Who We Are

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

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

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

TAC develops publications identifying best practices & encourages harmonization of those practices across jurisdictions.
The global pandemic and COVID-19 virus are having significant short term and potentially long-lasting impacts on almost everything we do. Beyond those extraordinary circumstances, our shared vision of transportation that makes Canada safe, healthy and prosperous motivates us to continue evolving the Association to provide value for members and stakeholders.

I am proud of the steps TAC has taken, in a changing world, to remain a vibrant and vital forum for transportation professionals. In the last year, we convened TAC’s first-ever joint conference and exhibition, refreshed our volunteer structure, embraced our focus on technology, strengthened our relationships with partners, began to see real pay-off in our efforts to engage with young professionals, and provided support and resources to members as the COVID-19 pandemic unfolded.

It’s been inspiring to see the support that TAC members continue to demonstrate for the Association’s work. Investments in pooled-fund projects totaled about $700,000 last year, with over forty different agencies contributing to one or more of the projects in development and in progress. Hundreds of volunteers dedicated time on TAC’s councils and committees, advancing issues and building knowledge. Many more participated in TAC events, including the conference, meetings, seminars and webinars.

Those are some of the reasons why, despite the challenging times we face, I remain confident in TAC’s future. Now, more than ever, TAC’s network and forums are essential to ensuring transportation professionals stay connected and informed. More than just a technical organization, TAC is a real community, and we are committed to retaining that sense of community and connection, even as we protect health and safety, work remotely and gather online.

Before I hand over the gavel of the presidency, there are some people I would like to acknowledge. The members of the Board are a terrific group of dedicated leaders; it’s a pleasure to work with them. I’d also like to thank the TAC staff, another dedicated group. They work hard for TAC members, and I’ve appreciated their support as a volunteer and especially during my term as President.

Finally, I’d like to thank all of you among TAC’s membership, for being active and engaged in advancing our shared priorities. Together, we are making positive changes for TAC, for transportation, and for Canada.

TAC is a real community, and we are committed to retaining that sense of community and connection, even as we protect health and safety, work remotely and gather online.
TAC is governed by a Board of Directors elected from all levels of government, the private sector, and other organizations. The Board sets the strategic direction for our Association and oversees TAC’s volunteer structure.

**EXECUTIVE**

<table>
<thead>
<tr>
<th>President</th>
<th>Past President</th>
<th>Vice-President, Municipal</th>
<th>Vice-President, Members-at-Large</th>
<th>Vice-President, F/P/T</th>
<th>Treasurer</th>
<th>Corporate Secretary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Darren Chaisson</td>
<td>Paul LaFleche</td>
<td>Tim Savoie</td>
<td>Stephen Damp</td>
<td>Sean Dutton</td>
<td>Scott Stewart</td>
<td>Sarah Wells</td>
</tr>
<tr>
<td>Deputy Minister, PEI Transportation, Infrastructure &amp; Energy</td>
<td>Deputy Minister, Nova Scotia Transportation &amp; Infrastructure Renewal</td>
<td>City Manager, City of Port Moody</td>
<td>Executive Vice-President, EllisDon Corporation, Civil Division</td>
<td>Deputy Minister, Newfoundland and Labrador Transportation &amp; Works</td>
<td>Chief Executive Officer, IBI Group</td>
<td>Executive Director, Transportation Association of Canada</td>
</tr>
</tbody>
</table>

**OTHER DIRECTORS**

- **Brad Anguish**
  Director, Transportation and Public Works, Halifax Regional Municipality
- **Jim Berezowsky**
  Director of Public Works, City of Winnipeg
- **Gerry Chaput**
  Vice-President, Rapid Transit, Metrolinx
- **Valérie Gagnon**
  Director, Mobility, City of Montreal
- **Joe Dragon**
  Deputy Minister, Department of Infrastructure, Government of the Northwest Territories
- **John Hawkins**
  Assistant Deputy Minister, Economic Development and Transportation, Government of Nunavut
- **Rae-Ann Lajeunesse**
  Deputy Minister, Alberta Transportation
- **Rafika Lassel**
  Director, Content Management and Communications, Association québécoise des transports
- **Anne-Marie Leclerc**
  Assistant Deputy Minister, Engineering and Infrastructure, Ministère des Transports du Québec
- **John Logan**
  Acting Deputy Minister, New Brunswick Transportation and Infrastructure
- **Ed Miska**
  Executive Director, Engineering Services, British Columbia Transportation and Infrastructure
- **Anuradha Marisetti**
  Assistant Deputy Minister, Programs, Transport Canada
- **Jaime Pitfield**
  Deputy Minister, Department of Highways and Public Works, Government of Yukon
- **Patrick Puccini**
  Vice-President, AECOM Canada Limited
- **Garreth Rempel**
  President, MORR Transportation Consulting Ltd.
- **Shelley Tapp**
  Deputy Minister, Ministry of Transportation, Ontario
- **Michael Thompson**
  General Manager, Transportation, City of Calgary

As of April 20, 2020
As we look back on 2019/20, there’s no question it was a remarkable year. There are many things we can celebrate but also some challenges we have to acknowledge.

One of the year’s successes was the conference and exhibition, held in partnership with ITS Canada. The numbers tell the story: an extensive technical program with 89 sessions was offered, a near-record 150 exhibitors and sponsors engaged with an audience exceeding 900 professionals. The knowledge shared and connections made between individuals, agencies, and the two host national organizations were priceless.

Another stand-out achievement in 2019/20 was the evolution made in TAC’s council and committee structure, which could not have happened without the thoughtful input and support of so many volunteers and stakeholders. We believe the structure will help people understand TAC a little more, help volunteers get the most out of participating, and help us all work together to make progress on important issues and projects.

Of particular note, the launch of the new Technology Council was a significant development. Its formation helps respond to a need our members have identified for TAC to do more, and to do a better job addressing technology and integrating related topics into the work we do across all of our focus areas. It also provides an opportunity to add depth to TAC’s network by including stakeholders that may not have been involved in the past but who are now players in the transportation world. It’s been gratifying to see the interest that industry quickly showed to become part of the Council and to get its work started on a strong footing.

The last year was also particularly active with TAC partners. We renewed some of our formal domestic and international agreements, exchanged information with many different organizations, and worked closely with some on exciting projects. Those included the joint conference with ITS Canada, a new initiative to develop online road safety training in partnership with the Canadian Institute of Transportation Engineers, and work with Transport Canada and the City of Calgary to host the World Winter Service and Road Resilience Congress in 2022. Those kinds of collaborations are important; we know TAC members support a number of organizations, and that the demand on your resources is increasing. Our focus in working with partners is to avoid duplicating effort and to advance work on shared priorities.

As we celebrated those and other successes of 2019/20 and were looking ahead to 2020/21, COVID-19 became the centre of attention, presenting new challenges for us all. Like many of you, TAC staff began working from home in mid-March, but we have striven to maintain operations and services for members and to make your interactions with us as seamless as possible. To that end, we took steps to improve access to our products, like webinars and e-books, that you may have needed to keep doing your jobs during these extraordinary times. We also pivoted to convene the 2020 spring technical meetings online. Participation was extraordinary, and a gratifying testament to the value members find in TAC’s network, even – and perhaps especially – in times of crisis.

Overall, TAC’s results in 2019/20 were positive, as you can see from the performance indicators depicted in this annual report. Member and volunteer engagement was strong and the financial results were good with a surplus on operations achieved at year-end.

We may encounter some potholes in the road ahead, but we are confident we can steer around them. TAC has a good financial safety net with an Emergency Reserve Fund that was built to cover the sort of exceptional circumstances that we face with COVID-19. We’ll continue to manage carefully and to seek opportunities to improve our operations, products and services that members need and value. With the support of our dedicated volunteers, membership and the Board of Directors, TAC is well-positioned to weather the current storm.

We look forward to continuing to serve and support members in 2020/21. While COVID-19 means we won’t see each other in person this fall, we’re enthusiastic about delivering TAC’s first-ever online conference and exhibition. We hope to see many of you there.
Volunteer Structure

**OUR VISION**

Transportation that makes Canada safe, healthy and prosperous

**OUR MISSION**

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

---

**TAC BOARD**

- Environment & Climate Change Council
- Safety, Design & Operations Council
- Infrastructure & Asset Management Council
- Technology Council
- Mobility Council
- Workforce Development Council
- Piarc Canadian National Committee
- Connected & Automated Vehicles Task Force
- Chief Engineers Panel
The Environment & Climate Change Council now integrates the scope of the former Environment Council, and adds climate change issues as a core interest.

The Climate Change Integrated Committee has been incorporated into the Council’s structure, and will help ensure that TAC’s entire volunteer structure continues to be responsive to the diverse challenges presented by climate change.

**IMPROVING THE ECOLOGY OF ROAD CORRIDORS**

A new pooled-fund project, Management and Enhancement of Terrestrial Roadway Ecology, launched with financial commitments from 11 TAC member organizations.

The project will develop a synthesis of practices for a variety of urban and rural road types, addressing vegetation and pollinator habitat, wildlife interactions, regulatory compliance, road safety, operational considerations, public perception, costs and decision-making criteria. Publication of a final report is expected in 2021.

**OTHER PROJECT UPDATES**

Working groups continued progress on volunteer projects addressing environmental performance benchmarking and invasive species management, and neared completion of a primer on federal environmental legislation.
The Infrastructure & Asset Management Council and the Safety, Design & Operations Council now share the technical work undertaken by the former Chief Engineers’ Council. This change gives TAC’s 24 provincial, territorial and municipal Chief Engineers – who are the Infrastructure & Asset Management Council’s voting members – an opportunity to better guide the work of the Council’s six committees, and to build stronger connections among them.

OTHER PROJECT UPDATES

Two ongoing pooled-fund projects – Evaluating Soil and Material Stabilization Products and Performance-Based Decision Making – are progressing, and will be completed over the coming year.

In addition, a volunteer working group neared completion of its development of a guide to utility coordination for public-private partnership projects.

UPDATING BRIDGE AND PAVEMENT DESIGN PRACTICES

A new pooled-fund project, Canadian Vehicle Loads Practices and Recommendations, launched with the support of a dozen TAC member organizations.

The project will determine whether key design inputs, including traffic load provisions in the Canadian Highway Bridge Design Code and agency-specific truck factors for pavement design, remain adequate given the changes in traffic volumes and vehicle loads that have occurred over time. A project report is expected in 2021.

POTHOLE REPAIRS GUIDE RELEASED

TAC published the much-anticipated Best Practices for Pothole Repairs in Canada, which looks at common approaches to fixing potholes, and at effective techniques used in Canada and internationally. The report recommends strategies for short-term and long-term patching in all seasons, and discusses how to evaluate and select patching products for common road surfaces.

A webinar delivered by the report’s author helped users better understand how local context can impact what practices will work best in a given situation.

THE COUNCIL supports TAC’s commitment to safe, efficient and sustainable transportation infrastructure.

SUPPORTED BY:

- Asset Management Committee
- Construction Committee
- Maintenance & Operations Committee
- Pavements Committee
- Soils & Materials Committee
- Structures Committee
MOBILITY COUNCIL

The Mobility Council now integrates the technical work conducted by the former Urban Transportation Council.

The creation of the new Active Transportation Integrated Committee to support the Council is an important change that highlights TAC’s steadily growing interest in walking and cycling.

BUILDING CAPACITY IN GOODS MOVEMENT

TAC and nine funding partner organizations completed technical work on the project Understanding Goods Movement in Canada.

Work is underway to publish the report, and to develop a short online course that will help practitioners integrate new knowledge on freight movement in Canada.

IMPROVING HEALTH THROUGH TRANSPORTATION

TAC published a new report, Integrating Health and Transportation in Canada, that identifies the many ways that transportation and health are interconnected. It recommends actions related to professional development, knowledge sharing, policy formulation, cost-benefit analysis, stakeholder engagement, data management, and more.

A unique aspect of this project, and one that brought great benefits, was that several of the 14 funding partner agencies nominated both public health professionals and transportation practitioners as representatives on the project’s steering committee. This intersectoral collaboration broadened the relevance of the final deliverable, and will increase its impact.

OTHER PROJECT UPDATES

Working groups neared the final stages of three volunteer projects: a review of regulatory approaches to enabling the implementation of bicycle treatments; a survey of public engagement strategies for sustainable transportation projects; and a scan of methods to estimate demand for active transportation.

THE COUNCIL

supports TAC’s commitment to integrated, multimodal mobility for people and goods.

SUPPORTED BY:

- Active Transportation Integrated Committee
- Mobility Management Committee
- Transportation Finance Committee
- Transportation Planning Committee

IMPROVING HEALTH THROUGH TRANSPORTATION

TAC published a new report, Integrating Health and Transportation in Canada, that identifies the many ways that transportation and health are interconnected. It recommends actions related to professional development, knowledge sharing, policy formulation, cost-benefit analysis, stakeholder engagement, data management, and more.

A unique aspect of this project, and one that brought great benefits, was that several of the 14 funding partner agencies nominated both public health professionals and transportation practitioners as representatives on the project’s steering committee. This intersectoral collaboration broadened the relevance of the final deliverable, and will increase its impact.

OTHER PROJECT UPDATES

Working groups neared the final stages of three volunteer projects: a review of regulatory approaches to enabling the implementation of bicycle treatments; a survey of public engagement strategies for sustainable transportation projects; and a scan of methods to estimate demand for active transportation.
SAFETY, DESIGN & OPERATIONS COUNCIL

The Safety, Design & Operations Council and the Infrastructure & Asset Management Council now share the technical work undertaken by the former Chief Engineers’ Council. This change gives TAC’s 24 provincial, territorial and municipal Chief Engineers – who are the Safety, Design & Operations Council’s voting members – an opportunity to better guide the work of the Council’s four committees, and to build stronger connections among them.

The new Small Municipalities Integrated Committee, which replaces TAC’s former Small Municipalities Task Force, will benefit from the Council’s oversight as well as a closer working relationship with other committees that focus on road safety, design and operations.

DEVELOPING ONLINE TRAINING IN ROAD SAFETY

TAC launched a new pooled-fund project to develop comprehensive materials for Online Road Safety Training. The Canadian Institute of Transportation Engineers is an equal partner with TAC in the project, which also involves 10 other funding organizations.

The project deliverables will include five learning modules with pre-recorded lectures, case studies and quizzes that address a wide range of road safety topics, aimed at transportation practitioners with varied levels of road safety expertise. The course will be available from TAC later in 2021.

EXPLORING THE SAFETY PERFORMANCE OF BICYCLE FACILITIES

With funding from 16 organizations, technical work on TAC’s Safety Performance of Bicycle Infrastructure in Canada project has concluded. A final report will be published in 2020. The project will help practitioners understand the expected safety performance of different bicycle facilities, and select an appropriate facility type for a given situation.

The final report will include data on observed and perceived safety performance, case studies, and guidance on bicycle facility selection.
GEOMETRIC DESIGN GUIDE FOR CANADIAN ROADS: BIGGER AND BETTER THAN EVER

TAC released Chapter 11 – Special Roads, which provides guidance for designers of low-volume rural roads, resource roads, recreational roads and winter roads.

Taking TAC guidance from the 1980s as a starting point, this chapter integrates references to the rest of the 2017 Geometric Design Guide for Canadian Roads and offers new or expanded consideration of gravel and ice roads, design domains and roadside safety. It is a testament to the dedication and expertise of the volunteers who led and supported its creation. TAC also released a significant group of detailed updates to clarify or correct elements of the 2017 Geometric Design Guide for Canadian Roads.

SIGN COMPREHENSION TESTING TOOL

TAC began using new web-based sign comprehension testing software to evaluate prospective new signs and other traffic control devices.

In keeping with its responsibility to maintain the Manual of Uniform Traffic Control Devices for Canada, the Traffic Operations & Management Committee now utilises the software in its projects to test road users’ comprehension of these.

A ROADMAP FOR THE NEXT GENERATION OF ROAD SAFETY GUIDANCE

Work concluded on the Canadian Road Safety Guide Scoping Study, a project funded by seven TAC member organizations.

The final report recommended the scope and structure of a comprehensive Canadian Road Safety Guide that would integrate and expand on TAC’s portfolio of safety-related publications, as well as a process that TAC could follow in developing the new guide over the coming years.

OTHER PROJECT UPDATES

A major TAC pooled-fund project to create the Manual of Uniform Traffic Control Devices for Canada, Sixth Edition is entering its final stages, with publication of the final deliverable expected in 2021.

Volunteer working groups continued their progress on updating chapters of the Geometric Design Guide for Canadian Roads that address cross-section elements and interchanges.
THE COUNCIL

supports TAC’s commitment to the innovative, efficient and effective integration of technology across the transportation sector.

CONNECTED & AUTOMATED VEHICLES TASK FORCE

This Task Force was created in 2018 to support TAC members in developing and applying connected vehicle and automated vehicle technologies.

With several dozen members, it has become a forum for dialogue and collaboration among transportation system owner-operators, regulatory bodies, private businesses, industry organizations, and academia.

TECHNOLOGY COUNCIL

The Technology Council is an exciting addition to TAC’s volunteer structure. Even before its first meeting in the spring of 2020, the Council had attracted more than 40 participants to work on issues that could include intelligent transportation systems, connected and automated vehicles (CAVs), vehicle electrification, data management, analytics and cyber security.

EXPLORING THE CONNECTED AND AUTOMATED VEHICLE ECOSYSTEM

TAC published a Discussion Paper on Connected and Automated Vehicles that it commissioned with funding from Transport Canada and TAC’s reserves.

The report describes the Canadian CAV ecosystem, identifies TAC’s role in it, and suggests key technical issues that TAC’s councils and committees could address through their work.

OTHER PROJECT UPDATES

TAC developed a new CAV lexicon, available on TAC’s website, that explains more than 60 technical terms and guides their use by non-specialists including planners, traffic engineers and road designers. The Association also advanced work on an inventory of CAV initiatives in Canada that will be published in 2020 as a living document in partnership with the Federal-Provincial-Territorial Coordinating Council on Automated and Connected Vehicles.

Finally, a working group of TAC volunteers completed a draft primer on CAVs for Canadian municipalities, to be published in the coming year.
The Workforce Development Council carries on the efforts of the former Education & Human Resources Development Council, addressing issues related to post-secondary and continuing education, staff recruitment and retention, leadership and knowledge management, and the development of young professionals.

LEARNING OPPORTUNITIES FOR TAC MEMBERS

TAC’s Learning Program continued to expand its online presence, delivering ten ‘discovery’ webinars free to its members. These attracted more than 900 participants who learned about connected and automated vehicles, pavement preservation, protected intersections, gender-based analysis, goods movement, traffic calming, health and transportation, migratory bird protections, and more.

This year also saw TAC deliver multiple in-person seminars, including a two-day course on advanced road design, and a one-day course on designing complete streets.

INVENTORY OF TRANSPORTATION PROGRAMS AT UNIVERSITIES AND COLLEGES

TAC neared completion of an inventory of post-secondary transportation programs in Canada.

The project was commissioned with funding from Transport Canada, and gathered information from about 70 professors who teach and/or conduct research in a wide range of disciplines related to roads and urban transportation.

The final report will help TAC strengthen its engagement with the academic sector, including through broader participation by academics on TAC councils and committees.
Other Highlights

2019 JOINT CONFERENCE WITH ITS CANADA... A SUCCESS!

TAC’s first-ever Joint Conference & Exhibition, September 22-25 in Halifax, was hosted in partnership with the Intelligent Transportation Systems Society of Canada (ITS Canada) and was an unqualified success. 1,500 people participated in the technical meetings, exhibition, and conference, including 940 registered conference delegates. Incredible support and guidance were provided by the local hosts, Nova Scotia Transportation and Infrastructure Renewal, and Halifax Regional Municipality.

The technical program was built based on guidance and input from both TAC and ITS Canada’s technical committees. It included 89 technical sessions in 11 tracks, and featured 330 presenters, as well as 10 technical tours that were planned by the local hosts. The Exhibition featured products and services from 105 companies as well as 10 live demos on the Showcase stage.

Feedback from stakeholders surveyed about the value of the joint conference indicated that the sessions were high quality, however delegates weren’t strongly influenced to attend sessions beyond their ‘traditional’ areas of interest. Both the survey results and anecdotal reports confirmed that the opportunity to network with a wide range of experts and practitioners was the most significant benefit of the joint conference. Interest and attention brought to the sector because of the joint conference was strong, as evidenced by the high number of sponsors and exhibitors that participated. The joint event also garnered more advance media attention than a typical TAC conference; profiles included several articles/interviews in industry publications and a podcast.

TAC is grateful to ITS Canada for its partnership, those who attended the event, our exhibitors & sponsors and our local hosts for making the joint conference experience such a positive one.

2019 VOLUNTEER CONTRIBUTION AWARDS

Distinguished Service Award
▶ Jadwiga Kroman, City of Calgary
▶ Brad Neirinck, City of Winnipeg
▶ Dirk Nyland, formerly of British Columbia Ministry of Transportation & Infrastructure
▶ Wanda Richardson, formerly of AECOM Canada Ltd.
▶ Guy Tremblay, formerly of Ministère des Transports du Québec

Leadership Award
▶ Clark Gunter, WSP Canada

Individual Contribution Award
▶ Ania Anthony, Saskatchewan Highways & Infrastructure
▶ Adam Hayashi, formerly of the Cement Association of Canada
▶ Shauna Lehmann, Saskatchewan Highways & Infrastructure
▶ Richard Tebinka, WSP Canada

Committee Excellence Award
▶ Road Safety Workforce Subcommittee of the Road Safety Standing Committee

2019 YOUNG PROFESSIONAL AWARDS

Young Transportation Professional Award
▶ Papa Masseck Thiam, FPInnovations

Allan Widger Consulting Corporation Grant for Young Geotechnical Engineers in Transportation
▶ Sam Esfandiarpour, Thurber Engineering Ltd.
As the 2019/20 year was drawing to a close, COVID-19 became a reality for us all. Recognizing that TAC members needed access to products and services during this critical time and while working from home, the Association took steps to:

“Arrange for the 2020 spring technical meetings to be convened online, ensuring opportunities for TAC members to meet and share information about new and ongoing issues and projects,”

“Organize roundtable discussions so stakeholders could discuss specific issues relating to COVID-19,”

“Promote awareness of TAC’s free resources, notably 18 recorded webinars and 141 publications that are accessible online,”

“Reduce costs to access e-book versions of some of our key guidelines and best practices during a pandemic sale,”

“Assemble and maintain a list of COVID-19 resources on the TAC website.

Other opportunities to evolve how TAC supports members will be implemented as the COVID-19 situation continues to impact our lives in the months ahead.

TECHNICAL PROJECT FUNDING COMMITMENTS (2019/20)

TAC gratefully acknowledges the following funding partners’ contributions to projects in progress, or in development, from April 1, 2019 to March 31, 2020. Details are available on the ‘Projects’ section of TAC’s website.

- Alberta Transportation
- Autorité régionale de transport métropolitain
- British Columbia Ministry of Transportation and Infrastructure
- Bunt and Associates Engineering Ltd.
- Canadian Association of Road Safety Professionals
- Canadian Institute of Transportation Engineers
- Cement Association of Canada
- City of Burlington
- City of Calgary
- City of Edmonton
- City of Hamilton
- City of Kelowna
- City of London
- City of Moncton
- City of Ottawa
- City of Saskatoon
- City of St. Albert
- City of Toronto
- City of Vancouver
- City of Winnipeg
- Halifax Regional Municipality
- Insurance Corporation of British Columbia
- International Municipal Signal Association
- Manitoba Infrastructure
- Metrolinx
- Ministère des Transports du Québec
- New Brunswick Department of Transportation and Infrastructure
- Newfoundland and Labrador Transportation and Works
- Northwest Territories Department of Infrastructure
- Nova Scotia Transportation and Infrastructure Renewal
- Ontario Good Roads Association
- Ontario Ministry of Transportation
- Prince Edward Island Transportation, Infrastructure and Energy
- Public Health Agency of Canada
- Regional Municipality of Peel
- Regional Municipality of Waterloo
- Regional Municipality of York
- Saskatchewan Ministry of Highways and Infrastructure
- Town of Oakville
- TransLink
- Transport Canada
- Ville de Montréal
- Yukon Highways and Public Works

SUPPORTING MEMBERS AS COVID-19 TOOK HOLD

As the 2019/20 year was drawing to a close, COVID-19 became a reality for us all. Recognizing that TAC members needed access to products and services during this critical time and while working from home, the Association took steps to:

- Arrange for the 2020 spring technical meetings to be convened online, ensuring opportunities for TAC members to meet and share information about new and ongoing issues and projects,
- Organize roundtable discussions so stakeholders could discuss specific issues relating to COVID-19,
- Promote awareness of TAC’s free resources, notably 18 recorded webinars and 141 publications that are accessible online,
- Reduce costs to access e-book versions of some of our key guidelines and best practices during a pandemic sale,
- Assemble and maintain a list of COVID-19 resources on the TAC website.

Other opportunities to evolve how TAC supports members will be implemented as the COVID-19 situation continues to impact our lives in the months ahead.
2019/20 Performance

**Membership Distribution**

- **498** Member Organizations
  - **234** Municipalities
  - **192** Private Sector Organizations
  - **26** Associations
  - **26** Educational Institutions
  - **14** F/P/T Government Deps of Transport
  - **6** Government Non-Transport Dept. or Transportation Agency

**Volunteer Base**

- **756** Unique individuals active on councils and committees

**Conference Activity**

- **89** Sessions delivered

**Member Retention Rate**

- **92.4%**

**Project Activity**

- **45** Funded and volunteer projects
  - **30** Volunteer projects in progress
  - **8** Funded projects in development
  - **7** Funded projects in progress
**2019/20 Performance**

**DIVERSIFICATION OF REVENUE**

- Conference & Learning Program: 32.9%
- Publications: 16.1%
- Learning Program: 11.9%
- Project Contributions & Other Income: 8.0%
- Unrestricted Funds: 4.5%
- Internally Restricted Funds: 2.3%
- Client services: 11.9%
- Other: 8.0%

**SIZE OF RESERVES**

$2,253,759

**FINANCIAL SUMMARY**

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

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL 2019/20</th>
<th>ACTUAL 2018/19</th>
<th>ACTUAL 2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$4,680,944</td>
<td>$4,816,705</td>
<td>$4,565,704</td>
</tr>
<tr>
<td>Conference &amp; Learning Program</td>
<td>1,559,943</td>
<td>1,447,985</td>
<td>1,283,196</td>
</tr>
<tr>
<td>Publication Sales</td>
<td>242,632</td>
<td>333,989</td>
<td>741,336</td>
</tr>
<tr>
<td>Non-Government Membership Fees</td>
<td>503,059</td>
<td>518,209</td>
<td>435,280</td>
</tr>
<tr>
<td>Government Membership Fees</td>
<td>587,302</td>
<td>574,089</td>
<td>562,835</td>
</tr>
<tr>
<td>Project Contributions &amp; Other Income</td>
<td>1,788,008</td>
<td>1,942,433</td>
<td>1,543,057</td>
</tr>
<tr>
<td>Expenses</td>
<td>$4,064,651</td>
<td>$4,127,891</td>
<td>$3,746,628</td>
</tr>
<tr>
<td>Net Revenue</td>
<td>$616,293</td>
<td>$688,814</td>
<td>$819,076</td>
</tr>
<tr>
<td>Net Assets</td>
<td>$6,130,021</td>
<td>$5,940,453</td>
<td>$3,109,090</td>
</tr>
<tr>
<td>Unrestricted Funds</td>
<td>2,236,685</td>
<td>1,611,697</td>
<td>1,039,809</td>
</tr>
<tr>
<td>Internally Restricted Funds</td>
<td>3,893,336</td>
<td>4,328,756</td>
<td>4,198,731</td>
</tr>
</tbody>
</table>

*YEAR IN REVIEW • 2019-20*