



**Canadian Institute of
Transportation Engineers**

l'Institut canadien des ingénieurs en transport

Strategic Plan Plan stratégique

May 2009 mai

1. INTRODUCTION

The 2009 Canadian Institute of Transportation Engineers (CITE) Strategic Plan (the Plan hereafter) defines the organization's direction for the 2009 - 2011 period. In simple terms, the Plan describes who we are, what we do and where we're going for the next two years. More specifically, the document:

- a. Describes what makes CITE unique;
- b. Defines our purpose, mandate and mission;
- c. Establishes the organization's goals, objectives and initiatives proposed for the next two years to fulfill our mandate and mission; and
- d. Outlines the actions required to keep the plan "alive".

The Plan complements the overarching direction of the Institute of Transportation Engineers (ITE hereafter), CITE's parent organization, and builds on the CITE Strategic Plan endorsed by the Board of Direction in 2006. A strategic planning session was held with the Board, CITE's appointees and invited guests in February 2009 to review the new ITE Strategic Plan and identify the successes achieved and changes that had occurred since the previous CITE plan was prepared. During the review, the group revised the goals, objectives and initiatives to remove items not requiring further action because they had been successfully achieved, are now on-going ways of doing business or were no longer relevant. New items and revised priorities were also established.

It is important to recognize that the Plan is not intended to define everything the organization will do over the next two years. Instead, the document focuses primarily on establishing the priorities for major initiatives and on-going activities important to achieving our long-term goals, recognizing the limited resources and the volunteer nature of the organization.

2. BACKGROUND

Four factors make CITE unique and play a large part in defining our capabilities and focus:

- a. We are based on individual, rather than corporate, memberships, as an organization;
- b. We are a volunteer-led organization;
- c. We are a national organization and our Sections and Chapters provide a local presence across Canada; and

- d. We are linked to ITE and are the only District in the ITE family representing an entire country.

CITE's growth in the past decade is evidence of the demand for our services and those of ITE. The resources and organization of ITE are substantial, and unique to the transportation community.

3. PURPOSE, MANDATE AND MISSION

The purpose of ITE is to advance transportation knowledge and practices for the benefit of society. As part of our role in ITE, CITE contributes the Canadian perspective and our experience to members worldwide.

CITE enables transportation and traffic engineers, transportation planners, technologists and other practitioners with knowledge and competence in transportation planning and traffic engineering to contribute individually and collectively towards meeting the needs of mobility and safety within Canada.

Our mandate as an organization is to:

- a. Promote professional development of members;
- b. Support and encourage education and ongoing training;
- c. Stimulate research and undertake technical projects;
- d. Provide a forum for the exchange of professional information; and,
- e. Develop public awareness of transportation's role in society, the environment and the economy.

CITE's mission is ...

To be the Canadian organization of choice for transportation engineering and planning practitioners.

4. GOALS, OBJECTIVES AND INITIATIVES

This section of the Plan summarizes CITE's four goals and related objectives and initiatives for the 2009 - 2011 period (in no specific order). These directions will position us to address the trends and challenges facing the organization, and advance the mandate and mission of CITE and its members.

GOAL 1 – A National Organization With A Voice

To grow our role as a national organization recognized as a “voice for transportation”

To achieve this goal, CITE will:

- a. Encourage participation from all regions of the country by:
 - i. Supporting all Sections and Chapters to become more active through financial and other means
 - ii. Becoming more bilingual through actions such as the translation of CITE/ITE documents and workshops into French
 - iii. Building on seminars and events developed by the Sections and Chapters, and facilitating their dissemination across the country
 - iv. Promoting regional conferences and other joint activities between neighbouring Sections and Chapters
- b. Take an active role in advocacy by:
 - i. Updating the CITE Advocacy Guidelines
 - ii. Establishing an Advocacy Sub-Committee, tasked with actively deciding if and how CITE should take positions on major issues affecting the profession and the industry
 - iii. Determining appropriate vehicles through which the advocacy positions should be taken (e.g. press releases, letters to the editor, etc.) and who should be the speaker on behalf of CITE
- c. Raise awareness of the transportation profession with academic and accreditation institutions by:
 - i. Pursuing a position on the Canadian Engineering Accreditation Board

- ii. Meeting with the National Council of Deans of Engineering and Applied Science to promote transportation engineering programs
- d. Raise and sustain our profile with the broader professional and political communities by:
 - i. Targeting issues of common interest and reaching out to other organizations to address them collaboratively
 - ii. Hosting a *Transportation Summit*
 - iii. Publicizing Section and Chapter meetings, workshops and other events more widely to non-members
 - iv. Maintaining existing and exploring further strategic partnerships with organizations that are complimentary to and further CITE's mandate, and abandoning relationships that are not mutually beneficial
 - v. Promoting and attending events of organizations with common interests

GOAL 2 – A Technical Leader

To be a technical leader in transportation in Canada

To achieve this goal, CITE will:

- a. Continue to develop technical products by:
 - i. Actively encouraging and identifying new project ideas
 - ii. Supporting and promoting the CITE Technical Liaison Committee (TLC) as the vehicle for project delivery
 - iii. Developing an annual work plan for TLC and regular reporting of their activities to the membership
 - iv. Financing TLC-endorsed projects
 - v. Hosting TLC-sponsored sessions at conferences
- b. Seek external funding for technical products by:
 - i. Soliciting financial support from municipalities, other government agencies and academic institutions (financial or in-kind) for specific technical projects

- ii. Partnering with other organizations to enhance the scope of projects and produce technical products more expeditiously
- iii. Targeting different and non-traditional organizations for specific projects of a common interest
- c. Provide CITE input into the technical initiatives of ITE and other transportation organizations by:
 - i. Increasing the Canadian content and CITE involvement in ITE technical projects
 - ii. Promoting awareness of the ITE Technical Councils and how CITE may be involved and benefit from their work
 - iii. Striving for a CITE representative on each of the ITE Technical Councils and maintaining a roster of the individuals participating
 - iv. Providing financial support for and/or appointing members to participate on projects undertaken by the Transportation Association of Canada (TAC) and other organizations
 - v. Continuing CITE appointments to the TAC Chief Engineers Council and Traffic Operations & Management and Road Safety Standing Committees
- d. Promote Canadian transportation research by:
 - i. Establishing a Canadian peer-reviewed journal
 - ii. Providing financial support for research projects

4.1. GOAL 3 – An Engaged and Informed Membership

To encourage greater participation in CITE and ensure members are better informed of our activities and what's happening in the industry and profession

To achieve this goal, CITE will:

- a. Promote involvement of more members in CITE activities by:
 - i. Reaching out to recent retirees to continue participation
 - ii. Reaching out to academics and students through incentives and technical project opportunities

- iii. Exploring programs to facilitate the integration of new immigrants into the profession
- iv. Offering financial support for travel
- b. Improve the quality and timeliness of communication with and between the membership by:
 - i. Hiring a Communications and Marketing Coordinator and establishing a terms of reference for the position
 - ii. Encouraging all Sections and Chapters to establish and maintain websites
 - iii. Conducting biannual communication surveys of the membership to ensure information and dissemination remains relevant
 - iv. Identifying an improved method to issue e-mail notices to members for upcoming events and job postings
 - v. Using electronic collaboration forums and social marketing tools (i.e. Facebook, Twitter, blogs, Community Zero, etc.)
 - vi. Creating an ITE Calendar of Events on the CITE Website
- c. Continue to promote Transportation Talk and the CITE Website as the primary vehicles for information dissemination by:
 - i. Produce a high quality newsletter (Transportation Talk) four times annually
 - ii. Continuing to retain professional consultants to deliver Transportation Talk and maintain the CITE Website
 - iii. Encouraging members to provide more information and articles
 - iv. Requesting Sections and Chapters to maintain their content on the CITE Website and provide regular updates for Transportation Talk
 - v. Encouraging Sections and Chapters to publicize meeting dates in advance and provide summaries of activities following the events
 - vi. Retaining and soliciting new advertisers and funding sponsors to offset costs
- d. Develop and maintain better links with the academic community by:

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- i. Supporting CITE Student Chapter Advisors and other academics interested in working with CITE through financial and other means (i.e. membership dues payment, conference registration fees, etc.)
 - ii. Actively pursuing partnerships and activities with academic institutions, Student Chapter Advisors and Student Chapters
 - iii. Convening annual conference calls with Student Chapter Advisors and Student Chapter Presidents to identify issues of concern and opportunities for support
 - iv. Inviting Student Chapter Presidents to participate in Board of Direction conference calls
 - v. Encouraging Sections to involve Student Chapters in local events
 - vi. Promoting the creation of new Student Chapters in Canada
- e. Continue to offer scholarships and awards for students in the transportation field by:
- i. Setting up a charitable foundation to aid in obtaining donations
 - ii. Maintaining the Dr. Michel Van Aerde and John Vardon Memorial Scholarships at self-sustaining levels
 - iii. Preparing a white paper on opportunities for future and the eligibility requirements for existing scholarships and awards
 - iv. Seeking sponsorships for expanded and/or additional scholarships and awards
- f. Actively engage and encourage young members to participate in CITE by:
- i. Introducing a CITE “Young Professional Award” for members with less than 10 years experience and nominating the recipient for the ITE competition
 - ii. Offering discounted registration fees and special introductory programs at the annual conference
 - iii. Developing a mentorship program
- g. Facilitate and support professional development and training by:
- i. Preparing a white paper on training and development opportunities and priorities, including mechanisms for delivery

- ii. Pursuing the development and delivery of new training programs based on CITE technical products and other areas of interest to members
- iii. Establishing a model for financing and administrative support for CITE training programs delivered by the Sections
- iv. Promoting existing programs developed by ITE and other organizations
- v. Participating in the development and delivery of joint training programs with other organizations
- vi. Promoting and sponsoring "On-line Learning" opportunities (i.e. webinars) available through ITE
- vii. Developing Canadian webinars
- h. Support ITE and other relevant certification for transportation practitioners by:
 - i. Promoting the existing PTOE, TOPS, TSOS and PTP programs
 - ii. Requesting more Canadian content in the examinations

4.2. GOAL 4 – An Effective Organization

To become a better, more effective organization that leverages and builds on its limited volunteer resources and strategic relationships

To achieve this goal, CITE will:

- a. Facilitate further communication between Chapter, Section and District elected representatives by:
 - i. Requesting the Sections and Chapters (where appropriate) to appoint technical, communications and student liaisons
 - ii. Convening at least two conference calls with Section and Chapter Presidents (or their appointees) outside of the Annual Board of Direction Meeting per year
 - iii. Developing an introductory package for new Section and Chapter Executive members (including the "CITE Executive Calendar")
 - iv. Sharing information and best practices during conference calls and at meetings

- v. Ensuring ongoing dialogue with Section and Chapter Executives through conference calls, regular updates, especially with new Section and Chapter Presidents to ensure continuity
- b. Build on the resources of ITE by:
 - i. Investigating and raising awareness of available resources
 - ii. Leveraging existing training materials and courses, technical documents, and administrative capabilities to the benefit of CITE and its members
- c. Develop and implement a plan for leadership development by:
 - i. Identifying opportunities for continuing the involvement of people who have participated in elected and appointed positions at the Chapter, Section and District level
 - ii. Providing opportunities for members to participate in District initiatives
 - iii. Identifying and cultivating young members with potential for leadership
- d. Grow membership by 2% annually by:
 - i. Targeting specific actions to achieve growth in public sector (through Affiliated Government Agency memberships), academic (through encouraging incentives) and student (through encouraging Student Chapters) members
 - ii. Identifying locations, sectors and/or groups where CITE membership could be enhanced and developing a strategy to attract members
 - iii. Marketing CITE to planners, technologists & related practitioners
- e. Consider realignment of Section and Chapter boundaries

5. KEEPING THE PLAN “ALIVE”

5.1. Action Plan

The Strategic Plan recommends a number of initiatives to advance the mandate and mission of CITE. With its limited resources, CITE must prioritize its activities into an Action Plan that sets the direction for the next term of the Executive Committee (2009 - 2011). Based on the input received at the February 2009 strategic planning session, the five priorities for the next two years are:

1. Hire a Communication and Marketing Coordinator
2. Review and update CITE’s advocacy policy
3. Market CITE to planners, technologists and related practitioners
4. Reach out to recent retirees to continue participation
5. Pursue a position on the Canadian Engineering Accreditation Board

As noted in the Introduction, CITE will continue to advance the other objectives and initiatives identified in the Plan over the next two years. But these items will be the focus of additional effort and their achievement will provide an indicator of the success of this strategy.

5.2. Updating the Action Plan and Strategic Plan

It is important to have a regular, workable process for updating the Action Plan and Strategic Plan. It is proposed that:

- The Action Plan be reviewed with the Board of Direction annually during the Fall conference call to monitor implementation and budgetary requirements. Based on this review, the Executive will update the priorities, if required, and present the recommended Action Plan, with the budget, for Board approval at its meeting during the Annual District Conference.
- The Strategic Plan be reviewed with the Board of Direction and CITE appointees biannually at a special strategic planning session in the fall/winter proceeding the Annual District Conference. Based on this review, the Executive will update the plan for coming two-year Executive Committee term and present the recommended direction for Board approval at its meeting during the Annual District Conference.