



# **TAC Business Plan 2012/13-2016/17**

**Approved by the Board of Directors  
April 2012**



**Transportation Association of Canada  
[www.tac-atc.ca](http://www.tac-atc.ca)**

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## TAC 2012/13-2016/17 BUSINESS PLAN

This report presents the proposed 2012/13-2016/17 TAC Business Plan. It is divided into four parts, as follows:

- Part A: Business Plan Development Process
- Part B: Board-approved Guiding Principles and Proposed Strategies and Timelines
- Part C: Proposed 2012/13 Work Plan and Three-Year Budget Forecast<sup>1</sup>
- Part D: Recommendations

### **A. Business Plan Development Process**

In April 2011, TAC's Board of Directors agreed to increase the term of its business plan from three to five years given TAC's current stability and the level of satisfaction of its members. It also approved a process to develop the new 2012/13 to 2016/17 business plan.

The first step in the process was to obtain comments from the Board in April 2011 regarding the relevance of the current plan's mission, strategic objectives and implementation strategies. Directors generally supported the current vision, mission, strategic objectives, positioning statement and implementation strategies. It was, however, suggested that the French translation of the vision and positioning statements be reviewed for consistency with the English wording. Furthermore, at the request of the Urban Transportation Council, the TAC Board agreed to include a review of TAC's current publication pricing policy<sup>2</sup>.

Subsequent steps included an online member survey, focus group research, and director interviews, resulting in a list of questions that was used to feed discussion with TAC Directors in December 2011. The results of the discussions formed the basis of guiding principles that were used to develop the proposed strategies and timelines, and ultimately, the proposed three-year budget forecast<sup>1</sup>.

The preliminary work completed by the Secretariat was validated by the Executive Committee and is now being submitted for discussion and approval by the Board. Implementation is expected to commence immediately following the Board's approval in April.

The findings leading up to the development of the guiding principles, strategies and targets are presented in two supporting documents.

**Supporting Document 1** contains a report titled ***Report of Findings - TAC Member and Director Surveys 2011***. The report provides a summary of member research findings regarding their needs, expectations and perceptions of a full range of products, services and programs that are offered by TAC. The report also contains a summary of the detailed results of individual interviews conducted with directors of TAC, covering

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<sup>1</sup> Although the business plan covers a five-year period, the budget forecasts are provided for a three year period given the difficulties in estimating revenues and costs beyond three years.

<sup>2</sup> The UTC proposed looking at different solutions, including communicating up front how the product will be priced and by whom, considering alternative ways to achieve revenue expectations, looking at the strategic importance of the publication in terms of distribution, and making use of more free primers. The UTC also requested that it be consulted regarding possible changes in policy.

various topics, including: TAC's value and performance; future political, economic, social, technological and environmental challenges that will need to be met; and possible future directions for TAC, including changes to the Annual Conference.

**Supporting Document 2 - *Questions for Discussion*** provides a list of questions that was provided to the Board of Directors for discussion during a teleconference in early December 2011. The questions and accompanying background information were used to develop guiding principles for developing the new five-year plan.

## **B. Board-Approved Guiding Principles and Proposed Strategies and Timelines**

In December 2011, TAC Directors approved a set of guiding principles that would form the basis for the recommended strategies and timelines of the new five-year Business Plan. The guiding principles adopted by the Board and the resulting proposed strategies and timelines are presented below.

TAC's Business Plan for the period 2012/13 to 2016/17 shall:

### **General**

**Guiding Principle 1: Focus on building on TAC's strengths rather than on looking for major changes.** Based on the current business plan, this will imply, among other things:

- a. business as usual in terms of TAC's governance model, except for those changes that will be required under the *Canada Not-for-Profit Corporations Act*;
- b. a continued application of multi-year averaging of TAC's net revenue on operations due to the cyclical nature of TAC's publications and conference revenues;
- c. a small incremental increase in membership fees annually for all categories of membership, subject to demonstrating the need on an annual basis;
- d. an on-going financial and in-kind support of the TAC Foundation;
- e. a continued focus on TAC's current vision, mission, and positioning statements and strategic objectives (see Section C);
- f. a reaffirmation of TAC's technical, non-partisan mandate by clearly stating that advocacy will not be pursued (see Section C);
- g. a reaffirmation that TAC's role in policy issues shall be limited to information gathering and discussion fora to include carefully selected research and best practices in policy areas, while limiting activities to those of a neutral, non-partisan nature (see Section C);
- h. continued efforts to seek ways of increasing member value by obtaining periodic feedback from members and customers on products and services, using various survey techniques;
- i. a recommitment to the principles of TAC's current market pricing business model;
- j. a recommitment to the principles of TAC's pooled fund project program while recognizing the need to explore new funding methods for certain key publications;
- k. a reaffirmation of the importance of identifying and discussing emerging issues and trends during board, council and committee meetings;
- l. a reaffirmation of the importance of providing seminars and workshops based on TAC's guides and best practices;
- m. a continued commitment to offer publications in a variety of formats (electronic, print) for certain key publications.

## **Strategies and Timelines:**

### **Year 1:**

- Review the French translation of TAC's vision and positioning statements
- Increase membership fees by COLA
- Research requirements and identify issues regarding filing for continuance under the *Canada Not-for-Profit Corporations Act*
- Determine frequency and methods for member/customer survey requirements

### **Year 2:**

- Increase membership fees by COLA, subject to confirmation of need
- Develop documents for filing for continuance under the *Canada Not-for-Profit Corporations Act*
- Conduct surveys as determined in Year 1

### **Year 3:**

- Increase membership fees by COLA, subject to confirmation of need
- File for continuance under the *Canada Not-for-Profit Corporations Act* and implement governance changes
- Conduct surveys as determined in Year 1

### **Year 4:**

- Increase membership fees by COLA, subject to confirmation of need
- Conduct surveys as determined in Year 1

### **Year 5:**

- Increase membership fees by COLA, subject to confirmation of need
- Conduct surveys as determined in Year 1
- Conduct member and volunteer satisfaction surveys as input into the next five-year business plan

### **On-going:**

- Continue to focus on TAC's vision, mission, and positioning statements and four strategic objectives
- Apply multi-year averaging of net revenue, as required
- Provide an annual contribution to the TAC Foundation of up to \$6,000, based on demonstrated need, as well as in-kind services at similar levels to recent years
- Continue to maintain a technical, non-partisan mandate and limited role in policy issues
- Continue to apply TAC's market pricing model for products and services
- Continue to manage the TAC pooled fund project program
- Continue offering publications in a variety of formats (electronic and print)
- Continue to identify and discuss emerging issues and trends during board, council and committee meetings
- Continue to offer workshops and seminars based on TAC's guides and best practices

## Business model

**Guiding Principle 2:** Explore new funding models to maintain TAC's fundamental national technical guidelines such as the *Geometric Design Guide for Canadian Roads* and the *Manual of Uniform Traffic Control Devices for Canada*.

### Strategies and Timelines:

#### Year 1:

- Identify new funding model options and their implications
- Estimate frequency of updates and costs to maintain TAC's fundamental guidelines
- Consult Chief Engineers' Council

#### Year 2:

- Develop recommendations to the Board
- Develop implementation plan

#### Year 3:

- Implement recommendations

#### Year 4:

- On-going implementation

#### Year 5:

- On-going implementation
- Review process and, if appropriate, recommend changes

## Mandate

**Guiding Principle 3:** While continuing to focus on its key strengths in road infrastructure and urban transportation issues, examine ways of broadening the technical work of councils and committees through strategic alliances and other means to include more attention to intelligent transportation systems, multi-modalism, modal integration and efficiency, and various non technical considerations such as health and socio-economic factors.

### Strategies and Timelines:

#### Year 1:

- Convey message to Councils and Task Force
- Invite Councils and Task Force to provide suggestions
- Explore opportunities for further engaging partner organizations

#### Year 2:

- Report to Board of Directors

#### Year 3:

- On-going

#### Year 4:

- On-going

#### Year 5:

- On-going

## Networking

**Guiding Principle 4:** Examine ways of increasing the opportunity for members to collaborate, meet, and share ideas via other means than traditional face to face meetings, such as the use of a collaborative platform, regional meetings, tele/videoconferencing, etc.

### Strategies and Timelines:

#### Year 1:

- Research member networking needs and available networking tools

#### Year 2:

- Analyze opportunities (SWOT and cost-benefit), develop a plan and implement as appropriate, including member communication
- Report to Board

#### Year 3:

- Continue to implement as appropriate, including member communications
- Evaluate and adjust
- Report to Board

#### Year 4:

- Continue to implement as appropriate, including member communications
- Evaluate and adjust
- Report to Board

#### Year 5:

- Continue to implement as appropriate, including member communications
- Evaluate and adjust
- Report to Board

## Emerging Issues and Trends

**Guiding Principle 5:** Explore opportunities to seek input on emerging issues and trends during the TAC Annual Conference.

### Strategies and Timelines:

#### Year 1:

- Document existing ways of seeking input
- Explore additional means of seeking input

#### Year 2:

- Report to Board of Directors
- Implement changes

#### Year 3:

- On-going

#### Year 4:

- On-going

#### Year 5:

- On-going

**Guiding Principle 6:** Develop mechanisms to allow the Board to share information on emerging trends and issues with TAC's membership, including council and committee members.

**Strategies and Timelines:**

**Year 1:**

- Document existing mechanisms and their audiences

**Year 2:**

- Identify other potential vehicles and audiences
- Report to the Board of Directors

**Year 3:**

- Implement changes

**Year 4:**

- On-going

**Year 5:**

- On-going

**Guiding Principle 7:** Review and refresh the business plan annually in order to properly address emerging issues and trends.

**Strategies and Timelines:**

**On-going:**

- Review on-going survey material and emerging issues and trends
- Report to the Board of Directors

**Products and Services**

**Guiding Principle 8:** Continue to seek ways to adapt the TAC Annual Conference to satisfy evolving needs.

**Strategies and Timelines:**

**Year 1:**

- Document existing means of seeking input from various audiences
- Review survey material and introduce appropriate changes to the conference

**Year 2:**

- Report to the Board
- Communicate changes to target audiences
- Review survey material and introduce appropriate changes to the conference

**Year 3:**

- Report to the Board
- Communicate changes to target audiences
- Review survey material and introduce appropriate changes to the conference

**Year 4:**

- Report to the Board
- Communicate changes to target audiences
- Review survey material and introduce appropriate changes to the conference

**Year 5:**

- Report to the Board
- Communicate changes to target audiences
- Review survey material and introduce appropriate changes to the conference

**Guiding Principle 9:** While retaining TAC's market pricing philosophy, review publication pricing, recognizing the importance of low cost knowledge dissemination and considering any special features of the funding model and publication medium that is used.

**Strategies and Timelines:**

**Year 1:**

- Review current pricing policy
- Identify opportunities for increased low cost knowledge dissemination

**Year 2:**

- Report to the Board of Directors
- Implement changes to dissemination practices and communicate to appropriate audiences

**Year 3:**

- Monitor results and implement changes to dissemination practices as required
- Implement changes to dissemination practices and communicate to appropriate audiences

**Year 4:**

- Monitor results and implement changes to dissemination practices as required
- Implement changes to dissemination practices and communicate to appropriate audiences
- Review publication pricing policy in the context of a possible new funding model for TAC's fundamental national guidelines and publication formats

**Year 5:**

- Monitor results and recommend changes to dissemination practices as required
- Recommend changes to TAC's publication pricing policy to the Board of Directors
- Implement changes and communicate to appropriate audiences

**Guiding Principle 10:** Examine ways of increasing the use of electronic media for how TAC does its business, including its publications, annual conference, seminars and workshops, communications vehicles and networking tools.

**Strategies and Timelines:****Year 1:**

- Document current mechanisms
- Identify new opportunities

**Year 2:**

- Research new mechanisms to address the opportunities

**Year 3:**

- Develop recommendations to the Board of Directors
- Develop implementation plan

**Year 4:**

- Implement recommendations

**Year 5:**

- Implement recommendations
- Review and, if appropriate, recommend changes

**On-going:**

- Implement low-cost, high-impact mechanisms

**Member and Stakeholder Relations**

**Guiding Principle 11:** Develop a process for identifying the specific needs of all members segments, including the younger generation.

**Strategies and Timelines:****Year 1:**

- Complete implementation of upgraded database
- Determine new data collection needs

**Year 2:**

- Develop communications plan
- Collect data and share collective results with target audiences

**Year 3:**

- Determine member segments
- Develop plan for adjusting communication vehicles for segmentation

**Year 4:**

- Continue to adjust communications for segmentation

**Year 5:**

- Continue to adjust communications for segmentation

**Governance**

**Guiding Principle 12:** Develop a process for directors to communicate priorities to councils and committees

**Strategies and Timelines:**

**Year 1:**

- Document current process and identify opportunities for enhancement
- Report to Board of Directors

**Year 2:**

- Implement changes

**Year 3:**

- On-going

**Year 4:**

- On-going

**Year 5:**

- On-going

**C. Proposed 2012/13 Work Plan and Three-Year Budget Forecast**

The following pages provide the detailed work plan and budget for 2012/13 as well as preliminary budget estimates for 2013/14 and 2014/15 which will require subsequent adjustment and approval based on the 2012/13 and subsequent year-end results. Forecasts for years 4 and 5 of the plan (2015/16 and 2016/17) will be provided as part of subsequent three-year budgeting exercises.

Tables 1 to 3 provide budgeted revenues, expenses and overall net revenues, respectively for fiscal years 2012/13, 2013/14, and 2014/15. The tables also show, for comparison purposes, the forecast year-end results for 2011/12. Tables 4 and 5 contain information regarding the use of Board restricted funds and the status of TAC's reserves, respectively for the same periods.

In summary, in fiscal 2012/13, TAC operations (excluding Board-approved draw downs on reserves) are expected to break even on a total budget of \$4.7M.

The proposed budget for 2012/13 is based on a small membership fee increase, resulting in approximately \$30K in additional revenue. The break even budget on operations is achieved despite ongoing contributions to the retirement severance reserve, declining revenues from interest income due to low rates of return, and additional costs associated with increased contributions to the pension fund to cover unfunded liabilities in the Defined Benefit component of the TAC/CCMTA pension plan. The budget continues to draw down on a number of funds previously restricted from reserves by the Board or the Executive Committee, including the TAC Centennial.

Although the budgets for all three years of the business plan are based on realistic estimates of net revenue from the annual conference and publication sales, the effects of the current downturn in the economy are impossible to assess. Furthermore, Transport Canada has indicated that it is not planning on continuing to fund the CTAP awards program so that unless other revenue sources are found, a revenue shortfall of \$17 K can be expected, resulting in a direct impact on the bottom line. Transport Canada (TC) has also advised TAC that the Federal budget may result in TC not being able to pay its membership fee in its entirety. Should net revenues fail to meet expectations, it is felt that TAC's reserves are sufficient to deal with the situation until such time as a plan can be developed and approved by the Board to deal with the issues.

In the event that other extraordinary items arise such as providing seed money for special initiatives, the plan proposes prudence in allocating unrestricted reserves, which are estimated at approximately \$225K at the end of 2011/12, due to the uncertainties related to the unfunded pension plan liabilities and the possible decline in revenues cited above.

The preliminary financial forecasts for both 2013/14 and 2014/15 show at least a break even result on operations, before applying Board-approved draw downs from reserves. Furthermore, no issues of significance other than those discussed above have been identified at this point in time that need to be brought to the attention of the Board for consideration for either 2013/14 or 2014/15.

TAC's 2012/13 to 2016/17 business plan reaffirms TAC's mission, vision, and positioning statements (see boxes below).

TAC's mission statement acknowledges its road-related expertise and two other key areas in which it has a special interest – linkages between roads and other modes of transportation, as well as urban transportation.

**MISSION**

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

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

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

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

TAC's vision and positioning statements acknowledge the important role it plays in acquiring and sharing knowledge on behalf of its members.

**VISION**

*Canada will be a world leader in transportation knowledge, for the benefit of our people, our economy and our environment. TAC will be recognized as a leader in creating the technical expertise and exchange of information required to build and maintain this position*

**POSITIONING STATEMENT**

*Transportation Association of Canada: Connecting Knowledge and People*

The 2012/13 to 2016/17 business plan continues to focus on achieving four strategic objectives:

1. to be Canada's transportation center of expertise, providing a neutral forum for the exchange of ideas and the discussion of technical issues;
2. to contribute to the increased awareness of the importance of transportation to Canada's economic and social well-being and to the availability and technical currency of transportation professionals in Canada;
3. to be the pre-eminent source of transportation materials for Canadian practitioners; and
4. to develop and to update guidelines and best practices primarily for road and road-related transportation matters.

The business plan reconfirms TAC's technical, non-partisan mandate and reaffirms that advocacy, except for the promotion of the importance of transportation, will not be pursued. The plan also supports TAC's continued efforts in information gathering and facilitating discussion fora to include carefully selected research and best practices in policy areas, while limiting activities to those of a neutral, non-partisan nature.

TAC's new business plan focuses on building on TAC's strengths rather than on looking for major changes. In summary it provides for:

- Maintaining the status quo in terms of TAC's governance and business models, while recognizing changes will be necessary to comply with the Canada Not-for-Profit Corporations Act
- The development of new funding models to maintain TAC's fundamental national technical guidelines: the *Geometric Design Guide for Canadian Roads* and the *Manual of Uniform Traffic Control Devices for Canada*
- Requesting that the technical work of councils and committees consider giving more attention to intelligent transportation systems, multi-modalism, modal integration and efficiency, and various non-technical considerations such as health and socio-economic factors
- Consideration of new ways for members to network in addition to traditional face to face meetings, such as a collaborative platform, regional meetings, and tele/videoconferencing
- The identification of emerging issues and trends during the Annual Conference
- Increased sharing of information on emerging issues and trends with members, including council and committee members
- Updates to the business plan annually to address emerging issues and trends
- Adjustments to the Annual Conference to satisfy evolving needs
- The introduction of mechanisms to increase low cost knowledge dissemination and the pricing of publications to reflect a possible new project funding model for TAC's fundamental national guidelines and publication media
- Increased use of electronic media in all business areas, including publications, annual conference, seminars and workshops, communications vehicles, and networking tools
- The development of a process for identifying the specific needs of all member segments, including the younger generation
- The development of a process for directors to better communicate priorities to councils and committees

A number of strategies accompanied by their respective implementation timelines are presented in Section B of this report. The proposed strategies for year 1 of the business plan have been integrated into the proposed work plan and budget for 2012/13 as follows.

For each of its four strategic objectives, the plan calls for the following actions:

**Strategic Objective 1:** *To be Canada's transportation center of expertise, providing a neutral forum for the exchange of ideas and the discussion of technical issues.*

**TAC Conference & Exhibition:** Given the very successful conference in Edmonton and the positive delegate survey, no major changes in format are planned for the 2012 TAC Conference & Exhibition in Fredericton. However, the business plan calls for documenting existing means of seeking input from conference delegates, reviewing survey material and introducing appropriate changes to the conference on an on-going basis, including an increased use of electronic media. The business plan also calls for the identification of new means of obtaining input on emerging issues and trends during the conference.

The policy session introduced as a pilot in 2007 and the poster sessions in 2008 have now been institutionalized. Efforts to "green" the conference, initiated in 2008, are continuing by further reducing printed materials for delegates, and where appropriate, in relationships with suppliers and in general conference promotions/communications.

A new model for conference sponsorship has been introduced for 2012. There is now a single, joint sponsorship program, developed and administered by the TAC Secretariat, and collaboratively sold by the Secretariat and the Local Organizing Committee, as opposed to separate national and local sponsorship programs. This approach will ensure consistency, equity and less confusion regarding available opportunities and fees for sponsors. Other revenue-generating opportunities are also being explored, particularly if they bring added value to the experience for conference delegates and TAC members.

A new, more user-friendly online registration process is being launched, thanks to an upgrade to TAC's internal database system. TAC aims to increase its proportion of online registrations, up from 22% in 2010 and 57% in 2011 toward 80% for the 2014 conference in Montreal. Also, the conference papers/proceedings will be available on TAC's website during the conference, as opposed to after it, due to the high level of demand for these from delegates.

The 2012 conference in Fredericton is expected to attract 800 delegates and generate approximately \$180K in net revenue.

**Spring Technical Meetings:** The face-to-face business meeting format will be maintained and registration fees will not be charged. Opportunities for networking and informing councils and committees about TAC's activities will be provided during the meetings.

The net costs of the spring meetings, including staff and disbursements are expected to be \$30K in 2012/13. A small sponsorship program for the Spring Technical Meetings has been introduced to help offset the substantial meeting costs.

**Chief Engineers' Council:** The council will continue to implement its current work plan with annual updates and bi-annual status reports to the Board of Directors. The council will also be invited to broaden the scope of its work in accordance with the business plan. The CEC and its standing committees are expected to cost \$163K for staff and disbursements in 2012/13.

**Environment Council:** The council will continue to implement its current work plan with annual updates and bi-annual status reports to the Board. The council will also be invited to broaden the scope of its work in accordance with the business plan. The EC and its standing committees are expected to cost \$50K for staff and disbursements in 2012/13.

**Urban Transportation Council:** The council will continue to deliver on its current work plan with annual updates and bi-annual status reports. The council will also be invited to broaden the scope of its work in accordance with the business plan. The UTC and its standing committees are expected to cost \$56K in 2012/13.

**Small Municipality Program:** In April 2006, the Board approved the institutionalization of the Small Municipality Forum and agreed to create a program focused on the specific needs of this segment of TAC's membership. The program includes a session at the Annual Conference dealing with issues particularly relevant to small municipalities, a chat room on TAC's website and a resource library. The estimated cost of the Small Municipality Program in 2012/13 is \$15K. Although the Small Municipality Task Force is reviewing its mandate and terms of reference, no additional costs are expected from the changes.

**Climate Change Task Force:** The task force will continue to deliver on its current work plan with annual updates and bi-annual status reports. The task force is expected to cost \$22K in 2012/13, \$5K of which is drawn from reserves.

**Strategic Objective 2:** *To contribute to the increased awareness of the importance of transportation to Canada's economic and social well-being and to the availability and technical currency of transportation professionals in Canada.*

**Education and Human Resource Development Council:** The council will continue to deliver annual updates and bi-annual status reports to the Board. The council will also be invited to broaden the scope of its work in accordance with the business plan. In order to support the council's mandate and work plans, including its role in promoting the importance of transportation to the general public, the EHRDC is expected to cost \$38K for staff and disbursements in 2012/13.

**Technical Courses, Seminars, Workshops and Symposia:** In accordance with the training program review conducted as part of the previous business plan, the 2012/13 program will continue to focus on planning and delivering courses or seminars on both existing and new TAC technical products. In 2012/13, new courses are being planned on pavement asset design and management, winter road construction and operation, the design and operation of cycling facilities, and effective practices for long term transportation planning studies. Additional sessions of some of TAC's most popular seminars will be convened if demand is sufficient;

these would address road safety audits, geometric design practices, and erosion and sediment control. Offerings through electronic media are also being developed and could include a virtual mentor system on knowledge management and webinars on developing and managing transportation infrastructure in permafrost regions. Opportunities to deliver seminars in French with TAC partners are also being pursued and could result in French sessions on bridge hydraulics, geometric design, and erosion and sediment control. A net revenue of approximately \$50K is expected from the delivery of the training program in 2012/13.

**Awareness Initiatives:** Previous business plans called for a cost recovery model for initiatives contributing to the increased awareness of the importance of transportation to Canada's social and economic well-being such as the Transport Canada funded Canadian Transportation Awards Program (CTAP). Furthermore, the previous business plan called for the implementation of additional low-cost means to promote the importance of transportation to the public, including creating content on TAC's website and featuring regular articles in *TAC News*, initiatives that have now been institutionalized in TAC's on-going activities.

The budget for supporting the CTAP activities is estimated at \$17K for 2012/13. In the past, the full amount has been recovered from Transport Canada. However, Transport Canada has notified TAC that it will no longer fund the program. The continuation of the program will therefore depend on finding other revenue sources. The cancellation of the program would result in a \$17K decrease in revenue, which will directly impact the net financial results.

Although the TAC Centennial celebrations are also expected to play a role in achieving the awareness objective, the costs of supporting the initiative are contained in the funds the Board restricted for that purpose from its reserves in 2009/10.

**TAC Foundation:** As part of the business plan, the Board renewed its commitment to the TAC Foundation by offering both in-kind services provided by the Executive Director and the Director of Member Services and Communications (as the Secretary-Treasurer), as well as an annual financial contribution of \$6K towards operating expenses (if required). Accounting and other direct costs such as auditing fees are recovered from the Foundation.

**Strategic Objective 3:** *To be the pre-eminent source of transportation materials for Canadian practitioners.*

**Publications:** Assumes the release of approximately eight new publications and six translations in 2012/13 as well as increased sales of publications related to TAC courses. The business plan calls for a review of the current publication pricing policy with the identification of opportunities for increased low cost knowledge dissemination to be completed during 2012/13. The plan also calls for an examination of opportunities for increasing the use of electronic media in its publications. The net revenue from this activity is estimated to be approximately \$77K in 2012/13 after accounting for a contribution to the *Geometric Design Guide* and *Lighting Guide* publication reserves of \$21K as well as the costs of upgrading the member and customer database software to complete the bookstore automation.

**TAC Website:** A new design and structure for the TAC website was launched in April 2009. Because of the constant evolution of technology, ongoing monitoring of

the website's success and technology is critical to optimizing the use of this vehicle for member and corporate communications. Developing new content and revising current content for increased effectiveness is also a priority. As per the business plan, opportunities for taking a more aggressive "drive to web" approach with TAC content, and offering more interactive features on the site will be explored. A budget of \$40K is required for 2012/13 web operations, on-going updates, translations, and maintenance of the site.

**TAC News:** Continue, at least for the time being, to distribute *TAC News* in both paper and electronic versions. An assessment of the specific role and content for *TAC News* will be undertaken, and the potential integration of other TAC communication vehicles (e.g. more frequent, shorter articles and updates, delivered by electronic means only) is planned. The current editorial format and content may evolve slightly during 2012/13. In 2011 the electronic version of *TAC News* was made available in PDF format via the "My Virtual Paper" website, meaning that full analytics for the e-newsletter can be accessed and analyzed.

The cost of *TAC News*, net of advertising is \$28K in 2012/13.

**TAC Membership Directory:** In 2012-13 TAC's membership directory is in transition. The traditional print/CD version distributed to 550 TAC member reps has been discontinued. As TAC completes its transition to an upgraded database system, an online directory of member contacts via TAC's database is a realistic, cost-effective option that will be implemented. Additional formats for producing a corporate service guide or directory are being investigated, and the combination of a services guide and TAC member contact directory would be a powerful tool, as well as holding the potential to generate additional revenues for the organization.

There are no net costs anticipated in the roll-out of a 2012 member and/or services directory.

**Technical Information Service:** Maintain the traditional role of lending library and literature search services while strengthening and expanding technology transfer-related activities through the *Transportation Intelligence Bulletin* and other similar vehicles. Conduct the R&D Survey and share results internationally through the TRID database. The net cost of supporting TIS after discounting for a Transport Canada contribution of \$24K, is estimated to be in the order of \$69K.

**Partnerships and New Initiatives:** Continue to strengthen existing partnerships by focusing on objectives to be achieved, domestically with CUTA, FCM, CSCE, CITE, AQTR, ITS Canada, CIP, ACT Canada, and internationally with AASHTO, AUSTRROADS and the Canadian National Committee of PIARC (World Road Congress). Continue working closely with TRB on an as required basis. The opportunity to offer technical scanning tours on a cost recovery basis will be examined according to the Board-approved policy. The cost associated with partnerships and new initiatives is estimated to be \$36K in 2012/13.

**Strategic Objective 4:** *To develop and to update guidelines and best practices primarily for road and road-related matters.*

**TAC Pooled Funds Projects:** Maintain a vibrant pooled funds project program yielding activity equivalent to \$750K in project investment in fiscal 2012/13. Assumes project contributors continue to cover all costs associated with the projects, including such things as translation (as appropriate), consulting fees, and project management costs. The new business plan calls for the identification and evaluation of new funding models to maintain TAC's fundamental national technical guidelines such as the *Geometric Design Guide for Canadian Roads* and the *Manual of Uniform Traffic Control Devices for Canada*.

**In addition to TAC's activities that are conducted in support of the four strategic objectives contained in the business plan, a number of other elements must be taken into account in delivering the organization's products and services.**

**Corporate Services:** Corporate services costs include TAC's share of fixed and variable general expenditures required to run the operation with the balance of costs being covered by CCMTA and the Council of Deputy Ministers (COMT) programs. TAC's share of fixed expenditures is estimated to be \$294K in 2012/13. Fixed costs include rent, utilities, equipment (e.g., furniture, information technology, photocopier, etc.), office supplies, leasehold improvements and miscellaneous items such as legal services. Variable expenditures are estimated to be \$441K in 2012/13. These include salaries and benefits for the Executive Director and his assistant, as well as for accounting, database management, IT services, and shipping/receiving staff. In 2012/13, TAC's share of corporate services is expected to account for \$735K out of the total estimated operating budget of \$4.7 million. The 2012/13 budget for corporate services is approximately 4.7% higher than the year-end forecast for 2011/12 due primarily to staffing changes.

Corporate services (CS) costs are built into the COMT budget under Intergovernmental Programs and are recovered directly through its program funding. The CS costs associated with services provided to CCMTA and the TAC Foundation are fully recovered (approximately \$580K in 2012/13).

**Board Support:** Board support comprises two components: Board and Executive Committee meetings, and business plan development and implementation, with a total budget of \$68K for 2012/13.

Annual costs for supporting Board and Executive Committee meetings are estimated at \$43K in 2012/13. These costs are based on two Board meetings per year and include translation and interpretation services. In accordance with the business plan, included are costs associated with filing for continuance under the *Canada Not-for-Profit Corporations Act*, the reviewing and refreshing of the business plan at the end of the fiscal year, the documenting of existing mechanisms to allow the Board to share information on emerging trends and issues with TAC members, as well as for developing a process for directors to better communicate priorities to councils and committees. They also include the costs of supporting the Executive Committee, such as the preparation of briefing material and teleconferences.

Expenses related to the ongoing implementation of the current business plan are estimated to be \$25K in 2012/13. These costs include such things as making presentations on TAC to directors' organizations in accordance with Board policy.

**Member Services:** Member Services includes such elements as member and customer relations, membership sales and processes, and marketing / communications / public and media relations. In accordance with the business plan, the budget includes costs associated with the support of the TAC Foundation, research into the frequency and methods for member and customer survey requirements, including the identification of the needs of the younger generation, as well as the examination of greater use of electronic media for networking such as a collaborative platform. Member Services are expected to cost \$108K in 2012/13.

**Interest Revenue:** Interest revenue on invested capital is expected to be \$60K in 2012/13, lower than in previous years due to declining interest rates.

**Membership Revenue – FPT:** In order to cover rising costs associated with TAC's core services, the business plan calls for, unless circumstances dictate otherwise, an annual increase in membership fees for FPT members. F/P/T membership fee increases were waived in 2008/09, 2009/10 and 2010/11 because of strong financial results. Given the deficit incurred in 2010/11, a cost of living increase of 2.6% (2010 CPI for Ottawa) was applied to membership fees for 2011/12 for F/P/T members. Since the surplus on operations for 2011/12 is due to an unpredictable year-end pension adjustment, a further increase of 3% is being applied for 2012/13 for F/P/T members. The increase in revenue associated with the COLA adjustment is approximately \$17K, and total revenue from this segment of membership is expected to be \$576K for 2012/13.

However, total membership fees from this segment of membership is at risk since Transport Canada has advised TAC that the Federal budget may result in TC not being able to pay its membership fee in its entirety on a go forward basis. Should this situation arise, the Board will need to consider a number of options to cover the shortfall and the organization's unrestricted reserves should be sufficient to make up the difference until a plan is approved by the Board.

**Membership Revenue – Other:** The business plan calls for cost of living increases in each year of the business plan's five-year period in order to assist in covering rising costs associated with TAC's core services. Membership fee increases were waived in calendar years 2009, 2010, and 2011 due to excellent financial results. Given the deficit incurred in 2010/11, a cost of living increase of 2.6% (2010 CPI for Ottawa) was applied to membership fees for calendar year 2012 for members. Since the surplus on operations for 2011/12 is due to an unpredictable year-end pension adjustment, a further increase of 3% was applied for the 2013 calendar year. The increase in revenue associated with this decision during the fiscal year amounts to \$13K, with total revenue from this segment of membership expected to be \$393K for 2012/13.

Membership, including F/P/T members, is forecast to remain around the current level during 2012/13. Expected membership revenue is based on the following membership distribution:

Type	Number	Total Dues Revenue (\$)
Municipalities	237	219,419
Private Sector	205	146,302
Associations	20	15,726
Individuals and other	30	3,290
Education Institutions	31	7,996
FPT	15	575,526
Total	<b>537</b>	<b>968,259</b>

As of late February 2012, approximately 84% of 2012 non F/P/T dues have been collected which is on par with the number of paid members at the same time last year.

**Other – Intergovernmental Programs:** In addition to the above, the secretariat provides support to the Councils of Ministers and Deputy Ministers Responsible for Transportation and Highway Safety on a fee-for-service basis. Work programs and budgets are approved and monitored by the Council of Deputy Ministers. Total revenue from Intergovernmental Programs, including its share of corporate services, is expected to be approximately \$778K for 2012/13 based on the same budget figure as 2011/12. Once a program budget has been approved by the Council of Deputy Ministers in April 2012, the budget figure will be adjusted accordingly.

**Unrestricted reserves:** In the event that the Board wishes to provide seed money to, or fund, special initiatives, the business plan allows the Board to consider allocating some of its unrestricted reserves based on the individual merits of the initiative, such as the Board's decisions in 2009/10 to fund the TAC Centennial and to consider, on a case by case basis, the merits of funding research into new priority areas of interest. However, in allocating unrestricted reserves, prudence should be applied by the Board in order to acknowledge the uncertainties involved in funding the current pension plan liabilities and possible reductions in membership revenue.

The 2012/13 budget takes into account a number of draw downs on Board-approved restricted funds from its reserves. These include \$75K to cover the costs of TAC's share of unfunded liabilities associated with its Defined Benefit Pension Plan; covering disbursements associated with the Climate Change Task Force (\$5K); supporting staff training and succession planning expenses (\$22K); supporting travel and accommodation costs of recipients of TAC's Distinguished Service and Honorary Life Membership award programs (\$14K); the costs of editing select TAC publications (\$5K), including the costs of developing primers; and support for the TAC Centennial (\$136K) from the remaining \$300K of the original \$360K Board-approved envelope.

TAC's unrestricted reserves are expected to increase from approximately \$224K at the end of 2011/12 (excluding capital assets) to \$240K at the end of 2012/13.

## **RISK ASSESSMENT**

TAC's financial health remains strong despite accounting for the funding of extraordinary items such as liabilities associated with its pension plan. **The proposed budgets for 2012/13, 2013/14, and 2014/2015 meet the business plan's objective of at least breaking even over a three-year period. However, the results do not reflect the impacts that may arise due to the Federal budget, such as the possibility of Transport Canada being unable to pay its membership fee in its entirety. In the event this situation arises, TAC's reserves are sufficient to deal with the situation until such time as a plan can be developed and approved by the Board.**

As in previous years, the areas with the most uncertainty and highest risk in terms of contribution to the bottom line from year-to-year remain the annual conference and publication sales.

Regarding the annual conference, although lower attendance levels from those achieved in recent peak years have been assumed, the impact of the ongoing financial instability on travel and conference registration remains unknown at this time, and consequently the net revenue from the conferences in Fredericton in 2012 and possibly, Winnipeg in 2013 may not be fully realized.

Regarding publication sales, the risks associated with not achieving the net revenue budgets are assumed low due to the release of a large number of new publications and the introduction of new marketing strategies, as well as the number of courses (that rely on TAC publications as supporting documents) planned for 2012/13.

Should net revenues from the conference and publications sales not meet expectations, it is felt that TAC's reserves (notably its rainy day reserves of \$1M maintained for an unlikely shutdown of the organization plus its unrestricted funds, discussed above), are amply sufficient to deal with the situation until such time as the economy returns to normal.

The year-end pension plan adjustment provided by the plan's actuaries is highly variable with significant differences from year to year, sometimes yielding a surplus and sometimes a deficit depending on prevailing circumstances. In 2011/12 a positive contribution to the bottom line was made due to the year-end adjustment. Assuming the current accounting standards used by TAC's auditors are maintained, similar annual adjustments for the period of the budget forecasts can be expected according to TAC's pension plan actuaries.

**TABLE 1 - THREE YEAR REVENUE FORECAST 2011/12 to 2014/15**

Product/service	Forecast to March 31, 2012	Budget 2012/13	Budget 2013/14	Budget 2014/15
<b>1. Be Canada's transportation centre of expertise, providing a neutral forum for the exchange of ideas and the discussion of technical issues</b>				
a) Annual Conference	\$ 1,010,776	\$ 887,865	\$ 964,870	\$ 1,367,630
b) Spring Meetings	\$ 1,125	\$ 1,000	\$ 1,200	\$ 1,300
c) Chief Engineers' Council				
d) Environment Council				
e) Urban Transportation Council				
f) Small Municipality Program				
g) Climate Change Task Force				
<b>Sub-total</b>	<b>\$ 1,011,901</b>	<b>\$ 888,865</b>	<b>\$ 966,070</b>	<b>\$ 1,368,930</b>
<b>2. Contribute to the increased awareness of the importance of transportation and to the availability and currency of transportation professionals</b>				
a) Education and Human Resources Development Council				
b) Technical courses, seminars, workshops and symposia	\$ 120,000	\$ 230,000	\$ 240,000	\$ 250,000
c) Awareness building initiatives (CTAP, etc.)	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000
d) Contribution to TAC Foundation				
<b>Sub-total</b>	<b>\$ 137,000</b>	<b>\$ 247,000</b>	<b>\$ 257,000</b>	<b>\$ 267,000</b>
<b>3. Gather and disseminate current transportation-related information</b>				
a) Publications	\$ 168,978	\$ 215,500	\$ 226,500	\$ 237,500
b) TAC website	\$ 4,000	\$ 5,360	\$ 5,360	\$ 5,360
c) TAC News	\$ 16,194	\$ 16,150	\$ 16,150	\$ 16,194
d) TAC Membership Directory	\$ 5,705	\$ -	\$ -	\$ -
e) Technical Information Service (including T2 Bulletin)	\$ 24,100	\$ 24,100	\$ 24,100	\$ 24,100
f) Partnerships and Special Initiatives				
<b>Sub-total</b>	<b>\$ 218,977</b>	<b>\$ 261,110</b>	<b>\$ 272,110</b>	<b>\$ 283,154</b>
<b>4. Develop and update guidelines and best practices primarily for road and road-related matters</b>				
a) TAC pooled fund projects	\$ 800,000	\$ 750,000	\$ 750,000	\$ 500,000
<b>Sub-total</b>	<b>\$ 800,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 500,000</b>
<b>5. Basic Organizational Support</b>				
a) Corporate services				
b) Board support				
c) Member services				
d) Interest revenue on capital reserves	\$ 65,174	\$ 60,000	\$ 65,000	\$ 65,000
e) Membership revenue - FPT	\$ 558,765	\$ 575,526	\$ 592,792	\$ 610,576
f) Membership revenue - Other	\$ 379,931	\$ 392,733	\$ 405,966	\$ 419,645
<b>Sub-total</b>	<b>\$ 1,003,870</b>	<b>\$ 1,028,259</b>	<b>\$ 1,063,758</b>	<b>\$ 1,095,221</b>
<b>6. Other</b>				
a) Intergovernmental Programs	\$ 778,449	\$ 778,449	\$ 778,449	\$ 778,449
<b>Sub-total</b>	<b>\$ 778,449</b>	<b>\$ 778,449</b>	<b>\$ 778,449</b>	<b>\$ 778,449</b>
<b>7. Corporate services - Others</b>	<b>\$ 588,103</b>	<b>\$ 582,314</b>	<b>\$ 592,661</b>	<b>\$ 603,102</b>
<b>8. Pension Plan - Increase in special payments</b>				
<b>9. Pension Plan Year-end Adjustment</b>	<b>\$ 113,167</b>	<b>\$ 130,000</b>	<b>\$ 130,000</b>	<b>\$ 130,000</b>
<b>TOTAL (Before drawdown from reserves)</b>	<b>\$ 4,651,467</b>	<b>\$ 4,665,997</b>	<b>\$ 4,810,048</b>	<b>\$ 5,025,856</b>
<b>Internally restricted funds - see Table 4</b>	<b>\$ 19,000</b>	<b>\$ 35,125</b>	<b>\$ 38,000</b>	<b>\$ 39,500</b>
<b>TOTAL (After drawdown from reserves)</b>	<b>\$ 4,670,467</b>	<b>\$ 4,701,122</b>	<b>\$ 4,848,048</b>	<b>\$ 5,065,356</b>

**TABLE 2 - THREE YEAR EXPENSE FORECAST 2011/12 to 2014/15**

Product/service	Forecast to March 31, 2012	Budget 2012/13	Budget 2013/14	Budget 2014/15
<b>1. Be Canada's transportation centre of expertise, providing a neutral forum for the exchange of ideas and the discussion of technical issues</b>				
a) Annual Conference	\$ 743,527	\$ 708,827	\$ 755,513	\$ 1,004,855
b) Spring Meetings	\$ 19,264	\$ 30,958	\$ 31,901	\$ 32,722
c) Chief Engineers' Council	\$ 145,000	\$ 163,000	\$ 168,000	\$ 172,000
d) Environment Council	\$ 47,000	\$ 50,000	\$ 52,000	\$ 53,000
e) Urban Transportation Council	\$ 54,000	\$ 56,000	\$ 57,000	\$ 58,000
f) Small Municipality Program	\$ 14,000	\$ 15,000	\$ 15,500	\$ 16,000
g) Climate Change Task Force	\$ 14,000	\$ 17,000	\$ 17,500	\$ 18,000
<b>Sub-total</b>	<b>\$ 1,036,791</b>	<b>\$ 1,040,785</b>	<b>\$ 1,097,414</b>	<b>\$ 1,354,577</b>
<b>2. Contribute to the increased awareness of the importance of transportation and to the availability and currency of transportation professionals</b>				
a) Education and Human Resources Development Council	\$ 36,500	\$ 38,000	\$ 39,000	\$ 40,000
b) Technical courses, seminars, workshops and symposia	\$ 90,000	\$ 180,000	\$ 185,000	\$ 210,000
c) Awareness building initiatives (CTAP, etc.)	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000
d) Contribution to TAC Foundation	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
<b>Sub-total</b>	<b>\$ 149,500</b>	<b>\$ 241,000</b>	<b>\$ 247,000</b>	<b>\$ 273,000</b>
<b>3. Gather and disseminate current transportation-related information</b>				
a) Publications	\$ 108,098	\$ 138,083	\$ 142,914	\$ 165,517
b) TAC website	\$ 33,178	\$ 45,720	\$ 48,544	\$ 54,051
c) TAC News	\$ 40,486	\$ 44,428	\$ 45,795	\$ 47,528
d) TAC Membership Directory	\$ 19,569	\$ -	\$ -	\$ -
e) Technical Information Service (including T2 Bulletin)	\$ 92,000	\$ 93,000	\$ 94,000	\$ 95,000
f) Partnerships and Special Initiatives	\$ 30,750	\$ 36,500	\$ 37,500	\$ 39,500
<b>Sub-total</b>	<b>\$ 324,081</b>	<b>\$ 357,731</b>	<b>\$ 368,753</b>	<b>\$ 401,596</b>
<b>4. Develop and update guidelines and best practices primarily for road and road-related matters</b>				
a) TAC pooled fund projects	\$ 800,000	\$ 750,000	\$ 750,000	\$ 500,000
<b>Sub-total</b>	<b>\$ 800,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 500,000</b>
<b>5. Basic Organizational Support</b>				
a) Corporate services	\$ 701,899	\$ 735,230	\$ 749,979	\$ 765,444
b) Board support	\$ 65,750	\$ 68,050	\$ 65,450	\$ 64,450
c) Member services	\$ 92,453	\$ 108,326	\$ 109,074	\$ 108,923
d) Interest revenue on capital reserves				
e) Membership revenue - FPT				
f) Membership revenue - Other				
<b>Sub-total</b>	<b>\$ 860,102</b>	<b>\$ 911,606</b>	<b>\$ 924,503</b>	<b>\$ 938,817</b>
<b>6. Other</b>				
a) Intergovernmental Programs	\$ 778,449	\$ 778,449	\$ 778,449	\$ 778,449
<b>Sub-total</b>	<b>\$ 778,449</b>	<b>\$ 778,449</b>	<b>\$ 778,449</b>	<b>\$ 778,449</b>
<b>7. Corporate services - Others</b>	<b>\$ 588,103</b>	<b>\$ 582,314</b>	<b>\$ 592,661</b>	<b>\$ 603,102</b>
<b>8. Pension Plan - Increase in special payments</b>	<b>\$ 45,223</b>	<b>\$ -</b>	<b>\$ 48,223</b>	<b>\$ 74,460</b>
<b>9. Pension Plan Year-end Adjustment</b>				
<b>TOTAL (Before drawdown from reserves)</b>	<b>\$ 4,582,250</b>	<b>\$ 4,079,571</b>	<b>\$ 4,166,119</b>	<b>\$ 4,246,439</b>
<b>Internally restricted funds - see Table 4</b>	<b>\$ 169,156</b>	<b>\$ 465,468</b>	<b>\$ 345,588</b>	<b>\$ 153,975</b>
<b>TOTAL (After drawdown from reserves)</b>	<b>\$ 4,751,406</b>	<b>\$ 4,545,039</b>	<b>\$ 4,511,707</b>	<b>\$ 4,400,414</b>

**TABLE 3 - THREE YEAR NET REVENUE FORECAST 2011/12 to 2014/15**

Product/service	Forecast to March 31, 2012	Budget 2012/13	Budget 2013/14	Budget 2014/15
<b>1. Be Canada's transportation centre of expertise, providing a neutral forum for the exchange of ideas and the discussion of technical issues</b>				
a) Annual Conference	\$ 267,249	\$ 179,038	\$ 209,357	\$ 362,775
b) Spring Meetings	\$ (18,139)	\$ (29,958)	\$ (30,701)	\$ (31,422)
c) Chief Engineers' Council	\$ (145,000)	\$ (163,000)	\$ (168,000)	\$ (172,000)
d) Environment Council	\$ (47,000)	\$ (50,000)	\$ (52,000)	\$ (53,000)
e) Urban Transportation Council	\$ (54,000)	\$ (56,000)	\$ (57,000)	\$ (58,000)
f) Small Municipality Program	\$ (14,000)	\$ (15,000)	\$ (15,500)	\$ (16,000)
g) Climate Change Task Force	\$ (14,000)	\$ (17,000)	\$ (17,500)	\$ (18,000)
<b>Sub-total</b>	<b>\$ (24,890)</b>	<b>\$ (151,920)</b>	<b>\$ (131,344)</b>	<b>\$ 14,353</b>
<b>2. Contribute to the increased awareness of the importance of transportation and to the availability and currency of transportation professionals</b>				
a) Education and Human Resources Development Council	\$ (36,500)	\$ (38,000)	\$ (39,000)	\$ (40,000)
b) Technical courses, seminars, workshops and symposia	\$ 30,000	\$ 50,000	\$ 55,000	\$ 40,000
c) Awareness building initiatives (CTAP, etc.)	\$ -	\$ -	\$ -	\$ -
d) Contribution to TAC Foundation	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ (6,000)
<b>Sub-total</b>	<b>\$ (12,500)</b>	<b>\$ 6,000</b>	<b>\$ 10,000</b>	<b>\$ (6,000)</b>
<b>3. Gather and disseminate current transportation-related information</b>				
a) Publications	\$ 60,880	\$ 77,417	\$ 83,586	\$ 71,983
b) TAC website	\$ (29,178)	\$ (40,360)	\$ (43,184)	\$ (48,691)
c) TAC News	\$ (24,292)	\$ (28,278)	\$ (29,645)	\$ (31,334)
d) TAC Membership Directory	\$ (13,864)	\$ -	\$ -	\$ -
e) Technical Information Service (including T2 Bulletin)	\$ (67,900)	\$ (68,900)	\$ (69,900)	\$ (70,900)
f) Partnerships and Special Initiatives	\$ (30,750)	\$ (36,500)	\$ (37,500)	\$ (39,500)
<b>Sub-total</b>	<b>\$ (105,104)</b>	<b>\$ (96,621)</b>	<b>\$ (96,643)</b>	<b>\$ (118,442)</b>
<b>4. Develop and update guidelines and best practices primarily for road and road-related matters</b>				
a) TAC pooled fund projects	\$ -	\$ -	\$ -	\$ -
<b>Sub-total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>5. Basic Organizational Support</b>				
a) Corporate services	\$ (701,899)	\$ (735,230)	\$ (749,979)	\$ (765,444)
b) Board support	\$ (65,750)	\$ (68,050)	\$ (65,450)	\$ (64,450)
c) Member services	\$ (92,453)	\$ (108,326)	\$ (109,074)	\$ (108,923)
d) Interest revenue on capital reserves	\$ 65,174	\$ 60,000	\$ 65,000	\$ 65,000
e) Membership revenue - FPT	\$ 558,765	\$ 575,526	\$ 592,792	\$ 610,576
f) Membership revenue - Other	\$ 379,931	\$ 392,733	\$ 405,966	\$ 419,645
<b>Sub-total</b>	<b>\$ 143,768</b>	<b>\$ 116,653</b>	<b>\$ 139,255</b>	<b>\$ 156,404</b>
<b>6. Other</b>				
a) Intergovernmental Programs	\$ -	\$ -	\$ -	\$ -
<b>Sub-total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>7. Corporate services - Others</b>	\$ -	\$ -	\$ -	\$ -
<b>8. Pension Plan - Increase in special payments</b>	\$ (45,223)	\$ -	\$ (48,223)	\$ (74,460)
<b>9. Pension Plan Year-end Adjustment</b>	\$ 113,167	\$ 130,000	\$ 130,000	\$ 130,000
<b>TOTAL (Before drawdown from reserves)</b>	<b>\$ 69,217</b>	<b>\$ 4,111</b>	<b>\$ 3,044</b>	<b>\$ 101,854</b>
<b>Internally restricted funds - see Table 4</b>	<b>\$ (150,156)</b>	<b>\$ (430,343)</b>	<b>\$ (307,588)</b>	<b>\$ (114,475)</b>
<b>TOTAL (After drawdown from reserves)</b>	<b>\$ (80,939)</b>	<b>\$ (426,232)</b>	<b>\$ (304,544)</b>	<b>\$ (12,621)</b>

**TABLE 4 - INTERNALLY RESTRICTED NET ASSETS - THREE YEAR FORECAST 2011/12 to 2014/15**

Funds restricted by the Board of Directors and the Executive Committee consist of the following:

	Forecast 31-Mar-12	Additional restrictions		Use of restricted funds	Forecast 31-Mar-13	Additional restrictions		Use of restricted funds	Forecast 31-Mar-14	Additional restrictions		Use of restricted funds	Forecast 31-Mar-15
<b><u>PUBLICATION RESERVES</u></b>													
Geometric Design Guide	\$ 376,076	18,300	1	(200,000)	194,376	19,100	1	(213,476)	-	20,000	1	(20,000)	\$ -
Guide for the Design of Roadway Lighting	29,700	3,000	2		32,700	3,400	2		36,100	3,500	2		39,600
<b><u>OTHER RESTRICTIONS</u></b>													
Training & Succession Support	21,552		3	(21,552)	-		3		-		3		-
Median Treatment for Rural and Urban Roadways	9,705		4	(9,705)	-		4		-		4		-
Provision for voluntary shut down	1,000,000		5		1,000,000		5		1,000,000		5		1,000,000
Distinguished Service Award	4,149	10,000	6	(14,149)	-	10,000	6	(10,000)	-	10,000	6	(10,000)	-
Climate Change Task Force	1,337	3,825	7	(5,162)	-	5,500	7	(5,500)	-	6,000	7	(6,000)	-
Professional editing of publication	48,088		8	(5,000)	43,088		8	(5,000)	38,088		8	(30,000)	8,088
Special contribution to Defined Benefit Pension Plan	100,697		9	(74,460)	26,237		9	(26,237)	-		9		-
Provision for TAC Centennial	308,790		10	(135,440)	173,350		10	(85,375)	87,975		10	(87,975)	-
<b>Total</b>	\$ 1,900,094	35,125		(465,468)	1,469,751	38,000		(345,588)	1,162,163	39,500		(153,975)	\$ 1,047,688

<sup>1</sup> Restricted funds increase by \$200 for each non-student guide sold

<sup>2</sup> Restricted funds increase by \$100 for each guide sold

<sup>3</sup> Board of Directors - 9/19/2006

<sup>4</sup> Executive Committee - 11/22/2006 - Transferred from GDG reserve // Board of Directors - 04/16/2007

<sup>5</sup> Board of Directors - 09/20/2006

<sup>6</sup> Executive Committee - 06/18/2008 // Board of Directors - 09/23/2008

<sup>7</sup> Board of Directors - 10/20/2009

<sup>8</sup> Board of Directors - 02/04/2008

<sup>8</sup> Executive Committee - 02/05/2009 // Board of Directors - 04/20/2009

<sup>10</sup> Board of Directors - 10/20/2009 - Annual drawdowns to be approved by Board in budget document.

**TABLE 5 - STATEMENT OF CHANGES IN NET ASSETS - THREE YEAR FORECAST 2011/2012 to 2014/2015**

	2012/13 forecast to March 31, 2013			2013/14 forecast to March 31, 2014			2014/15 forecast to March 31, 2015		
	Invested in capital assets	Internally restricted	Unrestricted	Invested in capital assets	Internally restricted	Unrestricted	Invested in capital assets	Internally restricted	Unrestricted
Forecast - March 31, 2012	\$ 69,837	\$ 1,900,094	\$ 223,867	\$ 57,970	\$ 1,469,751	\$ 239,845	\$ 47,387	\$ 1,162,163	\$ 253,472
Excess (deficiency) of revenue over expenditure			(426,232)			(304,544)			(12,621)
Purchase of capital assets	10,000		(10,000)	10,000		(10,000)	10,000		(10,000)
Amortization of capital assets	(21,867)		21,867	(20,583)		20,583	(20,269)		20,269
Appropriation (Table 4)		35,125	(35,125)		38,000	(38,000)		39,500	(39,500)
Use of restricted funds (Table 4)		(465,468)	465,468		(345,588)	345,588		(153,975)	153,975
Forecast - March 31	57,970	\$ 1,469,751	\$ 239,845	47,387	\$ 1,162,163	\$ 253,472	37,118	\$ 1,047,688	\$ 365,595

**D. Board Decisions**

**On April 16, 2012, the TAC Board of Directors adopted a motion to:**

- *Approve the proposed business plan strategies and timelines, while recognizing that, to satisfy members' needs and expectations as well as to address the results of activities related to the business plan strategies, additional costs will result and annual adjustments will be required.*
- *Approve a 3% membership fee increase for all categories of members for 2012/13.*
- *Assume a fee increase in years 2 and 3 of the business plan, subject to an annual confirmation.*
- *Continue to receive, in future years, three-year financial projections as part of the current year budget discussions.*
- *Approve the 2012/13 work plan and associated budget.*
- *Approve the forecast budgets in principle for 2013/14 and 2014/15, recognizing that they will be adjusted annually.*
- *Mandate the Executive Committee to closely monitor the organization's financial situation given the current downturn in the economy and the ongoing pension plan liabilities, and take appropriate action, including making any necessary adjustments to the budget and work plan.*
- *Mandate the Secretariat to poll members in order to assess whether sufficient funds are available to cover the costs of supporting the CTAP program and if insufficient funds are generated from members, abandon the program.*

**SUPPORTING DOCUMENT 1: Report of findings – TAC  
Member and Director Surveys 2011**

**REPORT OF FINDINGS**

**TAC MEMBER AND DIRECTOR SURVEYS 2011**

***BACKGROUND DOCUMENT FOR DEVELOPING GUIDING  
PRINCIPLES FOR TAC'S 2012/13 TO 2016/2017 BUSINESS PLAN***

**TRANSPORTATION ASSOCIATION OF CANADA  
NOVEMBER 2011**

## 1. CONTEXT

In April 2011, TAC's Board of Directors agreed to increase the term of its business plan from three to five years given TAC's current stability and the level of satisfaction of its members. It also approved a process to develop the new 2012/13 to 2016/17 business plan.

The first step in the process was to obtain comments from the Board in April 2011 regarding the relevance of the current plan's mission, strategic objectives and implementation strategies. **Directors generally supported the current vision, mission, strategic objectives, positioning statement and implementation strategies (refer to Appendix A). It was, however, suggested that the French translation of the vision and positioning statements be reviewed for consistency with the English wording. Furthermore, at the request of the Urban Transportation Council, the TAC Board agreed to include a review of TAC's current publication pricing policy<sup>(1)</sup>.**

Subsequent steps included an online member survey, focus group research, and director interviews. Sections 2.0, 3.0, and 4.0 summarize the results of the survey, research and interviews respectively. The detailed survey results are contained in three accompanying reports titled *Report of Findings: TAC Member Survey 2011* and *Report of Findings: TAC Focus Groups 2011* prepared by a professional survey firm, Vision Research Inc. and *Report of Findings – Director Interviews 2011* prepared by the TAC Executive Director.

**Remaining steps include the development of questions for discussion with the Board of Directors ( refer to separate document titled *Questions for Discussion*), the responses to which will serve as guiding principles for developing the new five-year business plan.** Once finalized, the guiding principles will then be used to feed a staff brainstorming session. The session will be used to advance various strategies that can be further distilled and evaluated for subsequent discussion with the Executive Committee. The last step will be the development of the draft business plan for discussion with, and approval by, the Board in April 2012.

## 2. TAC MEMBER SURVEYS

### 2.1 CONSULTANT'S FINDINGS

The Transportation Association of Canada (TAC) retained Vision Research to undertake research into member needs, expectations and perceptions of a full range of products, services and programs that are offered. The quantitative component of the research involved an online survey of members from across the country which was made available to respondents on TAC's website.

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<sup>(1)</sup>The UTC proposed looking at different solutions, including communicating up front how the product will be priced and by whom, considering alternative ways to achieve revenue expectations, looking at the strategic importance of the publication in terms of distribution, and making use of more free primers. The UTC also requested that it be consulted regarding possible changes in policy.

**An accompanying report titled *Report of Findings: TAC Member Survey 2011*, prepared by Vision Research Inc., contains the detailed findings from the on-line member survey.**

Findings from the survey provided a great deal of insight into the needs of members as they access TAC products and services, participate in its programs and derive value overall.

The majority of those who took part in the survey responded that their employers are currently a member of TAC (92%) which is an increase from 85% in membership since 2008.

A large majority of these members work in the public sector (63%) with another 1/3 of respondents being part of the private sector. Nearly half of the respondents reported they reside in large cities (100,000 to 1 million inhabitants) and most fall within the 35 – 64 age range (81%).

Technical Guides and Publications were viewed by the majority of respondents as both the most relevant to them (86%) and the highest in quality (82%) as compared to other TAC products and services. Respondents suggested that other products or services that TAC could offer could be more online resources such as electronic publications and webinars. The notion of leveraging the use of electronic channels to stay better connected with members, keep them informed and share information was the most overarching and predominant feedback from this study.

Networking opportunities were listed in the top tier of important services/opportunities TAC offers its members. For programs and services, relevance and quality go hand-in-hand and where members indicated the product was very relevant (e.g., Transportation and Library Services, Transportation Intelligence Bulletin), the quality was also rated high.

Nearly half of respondents (45%) suggested they had not attended a TAC Annual Conference in the past three years. This is down slightly from the 52% who reported the same in the 2008 Membership Survey. Most respondents reported they either have not attended or have attended just one conference within a three-year period.

Location, timing, and cost were all key factors cited as barriers to being able to attend the Annual Conference. In particular, several people used words such as “*exorbitant*” to describe the costs associated with the conference. Respondents also suggested making materials, sessions available via electronic formats (e.g., hosting presentations to website, live streaming sessions) as ways to encourage participation. Technical Sessions were cited as the most relevant aspect of the Annual Conference for members (90%) and were generally felt to be of high quality.

A majority of respondents indicated that the new social media channels are not effective at reaching them. The consultant did, however, find an emerging trend of people in the 35 and under range that were open to receiving messages via these new channels.

In terms of products and services, a majority of survey respondents cited publications that focus on design and traffic (e.g. road safety, cyclist) topics the most useful to them.

Also highly valued are the opportunities TAC creates for participation, collaboration and networking with other industry professionals.

Finally, 80% of respondents reported that they are either satisfied or very satisfied with their membership in TAC. This represents an improvement from the 2008 survey, when 69% of respondents rated their satisfaction this highly.

Generally, individuals who are engaged with TAC and volunteer as part of committees yield nearly the same satisfaction levels as those individuals who do not volunteer.

The 65 plus age range according to the numerical data is the most satisfied group with TAC services of the demographic profile surveyed.

Increased education level yielded higher satisfaction levels with TAC.

Overall, the highest satisfaction scoring was achieved from the Association work setting (100% between 4-5 level positive satisfaction levels), followed by the Education and Private Sector work settings (75%) and the Government work setting (71%).

## **2.2 CONSULTANT'S RECOMMENDATIONS**

Given the findings outlined above, the following key overarching recommendations emerge for TAC to consider as it moves forward to further enhance its services, programs and products:

**Increase Use of Electronic Media Channels:** find innovative ways to offer varied formats of communication in order to engage and invite participation from all members. Think in terms of how members are receiving their information (e.g. BlackBerry vs. IPod), how they want to be engaged (webinar, presentations online), downloaded documents, eNews, and social media.

**Networking:** continue to offer opportunities where members can collaborate meet and share ideas with other industry professionals.

**Resources and Education:** continue to offer publications and documents relevant to the industry needs, sharing standards and make them accessible in a variety of formats (electronic, print) and provide presentation opportunities by industry professionals.

**Leadership in Research:** identify areas needing research in the industry and partner, take lead, secure funding to undertake research and report on the findings/make it accessible to members. Share insights from members with all members. Alternatively, be active in finding current research already undertaken by stakeholders and partnering organizations that is of importance to members and make it readily accessible in various formats (speaker's series, webinars, on the website in print etc.).

## **3.0 FOCUS GROUP RESEARCH**

### **3.1 RESEARCH FINDINGS**

The Transportation Association of Canada (TAC) also retained Vision Research to undertake qualitative research by means of telephone-based focus group interviews. The discussions provided insight into the needs of members as they access TAC products and services, participate in its programs and derive value overall. It should be

noted that much of the feedback received was consistent with the findings of the online surveys (see Section 2.0).

**An accompanying report titled *Report of Findings: TAC Focus Groups 2011*, prepared by Vision Research Inc., contains the detailed findings from the focus group discussions.**

Interviewees pointed to a multitude of positive examples where they felt TAC has delivered valuable services and support. Specifically, the opportunity to network with other industry professionals and engage in committee work is perceived as valuable to members. A notion of turning to TAC as a source of education and resources, in particular, TAC's publications and guideline materials are cited often as a popular reference point for many transportation professionals.

Of particular interest, there is a sense that TAC is balanced, organized and diverse in the information and services it provides members. The quote below is an excerpt from one respondent and nicely illustrates this notion.

*"I think it is very well organized. It is very broad and diverse to accommodate all methods. It has a good balance of Provincial, Municipal and Federal as well as small, large, urban, rural, northern and southern Canada. It doesn't focus on one particular area and I think that is great for a National organization. There are also some great opportunities for Canadian jurisdictions to save money in terms of project sponsors. We contribute so we get a place at the table and the benefits of the research or document. We don't always apply the findings but we know that it helps other municipalities."*

When participants were asked to identify weaknesses of TAC, the groups and interviewees were able to identify a dozen areas of opportunity for TAC to focus in order to improve member services. They are listed below but in no particular order:

- Accessibility of committee information
- Usefulness of conferences
- Effectiveness in dealing with issues
- Ease of finding the status of projects/publications
- Ensuring that TAC documents and guidelines are reader-friendly
- Scheduling of the Spring Technical Meetings
- Information sharing, diversity of information
- Recognition of volunteers
- Training programs
- Currency of information and website
- Outreach to a younger audience
- Partnerships with stakeholders
- Communication to members

Participants in the focus groups were challenged to think about the current environment in which the transportation industry exists and identify trends that are either affecting their success or creating barriers for them in their daily lives. Similarly, these environmental trends may be perceived future threats or opportunities which may make it easier or more difficult for them to be successful in their fields of practice. In no particular order, the following trends are on the minds of TAC members.

- Advances in technology

- Alternate modes of transportation
- Environmental issues
- Pressure to find funding
- Need for cutting edge information
- Education
- Politics (national and global)
- Access management
- Link between transportation and health
- Transportation issues
- Fiscal challenges
- Design-Build projects
- Changes in construction/rehabilitation practices

The research team used the discussion opportunities to gauge the participants' views on where they felt TAC's future priorities should be centered. A combination of research and information sharing around the following topics were the emerging themes in response to this question. A few quotes in support of these sentiments are also provided.

- Structural and building materials
- Road safety
- Education
- Specific Interest Groups
- Changes in transportation modes
- Active transportation

*“From a structural aspect, I would like to see more of a focus on what is happening nationwide in reference to different materials being used, different techniques and processes being used for both construction and innovative rehabilitation techniques. If you get too broad, then you might lose focus on the overall goal of the transportation though so we do understand if this couldn't be incorporated.”*

*“Active transportation is becoming a huge thing – biking, pedestrians etc. This could be an area that TAC could help with some knowledge on and connect stakeholders as it is a hot topic right now.”*

*“Education of the transportation network users, whether it is licensing of drivers or anything else, I think we need to weigh in as the expert group who provides the infrastructure on how people are trained to use it. I don't see anything in that regard going on.”*

Similar to the online survey, there was a central focus around electronic communications being an important format for the delivery of products to members and for ensuring ease of access. Specifically, email, website, webinars and social media were cited as the preferred delivery channel for products and services. The discussion around costs of seminars and conferences emerged in the focus group discussions and it was also notable in the online survey. The focus group open discussion format allowed the moderator to probe a bit further to identify the comfortable cost point for seminars and or alternate more cost effective formats. The two quotes below summarize nicely the candid feedback regarding these ideas:

*"I think in the below \$300 range to attend the seminars would be ideal. This might not be feasible but if it is, I think that would attract more people. Or maybe having an option to attend for one day at half the cost."*

What if those courses were offered online?

*"That would be good but then the networking aspect would be gone. I think part of the reason to go to these is to network with others. But if there was a course, I would do that online."*

The overall sentiment by group participants and interviewees is that TAC's Annual Conference is a valuable program/service offering. It was described as a great opportunity to network, gain insight and information into industry trends and practices and that the information was relevant and pertinent. There were instances where the Spring Technical Meeting was mentioned in light of needing better advanced preparation in order to improve overall productiveness of the event.

Other points of note about the Annual Conference were that some respondents emphasized a need for more specialized/relevant topics and cited difficulties in attending the conference due to lack of resources (time, money).

### **3.2 CONSULTANT'S RECOMMENDATIONS**

Given the findings outlined above, the following key overarching recommendations emerge for TAC to consider as it moves forward to further enhance its services, programs, and products. These findings were consistent with the online survey results, although there was a stronger emphasis on the need to look to the future in helping guide TAC's activities.

**Increase Use of Electronic Media Channels:** The overall sense is that, although TAC has great programs and services, members may or may not be able to access the information. One focus group participant nicely conveyed this sentiment...*"in this day and age, you should be able to find all the information you need with a few clicks of the mouse."* Find innovative ways to offer varied formats of communication in order to engage and invite participation from all members. Think in terms of how members are receiving their information (e.g., mobile internet devices, downloadable documents) and how they want to be engaged (e.g., webinars, online presentations and social media).

**Identify Trends:** The idea of having TAC keep up with the current trends and anticipate/respond to future issues affecting the transportation industry was also a recurring theme. Members look to TAC as an expert to keep them informed about changes, trends in the environmental landscape (nationally, globally) and in areas such as demographics, social, political, economic realm. *"Look at the expectation of the world around us in 5 years - I would suggest they look at other transportation agencies around the world and their strategic plans as a reference point."*

**Diversify:** In a world of increasing specialization, it will be important for TAC to gain insight into the specific kinds of information required by different segments of its membership. The challenge will be to find a balance between information of interest to all members and more specific information of interest to a particular organization

(i.e., public or private), region (i.e., urban or rural) or area of interest (i.e., roads, bridges, cycling, materials).

**Networking:** Continue to offer opportunities where members can collaborate, meet, and share ideas with other industry professionals. These can be face-to-face or virtual opportunities. There is little doubt that this is one of the primary ways that TAC delivers value to its members.

**Resources and Education:** Continue to offer publications and documents relevant to the industry needs, sharing standards and make them accessible in a variety of formats (electronic, print) and provide learning opportunities by industry professionals.

**Generation Next:** Reach out and engage the younger demographic, the next generation of transportation professionals and reach them early as TAC members in order to ensure longevity of future membership levels.

## **4.0 DIRECTOR INTERVIEWS**

### **4.1 METHODOLOGY**

In June and August 2011, interviews were conducted with 17 of 24 directors of the Transportation Association of Canada, covering various topics, including: TAC's value and performance; future political, economic, social, technological and environmental challenges that will need to be met; and possible future directions for TAC, including changes to the Annual Conference.

Interview guides for the surveys were developed with the assistance of Vision Research Inc. in order for the results to complement the findings of the other surveys conducted by their staff (refer to sections 2 and 3).

Although most of the interviews were conducted by telephone by the Executive Director, a few directors chose to submit written responses.

**An accompanying report titled *Report of Findings - TAC Director Interviews 2011*, contains the detailed findings from the on-line member survey.**

### **4.2 SUMMARY OF FINDINGS**

**Director interviews indicate a high level of satisfaction with the performance of the organization. Directors expressed a desire to focus the new business plan on building on TAC's strengths rather than on looking for significant changes.**

According to Directors, **TAC delivers value** primarily by acting as a neutral technical forum and as the preeminent supplier of products and services. Other ways it provides value is by offering a low cost, efficient process for cost sharing of projects and as a tool for influencing decision-makers on technical issues and for supporting transportation as an economic enabler through its national guides and best practices.

**Directors view TAC** as a national organization populated by a collection of transportation professionals, practitioners, and officials which provides both a forum for the dissemination of knowledge, networking, exchanging information and discussing issues and a cost effective, neutral mechanism that advances the state of knowledge in transportation and leads to the development of national guides and best practices that are focused primarily on technical matters while offering a wide range of products and services that contribute to its growing reputation as a centre of excellence such as the conference, spring meetings, publications, and professional development.

Directors referenced most frequently the following as **positive experiences** with TAC: the networking opportunities offered; the relevancy of the organization; the quality of products and services; and good governance.

When asked to identify **negative experiences**, many Directors were unable to do so. The only issue that was referenced more than a few times was the length of time it takes to resolve certain issues or produce results, including delays in releasing and translating publications. Other one-off issues include: the management fees associated with sponsored projects; the relevancy of some of the work to small jurisdictions; the absence of webinars and insufficient use of the web; recent staff turnover; and Annual Conference duration creep.

Directors view TAC as possessing the following **major strengths**: good governance; high quality products and services; and opportunities for professional development and knowledge transfer. Other strengths include the combination of top down and bottom up priority setting and the ongoing migration to paperless communications and publishing.

Other than one-off items, only two areas were identified as **weaknesses** by Directors: TAC's low organizational visibility outside of the road infrastructure and municipal planning milieus, and its limited focus in terms of modal coverage and absence of activities in the supply chain logistics and international trade areas. Other one-off items include: the high cost of certain publications; the slow migration pace to paperless communications and publishing; insufficient participation levels by municipalities; and the absence of "smart guides" and insufficient use of the web.

The **major changes in this country** that are expected to affect Directors or their organizations include:

- Increasing fiscal constraints due to globalization and the global economic uncertainty, shrinking budgets and changing governments
- A continued shift in public and political interest regarding environmental issues such as sustainability and climate change
- Changing demographics associated with the greying of the population and the need to engage the younger generation
- Changing geo-political patterns and needs
- A growing need to better use/manage infrastructure

Directors suggested that the **best way for TAC to address future change** is by providing an ongoing forum for discussion and exchange of information and by developing best practices on key issues. Other ways suggested include: providing value-added services through pooled funded projects; migration to on-line resources; and increased use of travel-saving options such as videoconferencing; and assisting with knowledge transfer by developing processes for succession planning and becoming a knowledge management broker.

Directors suggested that it was important for **TAC to address the following areas** over the next five years:

- Climate change and the environment
- Modal alternatives, integration and efficiency
- Road safety
- Non-technical issues such as impacts of globalization and the need for broadened outreach and global perspectives, and consideration of socio-economic factors in TAC's work
- Innovation
- Geometric design

**In addressing the above**, directors generally supported the ongoing development of technical guides, training sessions, and knowledge transfer activities.

Directors also felt that TAC needed to continue with its current efforts to migrate towards paperless **publishing**, while maintaining access to paper versions of certain key

publications and to introduce smart guides as a means to engage the younger generation in TAC's products.

A significant number of directors felt that greater emphasis should be placed on the use of electronic media for **training, knowledge transfer and /or networking** while recognizing the value of face to face meetings for technical seminars. Other suggestions included better alignment of the training program with agency needs in terms of content and timing.

Directors were generally satisfied with the **current methods TAC uses for identifying focus areas** such as input it receives from the board, councils, standing committees, customers, conference attendees, and non-returning members. Suggestions for obtaining input received from more than one director include: broadening discussions during board meetings to include discussions on broader issues, beyond the technical realm; and expanding TAC's survey frame to include non-members and inactive members. Other one-off suggestions include: maintaining strong linkages with other organizations such as TRB, Austroads and PIARC; using social media; conducting ongoing e-mail and web surveys to determine needs and topics of interest; and shifting focus from customer satisfaction to member engagement.

Regarding the **timing and location of the TAC Annual Conference** most directors supported holding the event during the traditional September-October period and rotating around the country. One-off comments included such things as a need to: take into account fixed election dates in provinces when selecting venues; consider limiting venues to locations that can maximize attendance and limit travel costs; and hold the conference or possibly, the Spring meetings, in the North.

Regarding the **content of the Annual Conference**, the vast majority of directors were pleased and felt it was relevant, current, of interest, and very well organized. Other comments included such things as increasing the number of poster sessions and offering more topics for non-engineers.

Regarding the **duration of the Annual Conference and Spring Technical Meetings**, most directors felt that it was just the right length but several cautioned about lengthening it further and suggested looking at other options rather than making it longer. One director suggested revisiting the need to hold meetings over the weekend.

Most directors did not suggest **other changes to the Annual Conference**. Suggestions from other directors included the need to: continuously innovate and adjust or adapt; avoid conflicts between sessions and workshops; continue to secure high profile speakers for the Opening Plenary; introduce live streaming of conference content; and adjust tours to meet demand.

Regarding **other messages or comments**, the vast majority of directors indicated that they were either very satisfied with the Association (well run, very professional, good work, well balanced, excellent staff, strong governance, good financial health) or had nothing further to add. Some one-off comments included such things as a recognition of the business planning exercise as a good mechanism in looking forward and appreciation of the opportunity to provide input into the plan, and the need to: recognize the value of networking; revisit the cost of publications, particularly for sponsoring agencies; remain open to criticism and new ideas; stay out of policy areas, advocacy, and the political arena; and be cognizant that budget restrictions may limit travel in the future.

## **APPENDIX A – REVIEW OF 2009-12 BUSINESS PLAN HIGHLIGHTS**

TAC's 2009/10 to 2011/12 business plan reaffirmed TAC's mission (see box below), which acknowledges its road-related expertise and two other key areas in which it has a special interest – linkages between roads and other modes of transportation, as well as urban transportation.

### **MISSION**

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

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

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

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

The 2009/10 to 2011/12 business plan called for the development of vision and positioning statements for TAC. This resulted in the following statements being adopted by the Board:

### **VISION**

*Canada will be a world leader in transportation knowledge, for the benefit of our people, our economy and our environment. TAC will be recognized as a leader in creating the technical expertise and exchange of information required to build and maintain this position*

### **POSITIONING STATEMENT**

*Transportation Association of Canada: Connecting Knowledge and People*

The 2009/10 to 2011/12 business plan focused on achieving four strategic objectives:

5. to be Canada's transportation center of expertise, providing a neutral forum for the exchange of ideas and the discussion of technical issues;
6. to contribute to the increased awareness of the importance of transportation to Canada's economic and social well-being and to the availability and technical currency of transportation professionals in Canada;
7. to be the pre-eminent source of transportation materials for Canadian practitioners; and
8. to develop and to update guidelines and best practices primarily for road and road-related transportation matters.

The business plan reconfirmed TAC's technical, non-partisan mandate and reaffirmed that advocacy, except for the promotion of the importance of transportation, will not be pursued. The plan also supported its continued efforts in information gathering and facilitating discussion fora to include carefully selected research and best practices in policy areas, while limiting activities to those of a neutral, non-partisan nature.

In summary, the 2009/10 to 2011/12 business plan provided for:

- Business as usual in terms of TAC's governance and business models
- A recognition of the importance of TAC's volunteers by introducing a statement to that effect in its Value Statements
- The development of a Vision statement for the organization
- The identification and implementation of new low-cost ways to actively promote the importance of transportation to the general public
- The dissemination of key information to decision-makers
- The development of a branding and visual identity strategy for TAC's publications
- The introduction of an agenda item for Board meetings allowing the Board to prioritize new issues or emerging trends and to discuss the need for funding thereof
- The development of a new pricing and marketing strategy for publication sales
- The on-going application of the current sponsored project model, while examining ways to fine tune the project development process and to include policy constraints as an element of the work conducted
- A strategic review of the annual conference and its related activities focused on very specific issues such as logistics, communications with the local host organizing committee and the availability of conference content through electronic means
- A review of current delivery mechanisms for the training program
- The development of a strategy and timetable to move to full paperless publishing within a three-year timeframe
- The creation of a Task Force to look at ways of better addressing the needs of TAC's French-speaking members
- The review of the existing policy regarding the translation of TAC's publications and the funding thereof
- The strengthening of TAC's domestic and international partnerships
- The identification of opportunities for collaborating with other groups such as contractors and suppliers

- The identification of opportunities and the development of a process for conducting international scanning tours
- A look at possible new low-cost ways of increasing the public's awareness of the importance of transportation to the social and economic well-being of Canadians
- The development of a new template for Board meetings to allow for discussion of emerging issues or trends
- The development of a policy regarding presentations on TAC to directors' respective organizations

## **SUPPORTING DOCUMENT 2: Questions for discussion**

## **QUESTIONS FOR DISCUSSION**

### ***DOCUMENT FOR DEVELOPING GUIDING PRINCIPLES FOR TAC'S 2012/13 TO 2016/2017 BUSINESS PLAN***

**TRANSPORTATION ASSOCIATION OF CANADA  
NOVEMBER 2011**

## 1. OVERVIEW

In April 2011, TAC's Board of Directors agreed to increase the term of its business plan from three to five years given TAC's current stability and the level of satisfaction of its members. It also approved a process to develop the new 2012/13 to 2016/17 business plan.

The first step in the process was to obtain comments from the Board in April 2011 regarding the relevance of the current plan's mission, strategic objectives and implementation strategies.

Subsequent steps included an online member survey, focus group research, and director interviews, the results of which are summarized in a report titled *Report of Findings: TAC Member and Director Surveys 2011*.

**Remaining steps include discussing a number of questions with the Board of Directors (refer to Section 2.0 below), the responses to which will serve as guiding principles for developing the new five-year business plan.** Once finalized, the guiding principles will then be used to feed a staff brainstorming session. The session will be used to advance various strategies that can be further distilled and evaluated for subsequent discussion with the Executive Committee. The last step will be the development of the draft business plan for discussion with, and approval by, the Board in April 2012.

## 2. QUESTIONS FOR DISCUSSION

Directors are asked to review the following questions in order to discuss appropriate responses that will collectively form the basis for the new business plan's guiding principles.

1. In April 2011, TAC Directors generally supported the current vision, mission, strategic objectives, positioning statement and implementation strategies (refer to Appendix A).<sup>3</sup>

*Can it be assumed that the above direction provided by the Board in April 2011 is a given in the development of the new business plan?*

*Can it also be assumed that TAC's current governance model, market pricing/user pay business model and pooled fund project approach are givens?*

*Given the high costs of maintaining certain major guides (e.g., Geometric Design Guide for Canadian Roads), should funding models other than the pooled fund project approach be examined specifically for these documents?*

2. Some members and directors continue to believe that TAC should expand its scope of work to include non-technical (i.e., policy) or multi-modal (logistics, gateways, etc.) aspects and become a more visible spokesperson for the industry. TAC's previous business plans specifically limited its focus to road infrastructure and urban transportation issues and clearly defined its role in the policy area as described in Appendix A.

*Should TAC continue to focus on its key strengths in road infrastructure and urban transportation issues?*

*Should TAC's mandate as a neutral technical forum be taken as a given or should it look at becoming a spokesperson on behalf of the industry? If TAC's role were to change, what is the nature of the role it should assume, taking into account in so doing, it will affect its ability to serve some of its F/P/T government members?*

3. TAC has developed a publication pricing policy that generates a significant amount of revenue for the organization. The current Board-approved policy provides for a range of prices for publications depending on their nature (guides versus research documents) and the value of the intellectual property contained therein. In April 2011, at the request of the Urban Transportation Council, the TAC Board agreed to include a review of TAC's current publication pricing policy. It was also suggested by a Director that consideration should be given to project funding partners receiving special pricing considerations beyond those that are currently offered.

*In reviewing TAC's publication pricing policy, can it be assumed that TAC's publications shall remain an important source of revenue for the organization?*

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<sup>3</sup> It was, however, suggested that the French translation of the vision and positioning statements be reviewed for consistency with the English wording.

4. Networking was identified by the majority of members and directors as providing significant benefits and consequently is considered an essential component of TAC's offerings.

*Should TAC explore additional means of networking? Should it be looking at increasing the opportunity for members to collaborate, meet, and share ideas via other means than the traditional face to face technical meetings?*

5. Several members and directors stressed the importance of increasing TAC's use of electronic media for various parts of its business, including its publications, annual conference, seminars and workshops, communications vehicles, and networking tools using new technologies, such as e-publications and smart guides, live streaming of conference content, webinars, e-bulletins and podcasts, social media, etc. Benefits cited by respondents in moving in this direction include reducing costs, increasing engagement and participation by members and making the organization more relevant to the younger generation. Respondents also stressed the importance of continuing to offer publications and documents relevant to the industry's needs and in a variety of formats (electronic, print) and to provide seminars and workshops based on these products.

*Should TAC continue to progress in the use of electronic media as it continues to meet (as per current Board policy) the varying needs of its members by offering a menu of electronic and paper products for key publications?*

6. Members suggested that TAC should take more of a leadership role in identifying transportation research needs and emerging trends and should take a more proactive role in disseminating this information to members. TAC actively seeks input regarding research needs and trends from its members and directors through its surveys and also receives feedback periodically from the board, councils and committees. TAC also distributes the *Transportation Intelligence Bulletin* quarterly which provides members with information on research conducted by others. During interviews with TAC directors, respondents felt that the current methods were in large part sufficient.

*Should TAC do something different to identify information on emerging research needs and trends, and if so, what means should be used to do so, and who should pay?*

*Should TAC be more proactive in distributing the information it collects on emerging trends and research needs as identified by TAC's board, councils and committees?*

7. Members suggested that it was increasingly important to understand the needs and expectations of its different membership segments, including those of the younger demographic. TAC attempts to address the differing needs of its members through its surveys. It also tries to engage the younger generation via the TAC Foundation scholarships and the annual student paper competition.

*Should TAC explore the differing needs of its members?*

*Given TAC is moving to a five year business plan, member and director surveys will move to a five-year cycle. Should additional means be considered to seek input on a more frequent basis?*

8. Directors have identified a number of changes in Canada that are expected to affect them or their organizations, many of which were echoed by members during the surveys. Major changes include: increasing fiscal constraints due to globalization and the global economic uncertainty; shrinking budgets and changing governments; a continued shift in public and political interest regarding environmental issues such as sustainability and climate change; changing demographics regarding the greying of the population; the need to engage the younger generation; changing geo-political patterns and needs; and a growing need to better use/manage infrastructure. In the past, the TAC Board has established task forces or committees to address specific needs as they arose.

*Is TAC's current structure (see Appendix B) with councils, committees and task forces adequate to address the emerging changes? If not, what areas need to be strengthened?*

9. Directors have suggested that TAC should focus on a number of priority areas over the next five years, including climate change, sustainability and environmental issues; modal alternatives, integration and efficiency; road safety; non-technical issues such as impacts of globalization and the need for broadened outreach and global perspectives; health issues; innovation; geometric design; and consideration of socio-economic factors in TAC's work. Many of these topics were echoed by members during the surveys.

*Are these priority areas being addressed sufficiently by TAC? If not, which ones need to be given attention?*

*Is TAC's current structure (see Appendix B) with councils, committees and task forces adequate to address the priority areas? If not, what areas need to be strengthened?*

10. Both directors and members suggested that the best way for TAC to address future change is by continuing to provide an ongoing forum for discussion and exchange of information as well as the development of technical guides, seminars, and workshops.

*Is TAC doing enough in this area? Are there areas that need to be strengthened?*

11. The Annual Conference is consistently rated highly by attendees. Directors, in most part, indicated that they supported the timing and location of the conference. They also suggested that the conference content was relevant, current and of interest and the event itself was well organized. Some suggestions included holding more poster sessions, offering more topics for non-engineers and looking at ways to continuously adapt.

*Other than the desire to increase the use of electronic media expressed earlier, are there any other matters that need to be examined regarding the Conference?*

12. A number of one-off comments were provided by both members and directors.

*Are there any issues not covered above that should be addressed by the new business plan?*

## **APPENDIX A – REVIEW OF 2009-12 BUSINESS PLAN HIGHLIGHTS**

TAC's 2009/10 to 2011/12 business plan reaffirmed TAC's mission (see box below), which acknowledges its road-related expertise and two other key areas in which it has a special interest – linkages between roads and other modes of transportation, as well as urban transportation.

### **MISSION**

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

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

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

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

The 2009/10 to 2011/12 business plan called for the development of vision and positioning statements for TAC. This resulted in the following statements being adopted by the Board:

### **VISION**

*Canada will be a world leader in transportation knowledge, for the benefit of our people, our economy and our environment. TAC will be recognized as a leader in creating the technical expertise and exchange of information required to build and maintain this position*

### **POSITIONING STATEMENT**

*Transportation Association of Canada: Connecting Knowledge and People*

The 2009/10 to 2011/12 business plan focused on achieving four strategic objectives:

1. to be Canada's transportation center of expertise, providing a neutral forum for the exchange of ideas and the discussion of technical issues;
2. to contribute to the increased awareness of the importance of transportation to Canada's economic and social well-being and to the availability and technical currency of transportation professionals in Canada;
3. to be the pre-eminent source of transportation materials for Canadian practitioners; and
4. to develop and to update guidelines and best practices primarily for road and road-related transportation matters.

The business plan reconfirmed TAC's technical, non-partisan mandate and reaffirmed that advocacy, except for the promotion of the importance of transportation, will not be pursued. The plan also supported its continued efforts in information gathering and facilitating discussion fora to include carefully selected research and best practices in policy areas, while limiting activities to those of a neutral, non-partisan nature.

In summary, the 2009/10 to 2011/12 business plan provided for:

- Business as usual in terms of TAC's governance and business models
- A recognition of the importance of TAC's volunteers by introducing a statement to that effect in its Value Statements
- The development of a Vision statement for the organization
- The identification and implementation of new low-cost ways to actively promote the importance of transportation to the general public
- The dissemination of key information to decision-makers
- The development of a branding and visual identity strategy for TAC's publications
- The introduction of an agenda item for Board meetings allowing the Board to prioritize new issues or emerging trends and to discuss the need for funding thereof
- The development of a new pricing and marketing strategy for publication sales
- The on-going application of the current sponsored project model, while examining ways to fine tune the project development process and to include policy constraints as an element of the work conducted
- A strategic review of the annual conference and its related activities focused on very specific issues such as logistics, communications with the local host organizing committee and the availability of conference content through electronic means
- A review of current delivery mechanisms for the training program
- The development of a strategy and timetable to move to full paperless publishing within a three-year timeframe
- The creation of a Task Force to look at ways of better addressing the needs of TAC's French-speaking members
- The review of the existing policy regarding the translation of TAC's publications and the funding thereof
- The strengthening of TAC's domestic and international partnerships
- The identification of opportunities for collaborating with other groups such as contractors and suppliers

- The identification of opportunities and the development of a process for conducting international scanning tours
- A look at possible new low-cost ways of increasing the public's awareness of the importance of transportation to the social and economic well-being of Canadians
- The development of a new template for Board meetings to allow for discussion of emerging issues or trends
- The development of a policy regarding presentations on TAC to directors' respective organizations

## APPENDIX B – TAC STRUCTURE

