



STRATEGIC PLAN 2020 - 2024

Introduction

The Ontario Traffic Council (OTC), formerly the Ontario Traffic Conference, was established in 1950 to improve traffic management in Ontario by drawing on the knowledge and expertise of those in the field of enforcement, engineering and education. Today, the organization is supported by its members across Ontario - regions, cities, towns, counties and industry businesses (consultants and vendors). Membership enables the participation in our work or those who have an interest in and responsibility for traffic engineering and transportation planning including engineers, planners, police services, parking personnel, staff and elected representatives. More information about the organization can be found [here](#).

This Strategic Plan (the “Plan”) was developed by the Board of Directors in order to guide the organization. It sets the direction for the next few years in our changing environment and sets specific goals to achieve. The Plan was developed in a session held October 7-8, 2019. As well as Board members, several OTC committee chairs participated and provided valuable input and direction. (See Appendix A for a list of participants).

This resulting Plan reflects our understanding of the needs of our membership community, the industry, and our wider stakeholders including government, partner organizations, and the public using Ontario’s roads. The Plan takes account of our rapidly changing environment and, in particular, the impact of trends on multimodal transportation. Multi-modal is wider in scope than “traffic” and includes the various modes of movement (walking, cycling, automobile, public transit, etc.) and connections amongst these modes. Trends in multi-modal transportation are impacting the work we do and this Plan takes that into account.

The Landscape

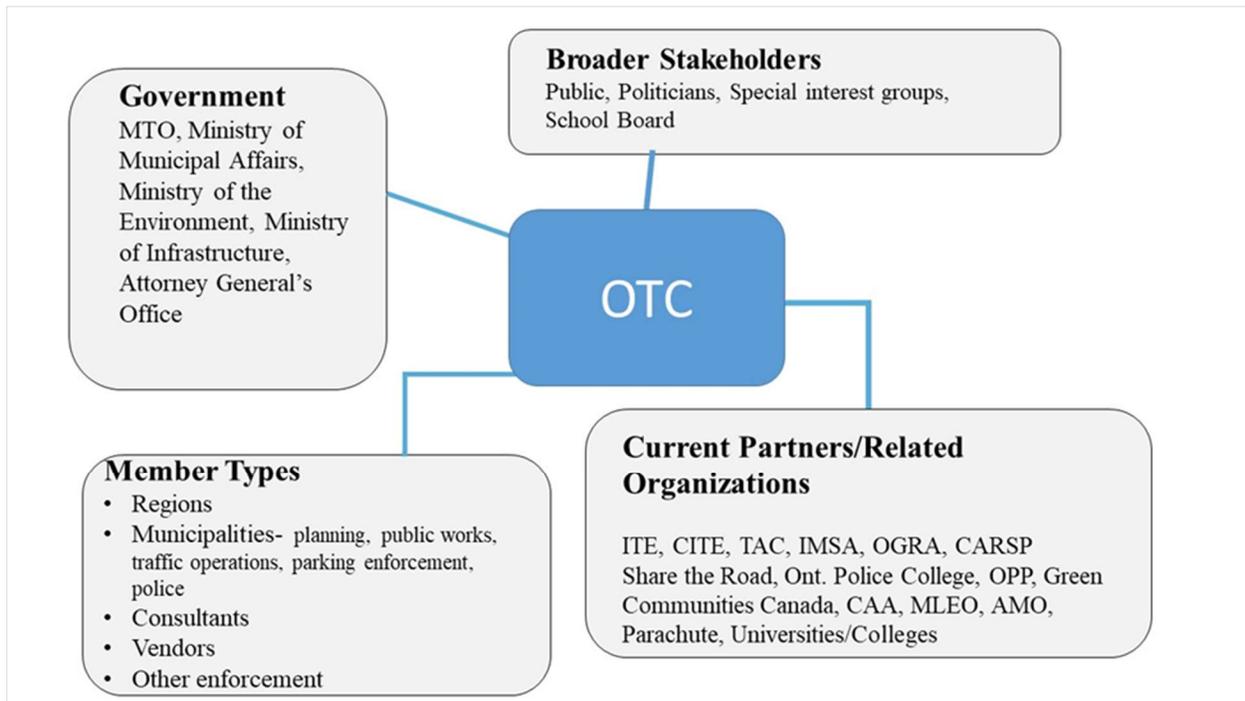
The environmental scan consisted of identifying trends in the field of traffic management and the most common issues our members reportedly cope with in their various settings. This scan provided key contextual elements for direction-setting and formed the backdrop of the Board’s planning session.

Major themes of the future include:

- Growing Emphasis on Multimodal Transportation: Infrastructure, education, enforcement and planning will need to adapt to the shift to and increasing priority of different modes of transportation and the movement of people including biking, walking, micro-mobility, and public transit.
- Development of Technology and Autonomous Vehicles: There are new technologies such as autonomous vehicles, electric cars, bikes and scooters. New developments are occurring and within the context of building “smart cities.” These advances impact traffic standards, regulations, infrastructure, roadway design, operations and liability. Preparing the industry for these innovations and possible disruptions is a real challenge.
- Increasing Regulation: As the industry technology advances, regulation must keep pace. Wise regulation will require practical input from OTC members and integrated thinking around all the modes of transportation at play.
- Focus on road traffic safety: There is an increased public and political attention to safety. Vision Zero is an example of this priority. Vision Zero’s goal is to achieve transportation systems without fatalities or serious injuries. Many jurisdictions are adopting it as a philosophy.
- Constrained Budgets: There is tremendous pressure on the Ontario Government budget and thus stringent spending plans. This provincial reality has a trickle-down effect on municipalities, whereby we are also seeing tighter budgets for municipalities and regions. Value for money is key. Projects in this industry have long time-frames and significant needs for investment. These plans will face challenges. Informed decision-making will be key.
- Workforce Changes: Many individuals in the industry, and in OTC’s membership specifically, are more mature in their career progression and approaching retirement. The next generation must step into these roles, however there are challenges in supporting appropriate knowledge transfer. Budgets are being reduced for professional development, and time away at conferences and workshops is no longer as easy to accommodate. As membership staff become more stretched across their responsibilities, there is reduced participation in industry events, workshops, and sessions.
- Ministry Changes: Similarly, government personnel are stretched and responsibilities often shift to new people unfamiliar with OTC and our membership community. Developing and nurturing productive long-term relationships is important.

- Best Practices and Industry Trends: Members want to learn from other jurisdictions. There are more resources available worldwide on key issues.
- Increased Number of Organizations: There are a greater number of organizations and associations in the space, and thus more opportunities for both collaboration and competition to attract members and professional development dollars.

The following chart depicts some of our current and potential relationships at this point:



Mindful of the context of this dynamic environment, the OTC Board recognized OTC needs to adapt and be proactive. Our Plan to 2024 follows.

Strategic Plan 2020-2024

This vision, mission and set of goals will guide OTC in the development of annual Operational Plans to accomplish them.

Vision

A vision describes what the future will look like if we succeed in achieving our goals and our full potential.

A leading voice in multimodal transportation in Ontario, the premier organization offering diverse expertise in traffic engineering, transportation planning, safety and traffic enforcement.

Our Mission

A mission is a statement of organizational mandate:

To promote excellence in the multi-modal transportation field through education, advocacy, guidance and sharing expertise.

Our Objectives

The following are our objects which lay out the elements of our mission:

- *Develop technical guidance and reports on topics of current interest in the field*
- *Source/ disseminate latest developments in the field of multimodal transportation (encouraging and promoting innovation)*
- *Develop and improve industry-related education*
- *Engage all persons in the fields of multimodal transportation, engineering, planning, enforcement, parking and traffic/road safety in Ontario*
- *Mobilize/assist/coordinate with governmental and other organizations*

Our Values

Values are our foundation and govern our actions. We strive to reflect them daily. They shape our culture:

- *Collaboration: Working internally and externally towards shared goals leveraging our diversity of expertise and perspectives*
- *Expertise: Valuing the expertise and leadership of our members*
- *Trustworthiness: Honouring our commitments, and being reliable*
- *Progressive: Evolving to stay relevant and provide value to members*
- *Integrity: Demonstrating integrity in our actions, recommendations and relationships*

Strategic Themes and Goals

Our themes for the next few years are the following, each with strategic goals requiring multi-year initiatives:

- *Innovation*
- *Leadership*
- *Education*
- *Membership*
- *Effective Organization*

Specifically we will:

Leadership: Work to be recognized by stakeholders as a leader in the multimodal transportation field.

1. Develop and implement a communications strategy to position OTC as having expertise beyond traffic to include multimodal transportation perspectives.
2. Identify and develop people and organizations to resource key issues and topics in multimodal transportation including subject matter experts (SMEs) amongst our members and in academia.
3. Collaborate with Provincial Ministries (Ministry of Transportation, Ministry of Finance, Ministry of the Attorney General, Ministry of the Environment, Ministry of Municipal Affairs and Housing, Ministry of Infrastructure) to influence policy with innovation insight.
4. Identify topics in multimodal transportation in which members can expand knowledge, and expertise.
5. Act as a resource to private and public sector organizations on multimodal transportation issues.
6. Engage with other key organizations (CITE, TAC, ORGA, Share the Road, etc.) to accomplish the above.

Innovation: Help shape the future of innovation and technological advancements and their impact on the transportation industry.

7. Engage in partnerships with other organizations educating them on our areas of expertise within these emerging focus areas:
 - Active transportation
 - Vision Zero and Road Safety
 - Autonomous vehicles
 - Automated Enforcement
 - Smart Cities
8. Identify opportunities to produce complementary projects and technical guidance needed by membership on important trending topics.
9. Scan and evaluate the landscape/environment nationally and internationally for innovation, and link members to this knowledge.

Education: Provide relevant learning experiences based on stakeholder needs, leveraging the OTC's knowledge and expertise.

10. Offer learning in a variety of different formats: conferences, classroom, demonstrations, digital and web-based, and informal knowledge exchange.
11. Identify and disseminate leading practices through education.
12. Promote and enable member networking and collaboration.

Membership: To grow membership to better represent and serve the industry and the geography of Ontario.

13. Review membership model and pricing to ensure accessibility, affordability and inclusiveness.
14. Identify what is of value to different sized municipalities and develop offerings as needed.
15. Strategically target, engage and recruit municipalities, contractors, consultants and

suppliers to join and/or participate with the OTC.

16. Increase the participation and perspective of enforcement specifically.
17. Increase participation of young professionals in the OTC to grow its next generation leadership.

Effective Organization: Continuously improve operations of the organization, streamlining service delivery, effectively managing programs and leveraging resources and partnerships.

18. Develop and leverage our data/ information on members and other stakeholders/audiences so as to better understand their profiles and needs.
19. Ensure the governance and leadership structure including committees have clear and appropriate mandates, the right composition of people, and inter-relationships across their mandates. For example, consider new committees in membership and enforcement, regular meetings of chairs, and inclusion of partner organization perspectives where and when appropriate.
20. Ensure the financial sustainability of the OTC.
21. Strengthen internal/external communications.
22. Review the need for a name and brand refresh.
23. Strengthen the sales and marketing capability of the organization.

Summary and Implementation

This plan responds to our industry's member and stakeholder needs. It builds on the strong foundation of OTC as a credible authoritative organization. We will continue to share our expertise, and, going forward, integrate multimodal transportation into our work. We will reach more people in the industry, connect membership to resources and training to further build their capacity, and influence change working with government and organizational partners.

As part of our commitment to progress, OTC staff and committees will set annual plans to move things forward and report our progress to the Board and OTC members.

The OTC Board will prioritize strategic initiatives and will discuss some of the more challenging areas of focus as agenda items at Board of Director meetings.

The OTC Board will review the strategic plan annually to reconfirm priorities and adjust as necessary. The Board will review annual and projected budgets to ensure strategic initiatives are adequately funded.

Appendix A: Participants in the Session, October 7-8, 2019

Board of Directors

Nelson Cadete - President
Heide Schlegl - Vice President
Peter Sejrup - Treasurer
John Crass
Robyn Zutis
Adam Bell – Secretary - Oct. 7th only
Manoj Dilwaria - Oct. 8th only
Jeffrey Smart – Past President - Regrets

Committee Chairs

David Angelakis - Chair, Transportation Planning
Julie Ellis - Chair, School Safety Zone- Oct. 8th only
John Grieve - Chair, Young Professionals
Robert Grimwood - Chair, Active Transportation- Oct. 8th only
Steve MacRae - Chair, Traffic Engineering
John Crass – Chair, Traffic Training – Also participating as a Director
George Johnston – Chair, Parking – Regrets

OTC Staff

Geoff Wilkinson - Executive Director
Aswathy Prathap - Membership & Events Coordinator – October 8th only