



Canadian Institute of  
Transportation Engineers

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l'Institut canadien des ingénieurs en transport



Strategic Plan  
Plan stratégique

May 2006 mai

# CITE STRATEGIC PLAN - 2006

## 1. BACKGROUND

CITE is a unique organization in Canada. Four factors make us unique:

- a. Our organization's basis in individual memberships (as opposed to corporate membership, which is the format for most other organizations);
- b. The link to ITE International, and the fact that we are the only ITE District representing a single entire country;
- c. The fact that CITE is entirely volunteer-run;
- d. The presence of our Sections and Chapters as local presences across Canada.

These are factors that play a large part in defining CITE's capabilities and focus.

CITE's growth in the past decade shows that there is a need for our services and those of ITE International (ITE hereafter). The resources and organization of ITE are substantial, and unique to the transportation community.

## 2. PURPOSE AND MISSION

The purpose and mission of CITE is to enable transportation and traffic engineers, transportation planners, technologists and other professionals with knowledge and competence in transportation and traffic engineering to contribute individually and collectively towards meeting needs for mobility and safety within Canada.

As part of our role in ITE, CITE contributes the Canadian perspective and experience to broaden the expertise of members worldwide.

Our mission will be accomplished by:

- a. Promoting professional development of members;
- b. Supporting and encouraging education and ongoing training;
- c. Stimulation of research and undertaking selected technical projects;
- d. Development of public awareness of transportation's role in society, the environment and the economy;
- e. Exchange of professional information; and by
- f. Maintaining a central point of reference and pro-active action.

### 3. STRATEGIC INITIATIVES

#### 1. To continue to enhance our role as a national organization, in terms of information gathering and dissemination, and acting as a “voice for transportation”.

**Pour continuer à améliorer notre rôle comme une organisation nationale, sur le plan du rassemblement d'information et sur la diffusion, et pour servir d'un “voix pour le transport”.**

Specific initiatives are as follows:

- a. Encourage participation from all regions of the country and ensure that we meet their specific technical and logistical needs;
- b. Expand our level of activity in Quebec, by: supporting the Quebec Section to become more active; developing a formal partnership agreement with the Association Québécoise du Transport et des Routes (AQTR); exploring opportunities to translate CITE/ITE documents into French;
- c. Take an active role in advocacy on behalf of the transportation industry: actively decide whether CITE should take a position on major issues, and encourage Sections/Chapters to take a position within CITE’s guidelines. Determine 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. Advocacy positions on legislative issues should be thoroughly researched, and based on CITE/ITE policies. These must be authorized by the District Executive. Advocacy on local issues or issues of opinion regarding the profession should be reviewed by the local Section Executive (or the District Executive if requested);
- d. Build actively on the resources of ITE, in terms of training materials and courses, technical documents, and administrative capabilities;
- e. Raise our profile with the broader planning and political communities affecting transportation. Suggest that Sections identify movers and shakers in local agencies, and add them to their mailing lists. At the District level, explore links to organizations such as the Federation of Canadian Municipalities to develop synergies;
- f. Publicize Section meetings, workshops and other events more widely to non-members;
- g. Build on seminars developed by the Sections, facilitating their dissemination across the country;

- h. Develop and implement a plan for leadership development, focused on furthering the involvement in CITE of people who have participated as Section Executives and others.

## **2. To be a technical leader in transportation.**

### **Pour être un dirigeant technique dans le transport.**

CITE's project Promoting Sustainable Transportation through Site Design has created a framework for review and approval of CITE projects. We will build on that process to expand the number of and enhance the quality of our technical projects. Specific initiatives are to:

- a. Continue to develop and complete technical projects. Focus on sustainable funding and process models. Seek participation from municipalities or other government agencies (financial or in-kind) to enhance projects and complete them expeditiously;
- b. Approach Transport Canada to explore the potential for a relationship to develop technical projects;
- c. Support innovation in transportation and broad dissemination of information through interaction with other transportation associations, including ITE International- leverage the resources of these organizations to realize our goals, in terms of administrative and other capabilities;
- d. Review potential projects on an annual basis, including involvement from the CITE Board;
- e. Set up the CITE/ITE International Technical Liaison Committee. Strive for membership from each of the ITE Technical Councils;
- f. In the longer term, set up a CITE Coordinating Council;
- g. Partner with other organizations to enhance the scope of projects and produce more technical products in a more expeditious fashion;
- h. Increase Canadian content in technical projects developed by ITE;
- i. Support development and implementation of programs for certification in transportation expertise. This should include technologists, planners, engineers and other relevant disciplines.

## **3. To take an active role in professional development training and provide support for transportation education.**

### **Pour prendre un rôle actif dans l'entraînement de développement professionnel et fournir le soutien pour l'éducation de transport.**

At the 2005 CITE Board meeting, it was agreed to strike a Workforce Development Task Force, the mandate of which would include (among other

objectives), to review CITE's role vis-à-vis the academic community and professional development. It is the intention to complete this review by the time of the 2006 Board meeting. Other specific initiatives include:

- a. Maintain links with the academic community via the CITE Student Chapter Advisors and other academics interested in working with CITE;
- b. Set up a charitable foundation to aid in obtaining donations for CITE scholarships;
- c. Bring the John Vardon Memorial Scholarship fund back to a self-sustaining level;
- d. Seek sponsorships for scholarship programs, including one for university undergraduates specializing in transportation, and one for Mohawk College students. Set up and award these scholarships on an annual basis;
- e. Seek sponsorships for a "Young Professional Award" to support those with less than 10 years experience;
- f. Facilitate/support training sessions developed by ITE and other organizations;
- g. Support development and implementation of programs for certification in transportation expertise;
- h. Actively pursue partnerships and activities with academic institutions, student advisors and Student Chapters. Promote the creation of new Student Chapters across Canada;
- i. Promote the "On-line Learning" opportunities through ITE;
- j. Promote the existing PTOE and TOPS programs, as well as other potential certification programs.

**4. To enhance the level of information disseminated through Transportation Talk, the CITE website and the CITE Website Communications Centre.**

**Pour améliorer le niveau d'information disséminée par le Transportation Talk, le site web du CITE et le Centre Communications de Site web (WCC).**

- a. Encourage participation from Section technical chairpersons and general membership;
- b. Ensure that a communications person is appointed for each Section - this role would be to ensure that Section content is kept updated on the website/communications centre;
- c. Review the general content of Transportation Talk on a bi-annual basis, and the format for dissemination of the newsletter (i.e. paper and/or digital);

- d. Encourage sections to post meeting dates in advance and a summary of activities following (WCC, Transportation Talk, ITE Journal, ITE Website);
- e. Simplify access to the WCC - explore whether the logon/password can be retained digitally, removed or made consistent with the ITE logon/password;
- f. Enhance communications between the District and the Sections, via twice-annual conference calls, provision of an introductory package for new Section Presidents (including the "executive calendar") and other means.

**5. To encourage a high level of activity at the Section and Chapter levels.**

**Pour encourager un niveau supérieur d'activité aux Sections et Chapitres.**

- a. Develop guidelines for means of doing so, in consensus with the Section/Chapter executives so that they buy into the process, and maintain and support it;
- b. Ensure ongoing dialogue with Section Presidents through the CITE President via conference calls, regular reminders and updates, especially with new Presidents to ensure continuity;
- c. Publicize Section meetings more widely - utilize the WCC and new strategic partnerships. Enable Section Presidents to post to the WCC and encourage them to do so;
- d. Encourage more volunteer involvement in all aspects of CITE activities;
- e. Encourage joint activities between neighbouring Sections.

**6. To pursue strategic partnerships to help further goals.**

**Pour poursuivre des partenariats stratégiques pour aider nos objectifs.**

CITE's basis in individual memberships, combined with the link to ITE International, make it a unique organization in Canada. This supports CITE in undertaking technical projects in an expeditious manner and remaining current. CITE is committed to partnering with other organizations to use these resources to advance transportation across Canada. Currently, CITE has formal partnerships with the Association Quebecois du Transport et des Routes (AQTR), the Canadian Urban Transit Association (CUTA) and the Transportation Association of Canada (TAC).

Specific initiatives are to:

- a. Continue to explore opportunities for joint technical projects with other organizations;
- b. Participate in joint training programs;
- c. Continue to explore opportunities for formal partnerships with other organizations;
- d. Be pro-active in meaningful partnership and interaction with other transportation associations. Take the initiative in supporting other institutions when appropriate to achieve goals for transportation, and in realizing CITE goals.

## **7. To set and achieve goals for membership growth.**

### **Pour régler des buts pour la croissance d'adhésion.**

Actions are to target and implement programs to achieve growth in the following areas:

- a. Affiliated Government Agency memberships - work with ITE to achieve this;
- b. Academic membership;
- c. Student membership. Build on the requirement for Sections to identify a Student Chapter Liaison to enhance programs for students;
- d. Also define areas and/or other groups where CITE membership is weak and develop an action plan to address them.

## 4. PRIORITIES AND IMPLEMENTATION STRATEGY

### 4.1 Priorities

Five key priorities for the 2005-2006 year have been identified:

- Training. The Workforce Development Task Force will define a system to make this happen;
- Solidify relationship with AQTR, to share technical resources and enhance our national role. Complete a written agreement, and pursue a joint conference in 2008 or 2009;
- Prioritize technical projects and identify next projects to undertake, including funding, partnerships and processes;
- Improve communications with Sections via conference calls and other means; and
- Develop a plan for leadership development.

Cinq priorités clés pour 2005-2006 ont été identifiées :

- Entraînement. Le Groupe De Travail de Développement de Main-d'oeuvre définira un système pour faire ceci arriver;
- Solidifier la relation avec AQTR, partager des ressources techniques et améliorer notre rôle national. Compléter un accord écrit, et poursuivre une conférence commune dans 2008 ou 2009;
- Hiérarchiser des projets techniques et identifier des projets prochains pour entreprendre, inclure la subvention, les partenariats et les procédés ;
- Améliorer des communications avec les Sections via les audio-conférences et les autres moyens ; et
- Développer un projet pour le développement de direction.

### 4.2 Process for Updating Priorities

It is important to have a regular, workable process for updating the priorities. It is proposed that the priorities be reviewed with the Board annually, during the Fall conference call, and that the Executive will bring forward a new slate of priorities for review by the Board at the Board meeting at the District Conference.

C'est important d'avoir un procédé régulier et exécutable pour mettre à jour les priorités. Il est proposé que les priorités sont réexaminées avec le Conseil

annuellement, pendant l'audio-conférence d'automne, et que le Cadre amènera en avant une nouvelle ardoise de priorités pour la revue par le Conseil à la réunion de Conseil à la Conférence Annuelle.