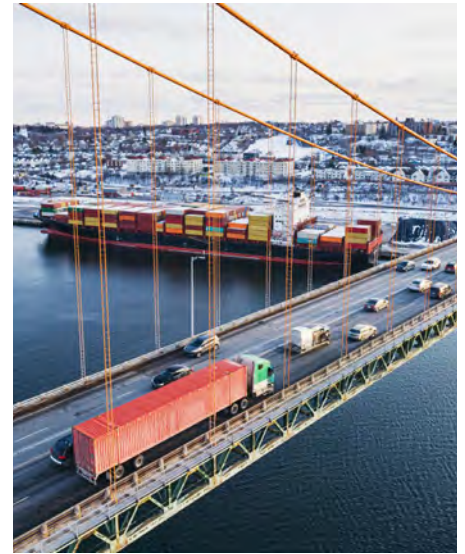
2025 Awards

Infrastructure Achievement Award

This award recognizes initiatives that use best practices to deliver safe, durable and efficient transportation infrastructure, with a focus on major road, highway and urban transportation assets.

Recipient: British Columbia Ministry of Transportation and Transit
in partnership with Kiewit

Project: Highway 1 – Nicomen River Bridge Replacement



Mobility



Mobility means seamlessly moving people and goods where they need to go, using one or more modes of transportation. This is being realized by seeking new and better ways to fund, plan and manage transportation systems. TAC brings its members together to tackle key mobility issues, like urban development, data collection, walking and cycling facilities, shared mobility services, goods movement, curbside management, road pricing, and electrification.



The Council and its Committees

This Council guides TAC in fulfilling its commitment to integrated, multimodal mobility for people and goods.

Four committees support the Council:

The **Active Transportation Integrated Committee** comprised 129 members, and raises awareness of active transportation, shares information and promotes collaboration across TAC, and identifies emerging issues related to walking and cycling.

The **Mobility Management Committee** works to improve the quality and integration of multimodal travel options, encourage more efficient use of motor vehicles, and support equitable strategies for delivering and coordinating mobility services. It comprised 41 members.

The **Transportation Finance Committee's** 30 members discuss the development of innovative approaches to financing transportation infrastructure and operations, and collaborate on funding-related priorities across TAC.

The **Transportation Planning Committee** comprised 93 members, and works to improve planning tools and decision-making processes, support the development of data and information sources, and collaborate on multimodal transportation planning issues.

Council Chair:

Elizabeth Pugh, Nova Scotia
Public Works

Council Vice-Chair:

Geoff Noxon, Noxon Associates
Limited

Board Liaison:

Michael Thompson, City of Calgary

Key Issues

This year, meetings of the Mobility Council addressed several key issues. These included:

Transportation equity, building on findings of a national survey, with emphasis on improving access to opportunities for underserved groups, affordability, accessibility for persons with disabilities, and better integration of equity considerations into budgeting, project scoping, and procurement processes.

Merging transportation modelling tools and their practical applications such as artificial intelligence and the modelling of innovative technologies, like shared mobility services and automated vehicles.

Complete networks, which emphasizes network-level planning to better integrate all modes within constrained rights-of-ways.

Right-turn channelization and a need for national guidance.

Technical Resources

Update on Pooled-Fund Projects

A project to identify opportunities and challenges in accommodating safe and comfortable walking and cycling facilities at interchanges was underway at the end of the year. It will document established and emerging planning and design practices, including network-level planning, geometric design, and traffic control, that aim to minimize conflicts and better support active transportation. A range of factors and contexts, such as freeway operations, retrofit project constraints, and both urban and rural areas, will be considered, and case studies will be included.

Training and Learning Opportunities

Learning Updates

During 2025/26, two mobility-themed webinars drew 300 attendees. These webinars featured the winners of the 2025 Mobility Achievement Award and the Active Transportation Achievement Award.



2025 Awards

Mobility Achievement Award

This award recognizes initiatives that deliver integrated or multimodal mobility for people and goods while reinforcing the social, economic and environmental pillars of sustainability.

Recipient: British Columbia Ministry of Transportation and Transit

Project: PlanningTogetherBC

Active Transportation Achievement Award

This award recognizes initiatives that improve facilities or services to encourage and benefit people who walk, bike or use other forms of active transportation.

Recipient: City of Kitchener, Ontario

Project: Downtown Cycling Grid



Safety, Design and Operations



Death and injury on Canada's roads are a devastating and costly public health issue. The practitioners who design and operate our roads use a Safe System Approach when they develop engineering solutions that help move people and goods. TAC provides technical guidance and training to help improve vital transportation outcomes in an increasingly complex environment.



The Council and its Committees

This Council guides TAC in fulfilling its commitment to a safe and efficient transportation system with enhanced mobility and reduced death and injury for road users.

Four committees support the Council:

The **Geometric Design Committee** comprised 115 people and worked to develop and promote geometric design guidance by coordinating and advancing research and encouraging implementation of recommended practices.

The **Road Safety Committee** develops and shares road safety knowledge, identifies how roadway factors influence collisions, and promotes the integration of safety principles across all stages of roadway planning, design, and operation. Its membership was 156 this year.

The **Small Municipalities Integrated Committee** works to meet the transportation needs of small municipalities. Its 48 members developed and shared practical transportation tools, identified emerging trends and discussed processes.

The **Traffic Operations and Management Committee** comprised 76 members and worked to develop and update guidance for traffic control devices, provide information on their application and operation, and encourage the implementation of recommended practices.

Council Chair:

Daniel Beaulieu, City of Montréal

Council Vice-Chair:

Kenedee Ludwar, British Columbia
Ministry of Transportation and Transit

Board Liaison:

Kevin Volk, British Columbia
Ministry of Transportation and Transit

Key Issues

This year, meetings of the Safety, Design & Operations Council addressed several key issues. These included:

The need for clearer national guidance on **decorative and non-standard crosswalk treatments**, with a focus on accessibility and more consistent practice.

The need for **stronger alignment between posted speeds, roadway function, and design cues**, in addition to appropriate traffic calming measures.

Restricted Crossing U-Turns (RCUTs) as a cost-effective intersection design that can enhance safety yet remains underutilized in Canada due to challenges related to familiarity and acceptance.

Differing approaches to right-turn channelization across jurisdictions, ranging from redesigned higher-angle treatments to full removal in some retrofit projects due to pedestrian and cyclist safety concerns.

Technical Resources

Synthesis of Practices Considers FAA Practices for Use in Canada

Released in February 2026, the publication, *[Flashing Amber Arrow Signal: Synthesis of Practice](#)*, reviews U.S. experience with flashing amber/yellow arrow (FAA/FYA) indications and considers their potential use in Canada. In the U.S., these signals support permissive turning in exclusive turn lanes, helping reduce driver confusion and “yellow trap,” improve operations, and enhance safety for turning movements and conflicting road users. Drawing on a literature review, expert interviews, a survey of Canadian jurisdictions, and focus groups, the study recommends formalizing steady green arrows in TAC’s *Manual of Uniform Traffic Control Devices for Canada* and then piloting FAA configurations to address remaining knowledge gaps. The document is available as a free PDF on TAC’s website.

New, Practical Guidance Makes Collectors and Arterials Safer

[Design and Operation of Lower-Speed Collector and Arterial Roads: Synthesis of Practice](#), a publication made available for sale on TAC’s website in December 2025, captures Canada’s shift toward self-enforcing streets that operate safely at lower speeds, replacing older designs that implicitly encouraged faster driving. It draws on research, a national survey, and 10 Canadian case studies



to address a gap in guidance for arterial and collector roads, where serious crashes are more likely. The synthesis links speed to safety and livability, and catalogues speed-management tools and their alignment with Safe Systems and TAC's guidance.

Update on Pooled-Fund Projects

Two pooled-fund projects concluded and were published by TAC: *Flashing Amber Arrow Signal: Synthesis of Practice* and *Design and Operation of Lower-Speed Collector and Arterial Roads: Synthesis of Practice*. More information on each title can be found in separate, short articles in this section.

Three pooled-fund projects under the Council's auspices were in progress at the end of the year.

A review of road cross-section elements is almost completed and is anticipated for release in early in 2026/27.

A project to develop a road safety guide for Canada — a major national guide to complement the *Geometric Design Guide for Canadian Roads* and the *Manual of Uniform Traffic Control Devices for Canada* — will focus on engineering aspects while referencing the multi-disciplinary nature of road safety.

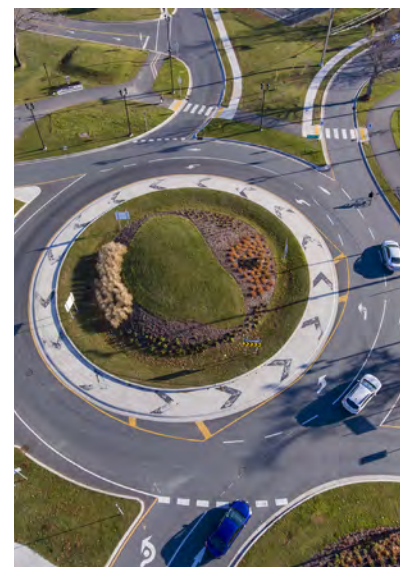
Funding has been secured to develop a second edition of the *Canadian Roundabout Design Guide*. Consultant services are being sought; work is expected to include drawing from the new US and UK guides, addressing pedestrian and cyclist accommodation at roundabouts in detail, and offering guidance on topics such as accommodating large vehicles, constructing fastest paths, and turbo roundabouts.



Training and Learning Opportunities

New Course Helps Practitioners Build a Foundation in Geometric Design

The 2026 calendar year began with the much-anticipated release of [Foundations of Road Design](#), an online, self-directed training course. Comprising 20 modules that cover the fundamental concepts behind geometric design — from design philosophy and human factors to alignment, classification, cross sections, roadside elements, and more — it takes learners about 5.5 hours to complete the course, which complements Chapters 1 to 4 of TAC's *Geometric Design Guide for Canadian Roads*.



Training Updates

TAC's [Road Safety for Canadian Practitioners](#) continued to be offered as an online, on-demand training course. In September, a French version of the course, *Sécurité routière pour les professionnels canadiens*, was made available. Interest in both the English and French training courses remained strong, with 44 people registering in 2025/26. The [Roundabout Planning and Design](#) course remains a popular training option. The live, instructor-led content was offered in September 2025, and all 16 seats were filled.

Learning Updates

During 2025/26, five safety, design and operations-themed webinars drew 1,360 attendees. These included webinars featuring the winners and finalists of the 2025 Road Safety Achievement Award and the Small Municipalities Achievement Award. The other three webinars in this category were Design and Operation of Lower-Speed Collector and Arterial Roads; Flashing Amber Arrow Signals; and Cross Section Elements.

2025 Awards

Road Safety Achievement Award

This award recognizes initiatives that apply and advance best practices in road safety engineering.

Recipient: Saskatchewan Ministry of Highways
in partnership with Associated Engineering

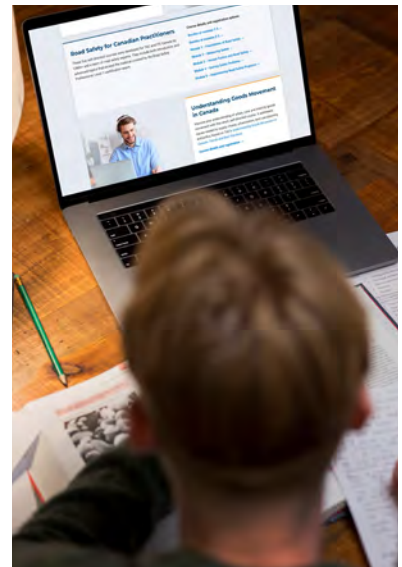
Project: Highway 16 Restricted Crossing U-Turn Intersection

Small Municipalities Achievement Award

This award recognizes initiatives that improve transportation systems in rural or small urban communities, with a focus on road safety and traffic operations.

Recipient: Municipality of North Grenville, Ontario
in partnership with Left Turn Right Turn and Mobility Transportation Services

Project: NGtransit On-Demand Transit Service



Technology



Technology is having a profound impact on how we plan, deliver and operate transportation systems. Many innovations—big data, artificial intelligence, ubiquitous connectivity, electric and automated vehicles — are both promising and disruptive. They require new ways of doing things, offer surprising benefits, and could have unexpected impacts. TAC provides a forum for its members to learn, adapt and prosper.



The Council and its Committees

This Council guides TAC in fulfilling its commitment to innovative, efficient and effective technology integration across the transportation sector.

Three committees support the Council:

The **Digital Applications Committee** shares best practices and develops guidance on data-driven transportation technologies, and coordinates related efforts across other TAC committees in areas like asset management, traffic operations, road safety, and transportation system planning and simulation. It included 26 members.

The **Intelligent Transportation Systems Committee** comprised 37 members and works to share best practices for ITS planning and deployment, support knowledge exchange on emerging issues like digital infrastructure and cybersecurity, coordinate ITS-related efforts by other TAC groups, and foster collaboration with ITS Canada.

The **Next-Generation Transportation Integrated Committee** (previously called the Connected and Automated Vehicles Integrated Committee) included 55 members. They work together to monitor and assess emerging transportation technologies, including CAVs and drones, identify related opportunities and challenges, and explore their potential applications and impacts for member organizations.

Council Chair:
Ed Stubbing, AECOM Canada

Council Vice-Chair:
Omar Choudhry, City of Ottawa

Board Liaison:
Scott Stewart, Scott Stewart and Associates

Key Issues

This year, meetings of the Technology Council focused on:

The growing role of **artificial intelligence in transportation**, with an emphasis on practical applications across TAC committees and organizations.

Procurement challenges for ITS and related technologies, **alongside strategies and guidance** to support agencies and vendors, in a constrained economic environment.

Broadening the scope of the Connected and Automated Vehicles Integrated Committee to become the **Next-Generation Transportation Integrated Committee**.

Strengthening data governance, harmonization, and cybersecurity, including improving frameworks, education, and privacy management practices.

Technical Resources

Update on Pooled-Fund Projects

In 2025/26, the Council advanced a pooled-fund project intended to help Canadian jurisdictions prepare for the deployment of micro-utility devices (MUDs), including surface/sidewalk/public-area mobile robots. The project will be launched in 2026/27.

Other Projects

A discussion paper on artificial intelligence (AI) and transportation in Canada is expected to be released in 2026/27. AI has the potential to enhance productivity and decision-making in Canada's transportation sector, but many practitioners still lack a sufficient understanding of its applications and risks. The discussion paper aims to demystify AI, provide real-world examples of its use in transportation, and suggest ways that volunteer groups within TAC can contribute.

Several initiatives, undertaken by TAC's volunteers, were also underway.

A working group of the Technology Council is preparing a discussion paper on the challenges and opportunities involved in harmonizing the parameters used in road authority datasets.

The Digital Applications Committee is compiling information on structural and governance issues around digital twins.

The ITS Committee is working to provide insights into and case studies related to the planning, design, implementation and management of rural ITS.



Training and Learning Opportunities

Learning Updates

During 2025/26, TAC offered two webinars related to the technology focus area, which were attended by a total of 306 people. The webinars featured the finalists of the 2025 Technology Achievement Award and highlights of the forthcoming TAC publication, *Artificial Intelligence and Transportation in Canada*.

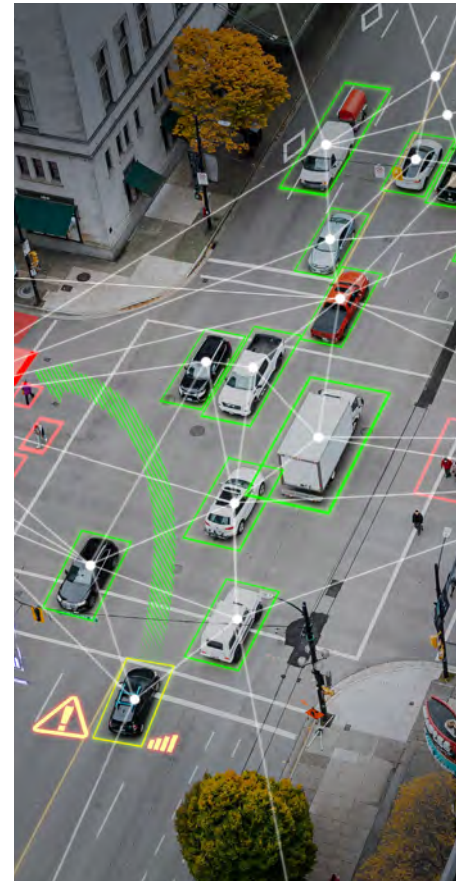
2025 Awards

Technology Achievement Award

This award recognizes initiatives that use advanced technologies to address road, highway or urban transportation challenges.

Recipient: Ministère des Transports et de la Mobilité durable du Québec

Project: Pavement Marking Durability Measurement System



Workforce Development



Transportation employers are facing worker shortages while grappling with the need to improve equity, diversity and inclusion.

They are working to find, train and keep employees in a growing range of roles. Educational institutions are ensuring that new practitioners have the right knowledge and skills. TAC helps its members build a strong workforce through strategies like education, recruiting, professional development, and knowledge management.



The Council and its Committees

This Council guides TAC in fulfilling its commitment to safe, efficient and sustainable transportation infrastructure.

Two committees support the Council:

The **Education Committee** gathered 28 volunteers and works to strengthen transportation education, raise student awareness, interest and involvement in transportation careers and TAC, and promote the use of TAC resources in teaching.

People, Experience and Development Committee (a merger of the former Professional Development and Human Resources committees) enhances knowledge management practices, supports young professionals' development and engagement, plans for workforce needs and talent attraction, addresses evolving workplace trends, and promotes diversity, equity, and inclusion across organizations. It comprised 32 people.

Council Chair:
Rebecca Farrugia, GHD

Council Vice-Chair:
Sarah Riginiano, GHD

Board Liaison:
Patrick Puccini, AECOM

Key Issues

This year, meetings of the Workforce Development Council explored key issues, including:

The continuing challenges of organizations in **recruiting and retaining qualified personnel** at all stages of the employee lifecycle.

The potential of harmonizing requirements for continuing **education and professional certification across provinces**.

The challenges many organizations encounter in **meeting workforce diversity targets**.

Technical Resources

Volunteer Projects

Volunteers working on behalf of the Council released one report and advanced one project in 2025/26.

The report *Workforce Insights and Solutions Across the Employee Lifecycle* was developed by a volunteer working group from TAC's People, Experience and Development Committee. This resource is available in the TAC Library and helps member organizations tackle issues related to hiring and retaining employees, ongoing education and certification, planning for future leadership, and promoting equity, diversity, and inclusion.

A group of volunteers from the Education Committee worked on a compilation of practical assignments to help students learn about managing large data streams/big data and advanced software tools.



Training and Learning Opportunities

Online Open House Connects Employers and Students

A two-day online event, open to college or university students in any transportation-related discipline, was held in January 2026. Twenty-two Canadian employers from the private and public sectors gave presentations on their organizations, what makes them attractive workplaces for young professionals, and the types of roles available. Employers were encouraged to include factors such as career growth, workplace culture, the purpose and impact of the work, compensation and benefits, networking opportunities, and application tips in their presentations.



311 students registered, and 123 attended live, representing 36 institutions across Canada. Each employer presentation attracted between 23 and 61 live attendees; students could then move into a breakout room for face-to-face follow-up conversations with presenters. The [*Employer Directory*](#) for the Open House remains available on TAC's website for the duration of 2026.

Roundtable Meeting Engages Academics

Once again, an Academic Roundtable was held to facilitate information exchange between TAC staff, Canadian transportation academics, and the Executive of TAC's Education Committee. The 2025 meeting included 19 academics from 13 institutions across the country. The agenda covered a variety of topics, focusing on their relevance to the academic community; it included overviews of TAC's membership, the annual conference, opportunities to participate in councils and committees, to attend learning and training sessions, and the Association's transportation library services. The new Foundations of Road Design training course and the Careers in Transportation: Online Open House for Students were highlighted as specific initiatives.

Productive exchanges were had about the work of TAC's Education Committee; how the *Geometric Design Guide for Canadian Roads* and other information can support student learning; accessing materials in the Technical Resources Search section of TAC's website; and creative ways for TAC to facilitate and promote learning opportunities between TAC and Canadian educational institutions.

Learning Program Updates

During 2025/26, two workforce-themed webinars drew 76 attendees. The webinars featured the finalists for the 2025 Workforce Development Achievement Award, and explored the volunteer report *Workforce Insights and Solutions Across the Employee Lifecycle* highlighted in the Technical Resources section.

2025 Awards

Workforce Development Achievement Award

This award recognizes initiatives in post-secondary education, professional development or human resources management that support the creation of a skilled, interdisciplinary workforce for Canada's transportation sector.

Recipient: Pier Solutions

in partnership with Step Up Construction

Project: Bridging the Gap: Rejuvenating Inner-City Communities



Other Highlights

Highlights from the 2025 TAC Conference & Exhibition

The 2025 TAC Conference & Exhibition brought together **1,728 transportation professionals** in Québec City under the theme “Building a Sustainable Transportation Legacy.” The event featured a strong technical program with 467 presenters, 97 exhibitors, and 14 technical tours, all highlighting innovation, infrastructure, and best practices from across Canada’s transportation sector.

Local co-hosts — the **Ministère des Transports et de la Mobilité durable du Québec (MTMD) and Québec City** — played an important role in supporting the conference’s success and showcasing the region’s transportation projects and facilities.

The conference featured many of its traditional components, including a welcome reception, an opening plenary session, three major networking lunches, and the Monday Night Event, held at the Voltigeurs de Québec Armoury. Meet & Greets for women in transportation and young professionals also supported valuable cross-sector connections and networking across the transportation community.

New or different approaches used in 2025 included introducing an awards ceremony for TAC’s Technical Achievement and Volunteer Recognition Award recipients. Lunches were served to guests plated, the programming was shortened, and dessert was offered in the exhibition hall. An AI interpretation software was used for both the ballroom events and technical sessions.

Stat Highlights

1,728

Delegates

97+

Exhibiting Organizations

136

Sessions, Panels
and Workshops

467+

Presenters

The 2026 TAC Conference & Exhibition is themed “Transportation for a Strong Canada.”



It will explore how transportation contributes to nation-building through mobility, resilience and a stronger economy.

Join us in Winnipeg!

2026

TACCONF

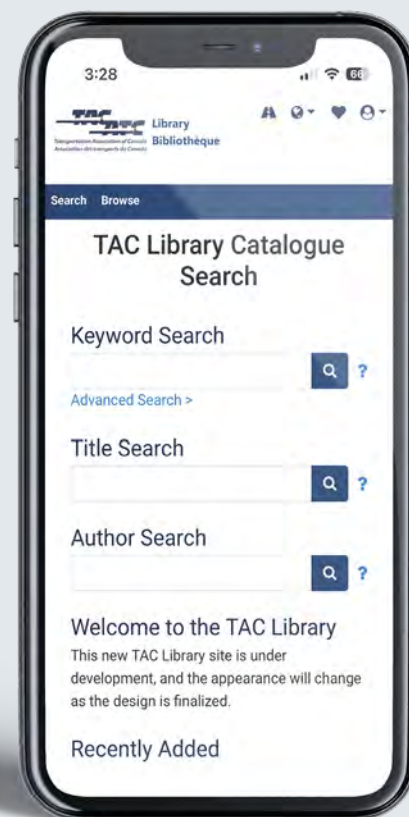
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New Library Improves Access to Transportation Information

In 2025, a new TAC Library was launched — a modern, cloud-based platform improving how members access transportation research and technical knowledge from Canada and around the world. Built with a fresh interface and improved functionality, the library makes it easy to find, access, and share evidence-based research on roads, highways, and urban transportation. It is also more secure, reliable, and flexible, and performs well across different types of devices.

The new library platform offers a more intuitive structure for organizing the more than 18,000 documents in the library catalogue, with one-click downloads of electronic documents. Literature searches and interlibrary loans have been simplified, and a direct link is available to access or add information to the international TRID database for surface transportation research.

TAC is proud to provide its library service that connects transportation professionals, academics, students, and policymakers to valuable, trusted guidance, evidence, and insights from Canada and abroad.



TAC Invests in a Publications Gateway Project

In 2025/26, TAC advanced work on building a new, secure online gateway to facilitate access to and use of its technical publications by member organizations and their employees. This initiative responds to the growing demand for easier and more flexible, organization-wide access to TAC's technical guidance and best practices.

Using reserve funds set aside by the Board of Directors, a consulting firm with expertise in digital transformation and business optimization was hired to take on the initial phases of the project. Before the end of 2026/27, the consultants will work with key staff to deliver several critical recommendations: a digital rights management platform that ensures TAC's intellectual property rights are enforced and its content remains secure; workable options for pricing and subscription models; and an implementation plan that staff will use to guide the setup, testing, and launch of the online gateway.

2025 Individual and Committee Award Recipients

Volunteer Recognition Awards

Distinguished Service Award

Peter Hackett, formerly with the Nova Scotia
Department of Public Works

Brian Hollingworth, City of Hamilton

Troy McLeod, City of Calgary

Tim Smith, Cement Association of Canada

Leadership Award

Melissa Cummings, New Brunswick Department
of Transportation and Infrastructure

Robin Taylor, Ausenco

Phil Weber, CIMA+

Individual Contribution Award

Dave Dulay, McElhanney

Matthew Ivany, City of Edmonton

Alex Izett, Izett Engineering

Committee Excellence Award

Project Steering Committee, Shared Micromobility
Services in Canadian Communities

Project Steering Committee, Guide to Bridge
Hydraulics, Third Edition

Young Professional Awards

Grant for Young Innovators in Transportation

Daniel Weng, Parsons

Grant for Young Professionals in Small Municipalities

Kalyna Cipywnyk, City of Melfort

Allan Widger Consulting Corporation Grant for Young Geotechnical Engineers in Transportation

Mustapha Abdellaziz, Ministère des Transports
et de la Mobilité durable du Québec



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