



## Canadian Institute of Transportation Engineers Board of Director's Meeting

### Agenda Sunday May 27 2012 Winnipeg, MB – Fort Garry Hotel

#### Attendees:

##### Board members:

(MJ)	Mitchell Jacobson, Vancouver Island
(SM)	Stephanie Mcneely, Greater Vancouver
(GL)	Gord Lovegrove, Interior BC
(RR)	René Rosvold, Southern Alberta
(DV)	Daniel Vriend, Northern Alberta
(CD)	Cindy Desjardine, Manitoba
(JH)	Jeff Holland, Saskatchewan
(KF)	Kari Fellows, Southern Ontario
(DB)	Daryl Bender, Hamilton
(MJ)	Mark Jamieson, Toronto
(JC)	Jamie Copeland
(JP)	Jean Philippe, Quebec
(RM)	Rock Miller, ITE - International President

##### Executive members:

(JM)	Jeannette Montufar, President
(PT)	Peter Truch, Vice President
(JLM)	Jen Malzer, Secretary-Treasurer
(GC)	Gene Chartier, Past President
(RB)	Russell Brownlee, District Director

#### 1. Call to order

- Called to order at 9:03 am.

#### 2. Adoption of agenda

- **Motion** (DB / SM) to adopt the agenda as amended.

CARRIED

#### 3. Adoption of minutes from March 27 2012 teleconference

- **Motion** (RB / DV) to approve the minutes as amended.

CARRIED

#### 4. Reports from Executive Members

- **Motion** (GC / JC) accept the executive reports including Secretary / Treasurer report subject to additional description of the financial status of the organization.

## 5. Annual Conferences

### - **Conference guidelines**

- The guidelines were updated and major changes since distribution are:
  - adding role for district liaison
  - elimination of seed money
  - there has been some expectation from the LAC in terms of financial performance and profit sharing:
    - AGM conference is a major revenue generator, although traditionally budgeted as zero profit. Current practice is to anticipate conference profit. We believe there should be a reward: proposal from Executive:
      - ***Prepare the budget with a 10 % net cost increase as profit to CITE. Prepare CITE budget with mid range costs. Each section shall receive 25 % of net-revenue. Effective for the 2013 conference. (Page 8)***

Discussion on profit sharing:

- Focusing on 10 % of costs reflects also a way to control costs
- Ultimate intent is to try to ensure we have a revenue stream from the conference
- How would this affect Manitoba? Would be up to the board.
- Would it be fair to not reward conferences who had no financial incentive, such as Halifax?
- For smaller sections, conferences really represent a way to build enthusiasm – profits would help support activities to maintain that momentum.
- Does this measure conflict with some of the FMP recommendations to improve the health of CITE as a district? We are reviewing each recommendation, but this is not new – there is traditionally revenue that comes back to the district. District expenses are increases, so do need to look at these opportunities.
- Profit sharing would recognize the effort of employers who allow staff to form the LAC.
- Some sections do not need additional funds. Could the funds instead help put on the conference? That might be a better incentive to hosting than profit sharing.
- Streamlining so far for the conference has really been around financials including registration.
- The Vancouver island experience is that the quad conference sponsors four years of activities.
- What is the sensitivity of the membership to the cost of registration? Intent is that overall costs increase, but it is not made from increases to registration prices- instead tailor programme (food, entertainment) meets the budget. Another way to look at this is 10 % efficiency.
- Confirmed there would be no liability to the Sections if there is a loss.
- How strict are these guidelines meant to be interpreted? Need to work with liaison to customize to local setting and expectations.
- How are conference fees set? Done collaboratively – district and LAC – to achieve a number of objectives: keep student registration rates low, and all low to attract high attendance.

**Motion** (JP / SM): that a line item for District cost recovery (representing 10 % of conference costs) be added in conference budgets; Sections would receive 25 % of any net revenue.

Abstain: KF

CARRIED

- In recognition of the level effort, give \$1000 to Halifax and Winnipeg
- What are the implications?
- How far do we go back?
- Little sense going back too far.
- There were concerns changing midstream with Winnipeg previously – why repeat.
- Since there is no way to adjust costs / revenues

**Motion** (DB / GL) that \$1,000 be given to the Manitoba and Atlantic Sections to recognize the effort of the Winnipeg and Halifax LACs.

Opposed: GC, DV

Abstain: RB, PT

CARRIED

**Motion** (SM / CD) - to approve the amended conference guidelines.

Abstain: JP

CARRIED

- **Rotating cycle of conferences**

(Appendix G of the conference guidelines)

- Prior practice was very specific in how the conferences would move through the District
- Wanted a practice that will still ensure rotation but be simpler to apply
- New practice involves 3 regions and the intent is that each would host at least once in five years

- **Halifax 2011**

1. Final \$4000 cheque was issued
2. Shipping for cases for traffic bowl
3. Action items – finalize bottom line and share with LAC

- **Winnipeg 2012**

1. Registration – 175 (125 full registrations)
2. Last budget anticipates profit of \$5,000 - \$8,000
3. Four additional sponsors for Kobo
4. Kobos replaced all other gifts and materials (worth \$10,000)
5. More frequent communications on conference progress

- **Calgary 2013**

1. Dates are earlier than usual to help with hotel fees
2. Promotion booth: stress ball, iPad draw
3. Photo contest for campaign initiative
4. Companion programme: discuss with hotel concierge
5. ITE international – most are not hosting companion programme
6. Ideal to make a long term rather than one-off attempt
7. Student mixer – remember the dual function
8. Examining budgets – contract issues around low attendance (96 fully paid)
9. Need to obtain Winnipeg budget to compare
10. interested in conference attendance distribution

11. Consider hosting executive meeting (in Calgary) sooner given conference dates (April - 10)
12. Discussed theme, booth
13. Conference guidelines – should put pressure to start early.

**Action:** JM to pull together package on the results of previous conferences.

- **Proposal for 2014**

- Paula Sawicki: Region of Waterloo
  1. Central between Toronto, Hamilton, London
  2. Half million population, and growing quickly
  3. Theme is Transportationfest - Celebration in the spirit of Oktoberfest
  4. June 1 – 4 (no competing conferences – CUTA, or other)
  5. Team formed
  6. Two streams – traffic and sustainable transportation, but first survey for interest
  7. Tours: roundabouts, bike – mixing on-road and off-road, new transit maintenance facility, LRT construction and brownfield redevelopment, new bridges, multi-modal transportation hub
  8. Workshops: PTOE, Roundabouts (incl ARCADY), Vissim / Vissum, InterCALC
  9. Tradeshow – more interactive, working with Myovision
  10. Dinner banquet – Schwaben Club
  11. Hockey game – civic square
  12. Student mixer – Communittech hub
  13. Registration and travel – low registration – 125, mid 150, high 175
    1. looking for discounts on travel to / from Toronto
  14. Working with Delta hotel – 201 rooms, centrally located, 4 meeting rooms. Looking at a second hotel as well.
  15. Financials – profit between \$4000 and \$50,000 depending on registration.

**Motion** (MJ / DV) - Award 2014 meeting to the Southwest Section and Appoint Paula Sawicki as conference chair. Appoint Gene as CITE liaison.

CARRIED

## 6. District By-Laws

Deferred pending other agenda items. To be discussed in the fall.

## 7. Insurance

Presentation by GC:

-CITE has operated almost exclusively without insurance coverage. Originally we believed we were covered under ITE.

-Insurance to cover:

- General liability
- Directors and Officers liability: misuse of funds, misappropriation of funds, knowledge of illegal or improper acts, making improper loans, fraudulent acts
- Errors and Omissions liability

-CITE is an unincorporated association

-Contacted Ontario firm – Frank Cowan Insurance -

- Cover all sections' events
- board members accident insurance
- Annual premium for \$2M would cost \$4,645 + tax
- Increase General to \$5 million = \$395 plus tax
- Increase E&O / D&O to \$5 million = \$2122 plus tax
- Coverage would extend to all 12 CITE sections (incl chapters)
- Has examined risk to non-profit kinds of organizations see the value to proceeding
- Will need to address certain questions in the bylaws – regular procedures to reduce risk exposure

**Action:** GC will review whether the premiums can be reduced.

**Motion (PT / JC) -**

1. Obtain insurance coverage for limits of \$2 million on General and Errors and Omissions / Directors and Officers Liability from Frank Cowan Company, as described in the quote enclose in Attachment 1, without the optional Board Members Accident Coverage;
2. Direct the District Past President to investigate opportunities to reduce CITE's exposure to liability and premium with Frank Cowan Company, and report back to the CITE Board of Directors at its next meeting in fall 2012 (teleconference).

CARRIED

**Discussion:**

- Does ITE cover Sections in the US?
  - Only activities of Washington DC which includes the two conferences. One of the reasons, increase the level of involvement in the day to day activities of Sections. Is this already underway, or not a problem?
- Given the size of many sections it makes sense to pursue as a District.
  - FMP recommendations include District overseeing Section level finances where needed.
- Section activity venues are asking for insurance.

**8. Partnerships with other organizations**

- **CUTA**
- Sean Rathwell and Stephanie McNeely – sit on transit council – see the need to share information. Three operations operating independently – opportunity.
- See role of communicating between organizations.
- Number of action items to improve communications:
  1. have collaboration agreement with CUTA, but have not taken full advantage
  2. action items do not incur costs, follow TAC example
  3. Four recommendations:
    - a. Prepare article for Transportation Talk
    - b. Appoint S & S to ITE Transit Council (without travel support)
    - c. Ask TLC to take on transit project
    - d. GC to contact Michael Roschlau to identify further steps for partnership:
      - better coordinate conferences
      - request a position on CUTA's technical services committee

- **Motion (GC / GL )** accept the recommendations

CARRIED

Discussion:

- Experience in UBC, service was rejected. We are pursuing not for funding, but that transit is the way of the future.
- Perhaps more opportunity to offer CUTA transit planning course in other areas of Canada.
- Would CUTA join the TLC?
- More and more organizations – CITE should be more active in collaborating.
- Historically effort was made to establish partnerships, few were active (i.e. TAC was main partner)
- Look for opportunities that are self-sustaining.

## 9. Financials

- **Accounts receivable update – Gene's report**
- As of December 31, 2009, the A/R was \$85,632.35.
- Stage 1 – compile list of unpaid invoices: focus Jan 1, 2006 – December 31, 2010.
  - Invoices for three core services: Employment (job) postings, Transportation Talk advertising, Bookstore purchases
  - 190 invoices for 74 organizations totalling \$80,916.50.
- Issue statement of account and follow-up
- Recovered \$13,894.00 from 11 organizations

Discussion:

Hard to approve write-off for information that isn't well known. Can be treated in a number ways: friendly amendment: up to a maximum of \$3,500.

Did accountant suggest an intermediate step? Some sort of allowance or moving to doubtful accounts. Seek advice from accountant – so we are not carrying inflated assets. Catch by year-end 2012 – obtain direction for next year-end.

Should the quality of transportation talk affect whether or not we collect?

Friendly amendment: not write-off

What level of notice has gone to group three, none.

**Motion (JC / SM):**

1. Write-off outstanding accounts receivable amounts for the Bookstore and Transportation Talk up to a maximum of \$3,500;
2. Direct the Executive Committee to continue its efforts to collect outstanding Employment Posting receivables owing to CITE; and
3. Do not write-off any remaining accounts receivable at this time and report back in October 2012.

CARRIED

<b>Action:</b> GC to circulate AR list to board.
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- **2011 financials**
- No new business.

- **GST filing status**
- Spoke with bookkeeper, she can help file our GST
- She anticipates we would be audited
  
- **Motion** (GC / RB) CITE not pursue GST rebate for years that have already been filed and that that amount be written off.

CARRIED

**Discussion:**

Why would we write-off? Books in 2008 were re-evaluated, and where we previously paid we should have been compensated.

- **Annual dues**
- Executive discussed increasing annual dues
- Based on 2013 budget, no apparent need to increase dues

**Action:** JLM to advise ITE that the Canadian District Dues will note change in the following financial year.

- **2013 budget**
  
- Budget will be presented to the board with the minor adjustment of reducing the telecommunications by \$500 and increasing TLC administration by \$500.
- Professor breakfast, honorarium – membership support services
- Insurance – new line item - \$5000
- Raise transportation talk – should be \$8000 (Sandy's time is approx \$1500 / issue)
- Options can include raising membership dues or increasing conference net revenue. Preferred to increase the conference revenue to \$160,000
- Would like to review new ways to raise revenue and continue to postpone membership

**Motion** (PT / DB) - amend the budget as proposed to increase the transportation talk from \$8,000, add a line item for insurance (\$5,000) and increase the conference revenue to \$160,000 in line with the mark up.

Minor adjustments – TLC and telecommunications

CARRIED

**Motion** (M / DB) – table budget discussion

Abstain: MJ

CARRIED

**Discussion:**

Are we still sending paper copies of transportation talk? Once per year, following conference. Has all conference and AGM information. Follows ITE international recommendations around advertising dollars – but that maybe is not relevant to our scenario.

Still important to have one printed version per year – nice for membership to have something tangible.

Used as recruitment tool.

Membership support programs: traditionally very low, thoughts to reduce? Based on supporting 11 professors (Chapter advisers) with ITE membership and conference registration.

District Administrator: remaining on budget, will be determined as part of conversations on possible executive director.

**Motion (GC / RB)** keep all dues, honoraria and rebates, fees awards, travel support at the same level.

CARRIED

## 10. Executive Director position

- Executive made a decision that the item be tabled until the next meeting, would like to give the group time to digest
- Working group formed with Stephanie McNeely, Daryl Bender and GC:
  - why are we looking at this now?
    - Financial review committee – too much on secretary / treasurer – examine redistributing duties
    - Also committed to looking at financial administrator
    - Vacancy in district administrator – need to define roles
    - successful recent experience with contract positions: career store, communications, bookkeeper
    - Organizational growth
    - Changing expectations of volunteers – around direction, not administrative
    - Organizational continuity – loss of institutional memory
    - Reviewing roles and duties, updating charter, bylaws, executive guidelines
  - typical roles and responsibilities of executive director:
    - have the potential to become the face of the organization, so broad range of options
    - what changes are needed?
    - Examined existing duties of CITE executives
    - Added duties of paid positions
    - Are the duties still performed by the identified person
    - Separated leadership functions from administrative
      - financial, communications or clerical
    - Concluded that most administrative duties can be contracted
    - Have an inventory of what duties could be contracted – many options or continuum – of volunteer only organization vs. Paid positions
    - Compared with other similar organizations to CITE:
      - most have full time staff
    - Examined options
      - likely need additional support to assist further growth
      - phased approach to moving along continuum is recommended, but that an executive director is not warranted at this time



- acquiring additional support for clerical and financial is justified at this point
- with the current vacancy there is an opportunity to redistribute duties
- recommending adding some duties to Sandy, adding another position inefficient
- List of duties has been prepared that could be transferred
- Sandy has demonstrated service excellence
- Look to firm specialized in this field, bundling activities for efficiency
- Another option, to refill district administrator with adjusted duties to include more clerical activities
- Look to income streams to become more varied and stable

**Motion** (DV / JC ) Refer to executive to address the comments that were raised in the board meeting and make a recommendation to the Board.

CARRIED

**Motion** (GL / SM): to approve the report recommendations:

NOT CARRIED

1. Receive this discussion paper for information;
2. Authorize the District President to:
  - i. Initiate discussions with the Communication Coordinator regarding the additional clerical and financial duties identified in Table 2 of this report;
  - ii. Ascertain her interest in assuming the additional duties on or before June 30, 2012;
  - iii. If she is interested in assuming most or all of the additional duties, negotiate an amendment to the existing contract with the Communication Coordinator to a maximum upset limit of \$15,000 per annum, and revise the duties of the other elected, appointed and contract CITE positions based on Table 2;
3. If the Communication Coordinator declines the role, authorize the District Past President to:
  - i. Develop a terms of reference for association management consulting services based on the responsibilities described in Table 2 of this report;
  - ii. Solicit expressions of interest, with fee estimates, from potential firms; and
  - iii. Report back to the Executive Committee and Board of Directors, with a recommendation as to whether to proceed in this manner, before September 30, 2012;
4. Retain the District Administrator position in the organization structure, but allow the position to remain vacant until the above-noted actions are completed;
5. Maintain the existing roles and duties for the elected, appointed and contract CITE positions until the above-noted actions are completed;
6. Update the CITE By-Laws, Executive Guidelines and website based on the outcome of this review;

7. Send a letter of appreciation to Ms. Stephanie McNeely and Mr. Daryl Bender for their participation on the Executive Director Working Group.

Discussion:

- How will the \$15,000 appear in the budget? Some of the cost could come from other line items (i.e. District Administrator).
- Was there feedback with the District Administrator's resignation? No reasons were provided.
- There are many activities that could be performed outside the organization – is there a priority list? Activities of the District Administrator. Next, lessening burden of Secretary / Treasurer.
- Most important component would be financials, given Administrator acted for honorarium (\$1000)
- Concern around budget being controlled by one individual, and that so many activities rest with one individual who may one day leave the organization.
- Possible to manage risks with a contract with performance metrics.
- Over time our contracted activities have grown, and compared to other Districts we contract many activities. Considering amount of past activities continuing, additional burden that may not be typical.
- SM - Trend is that there is a scarcity of volunteers – volunteers are becoming more cautious that their time is most valued. Other new roles may help increase revenues (i.e. membership growth).
- DB – 15,000 is upset limit – can we be more flexible with this number? Or is there a need, that this number is already flexible.
- JC – concur that this should be incremental. Could District Administrator budget be reassigned?
- Discussion around taking more time to review priorities.
- Bylaws will need to be amended to incorporate changes. Easiest may be to vote along with next District Elections.
- What are the triggers to move along progression and hire

**Action: Send letter of appreciation to Daryl Bender and Stephanie McNeely  
Retain District Administrator position until above noted actions are completed.**

## 11. Records management

Deferred.

## 12. Student issues

### - New student chapters

1. Created new student chapter this year - Lakehead
2. Pursue new chapter in Saskatchewan with Peter Park
3. Boost Saskatchewan section at the same time and involve Bruce Belmore
4. Four inactive student chapters: executive members to reach out.

**Action: PT to remove McMaster and Ottawa from website.**

- **Traffic bowl**

Visited in Conference guidelines.

- **National course**

- National Course on Transportation Engineering: first year was a great success
- 60 - 65 students attending each classes (many registered for credit)
- Working on lessons learned including survey of all professors and students
- Interest by TAC to support or take on
- Develop into funding stream
- Work with professors to make more specialized, consider industry interest
- TRB meeting was well-attended and confirmed that academic side were interested in offering to industry

- **Motion** (KF / GC) – that CITE sponsor the Canadian professors in transportation engineering breakfast meeting up to \$500.

CARRIED

- Involve the TLC in the delivery of the course.

**Motion** (GC / JC) – support the Executive motion: CITE continue to sponsor the National course on transportation engineering. Money shall be included in the budget to continue the course in the 2012 – 2013 academic year. Request that Rob Poapst prepare a proposal that would consider extending to industry, and improving technology. The proposal will be received by July. An honorarium of \$200 will be provided.

CARRIED

Discussion:

- Volunteer resources implications? Executive talked about TLC assisting. First year including creating partnerships and materials is most significant. Maybe their role is most closely linked with bringing in Industry.
- Discussions with professors indicated they are thrilled to expand reach of course to industry.
- Exploring whether it's feasible to add video
- Ask Rob to consider PD credits
- Who owns the material? Professors. All intellectual property applies. (this point should be explicit in the outline)

- **Scholarship evaluation**

- Action item – work with Sandy to post scholarship evaluation criteria on the web
- Peter to review ITE international website re: guide for scholarships
- PT and MS – review definition of the Boulevard scholarship

### 13. TLC update

Mike Skene provided an update:

- Strategic plan – have started measuring activities with 30 volunteers on committee
- Roundabout and Traffic Calming – number 1 on strategic plans for going forward, anticipate both being completed this year.
- VKT – information report to be posted on CITE webpage for comment from membership. Have completed peer review.

- Traffic calming – joint document with TAC. Initiated two years ago to see what updates are needed in 1998 guide. Pursuing update as joint effort. To be introduced at fall TOMS meeting with intent of splitting costs (\$80,000) and revenue (through formal contract). Will bring financial projection back to executive to see how project can be funded over time.
  - JP – can we make an equivalent amount in volunteer in-kind (\$40,000)? That could be considered, although likely assignment is for consultants. Some portion goes towards translation.
  - JC – need formal agreement to help budget process. MS – will organize contract and business case details; to be signed with TAC at the end of October. JM – prepare draft agreement prior to executive meeting in late September. GC – should achieve board resolution to fund extent of the project (i.e. Future budgets). JM – is there flexibility to amend the budget? PT – budget is approved by the membership.
- Roundabout project: needs some editing. Will be completed this year, considering bringing on professional editor. Lessons learned centred on report formatting. Will work with Sandy to establish typical format for projects. JM – is there not a lead who can help compile and establish style to save money. RB – thought the report has come a long way and may be suitable for circulation?
- Project initiation: group called CLASP (Coalition Linking Action and Science for Prevention): health agency (Heart and Stroke) wanting to integrate with transportation engineers. Guidance for transportation engineers is contrary to promoting active transportation. Developing scope:
  - Retrofit guidelines
  - Best practices
  - Decision making
  - Data collection
  - Case study
  - Promotion through webinars,
  - Integrating transportation engineers with health professionals
  - Engagement
  - Geometric design tools
  - Risk assessment
  - Communities for case studies
  - Year 1: look at case studies to help practitioners in retrofit situations. Create working group. Which communities have had to retrofit active transportation facilities. Webinar as interactive tool to discuss pros and cons, opportunities, data needs, other need areas (deficiencies). Links deficiencies with health outcomes. Present findings.
  - Year 2: define the risk assessment. What gives? Show practitioners a process for decision making in their designs.
  - Cost: \$8000 in year 1, \$2000 in year 2.
  - CLASP to provide \$40,000 and communications support
  - The application must be signed before June 1 2012.

**Motion** (GL / PT) grant the President the authority to sign the agreement with CLASP.  
CARRIED

#### **14. Strategic Plan**

- JM explained she would like to take strategic plan and add performance metrics to evaluate how we are doing as an organization;
- JP – what are the indicators that you have in mind?
  - The role of the group would be to define the indicators.
  - A criterion could be reviewing student registration at conferences
- Investigate providing to TLC
- JM prepare draft measures by October
- RB – ITE international has a good example to reference.
- DB – confirm that the goals consider the profession, not just the organization? Has to reflect the goals within the framework of the strategic plan.
- Volunteers: DV, Hamilton section representative, PT

#### **15. Meeting adjourned**

The meeting was adjourned at 4:55 pm.