

ITS CANADA STRATEGIC PLAN

2025 - 2030



SPARKING INNOVATION
THROUGH COLLABORATION



Ian Steele, P.Eng. Chairperson and CEO

ITS Canada
Board of Directors

On behalf of ITS Canada, I am proud to introduce our 2025-2030 Strategic Plan. As we look ahead, we recognize that our strength has always been in our ability to bring people together; to share knowledge, collaborate, and turn challenges into opportunities.

Reflecting on past successes, it is clear that ITS Canada thrives when we foster connections across government, industry, and academia. This plan builds upon our role as Canada's mobility hub, ensuring we continue to support our members and advance innovation in transportation technologies.

We've listened to our members. You have told us that engagement, knowledge-sharing, and tangible benefits matter most. In response, we are evolving our strategy to better facilitate collaboration,

strengthen industry ties, and drive real change, including through our new Tech Hub.

Looking forward, our commitment is clear: to champion our members, amplify their voices, and help shape the future of intelligent transportation systems in Canada. We invite you to be part of this journey.

Together, we will continue to lead, connect, and innovate.

“ engagement, knowledge-sharing, and tangible benefits matter most ”

The mandate of ITS Canada's Strategic Plan Committee is to coordinate updates to the plan every five years. This document is the result of hard work and the combined contributions of the Board and organizational representatives. I am particularly proud of this plan because every step taken to develop it focused on the needs of our members and our industry, as articulated through the membership survey undertaken in 2023.

As Committee Chair, it has been my pleasure to work with my colleagues who volunteered their time and energy to prepare supporting materials, retain the required expertise and resources, and review and guide the development of this plan. To those Committee members, and to everyone who provided guidance, I offer my sincere appreciation.

The Committee will now focus on executing the initiatives that are so clearly articulated in the plan. It is an exciting time to be part of such a dynamic and important organization. Our work is of national scope and importance, and this plan will ensure we stay focused on benefitting our members throughout the next five years.

I hope you enjoy reading this Strategic Plan, and that you realize many of those benefits.

“ focused on the needs of our members ”



Chris Philp, P.Eng. Committee Chair

ITS Canada
Strategic Plan
Committee

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Introduction

The Context

The ITS industry is evolving rapidly, driven by artificial intelligence (AI), automation, connected and automated vehicles (CAVs), mobility-as-a-service (MaaS), and smart infrastructure. These advancements create opportunities but also require updates to policies and operations. As Canada's mobility landscape shifts, ITS Canada will remain a unifying force, fostering collaboration and driving meaningful connections.

This plan builds on past efforts while embracing adaptability. With technology advancing quickly, organizations must respond to disruption. ITS Canada is committed to staying flexible and ensuring its initiatives remain relevant.

Collaboration between the public and private sectors is crucial. ITS Canada serves as a platform for turning dialogue into action, promoting innovation, knowledge-sharing, and industry engagement to build a future-ready mobility network.

Sustainability and resiliency are at the core of this plan. As climate-conscious policies gain traction, ITS Canada supports responsible and inclusive transportation solutions.

To stay relevant and impactful, ITS Canada must be a sustainable organization that prioritizes the needs of its members. This strategic plan ensures that focus remains strong.

The Challenges

ITS Canada advances innovation and collaboration in transportation technology. To shape the future of mobility, we must strengthen our role as a central hub that connects municipalities, rural communities, and young professionals with industry leaders.

As a member-driven organization, ITS Canada maximizes its resources to advance its mission. Aligning ambitious goals with available capacity ensures that priorities remain strategic and impactful. Membership retention and engagement are equally critical—reinforcing value to members through leadership connections, knowledge-sharing, and professional development.

This strategy builds on ITS Canada's strengths while embracing new possibilities, ensuring it remains **the spark that fuels innovation, collaboration, and transformative mobility solutions** for everyone in Canada's ITS industry.

“
Technology
is best when
it brings
people
together.
”

Matt Mullenweg



Our Purpose

Sparking Innovation Through Collaboration

To advance intelligent transportation systems across Canada by fostering collaboration that enables innovation to support a sustainable, equitable, and future-ready mobility network. Through our leadership, we focus on mobility, safety, and sustainability challenges while building meaningful connections that spark transformative change.

ITS Canada unites industry, government, and academia to tackle mobility, safety, and sustainability challenges. Through collaboration, we foster innovation and deliver solutions tailored to Canada's needs.

As a trusted leader, we bridge traditional boundaries, aligning stakeholders toward

transformative goals. By cultivating meaningful connections and sharing expertise, we help shape a sustainable, resilient, and future-ready mobility network.

Our Purpose is simple: **sparking innovation through collaboration**, ensuring intelligent transportation systems meet today's needs while adapting for the future.

Our Vision

**We are
Canada's hub
for mobility
technologies.**

By collaborating through our partnerships both nationally and around the globe, we enable collaboration for safe, efficient, sustainable, and equitable mobility reflective of Canadian needs.

ITS Canada aims to be the central hub for advancing innovation in transportation. By fostering partnerships across Canada and beyond, we bring together expertise to tackle mobility challenges and shape a safe, efficient, sustainable, and equitable future.

Collaboration and inclusivity are at the heart of our work. As a bridge between stakeholders, we help drive the adoption of technologies that align with Canada's values and priorities.

Our Vision is clear: we are Canada's hub for mobility.



Our Mission

We advance mobility technologies through:

- ⊕ Fostering connections
- ⊕ Empowering collaboration and learning
- ⊕ Inspiring innovation and impactful solutions

We leverage all our platforms to spark ideas and connections that champion safer, more efficient, sustainable, and accessible mobility while positioning Canada as a leader in mobility technologies.

ITS Canada's Mission is to tackle evolving mobility challenges by fostering collaboration and advancing technology that promotes safety, efficiency, sustainability, and accessibility. Through initiatives like the Tech Hub, we create opportunities for stakeholders to drive innovation and position Canada as a leader in mobility technologies.

As a connector and catalyst for change, we empower our members with knowledge, resources, and partnerships to develop practical solutions. Our Mission to **advance mobility technologies** is achievable.



Our Values

Sustainability and Resiliency

Inclusion

Leadership
with Integrity

Collaboration and Knowledge Sharing

Innovation

Member-Centric

ITS Canada's Values shape our approach to advancing mobility and serving our members. We are member-centric, prioritizing transparency, trust, and accountability to ensure our work meets their needs.

We foster collaboration and knowledge sharing, connecting industry, government, and academia to cultivate innovation and solve challenges. Our

focus is on practical, forward-thinking solutions that balance cutting-edge technology with real-world impact.

Inclusion, sustainability, and resiliency guide our commitment to equitable, accessible, and environmentally responsible mobility. With leadership and integrity, we inspire excellence and uphold ethical standards in all we do.



Member-Centric

Prioritizing member needs and growth with transparency, trust, and responsibility, ensuring the organizational governance reflects integrity and accountability.



Collaboration and Knowledge Sharing

Building partnerships and empowering shared learning and expertise to foster connections across diverse member needs and generations.



Innovation

Embracing advancements in mobility through emerging technologies, balancing practical goals with aspirational progress.



Inclusion

Promoting diverse, equitable, and accessible solutions for all, ensuring that inclusion drives action and meaningful impact.



Sustainability and Resiliency

Encouraging environmentally conscious practices and solutions while responding with flexibility and foresight to evolving mobility challenges.



Leadership with Integrity

Inspiring excellence in mobility technologies and solutions by upholding ethical practices and professional standards.

Strategic Focus and Actions

ITS Canada is committed to achieving its Vision by executing its Mission through our strategic focus and actions over the full term of this plan.

Member Engagement

Foster growth and enhance engagement with members, stakeholders, and potential partners. Proactively build relationships that enable the long-term sustainability of ITS Canada through direct outreach, communication plans, and board member advocacy to showcase our value proposition, balancing retention while broadening the member base.

Continuous Improvement

Strengthen internal governance, processes, and operational capabilities. Streamline actions to avoid redundancy, set measurable impacts, and align initiatives with strategic goals to ensure effective delivery without overburdening resources.

Innovation and Knowledge Sharing

Promote innovation and learning opportunities by organizing collaborative events, developing knowledge repositories, and showcasing advancements in transportation technology. Leverage successful sharing models and prioritize evergreen practices.

Leadership and Influence

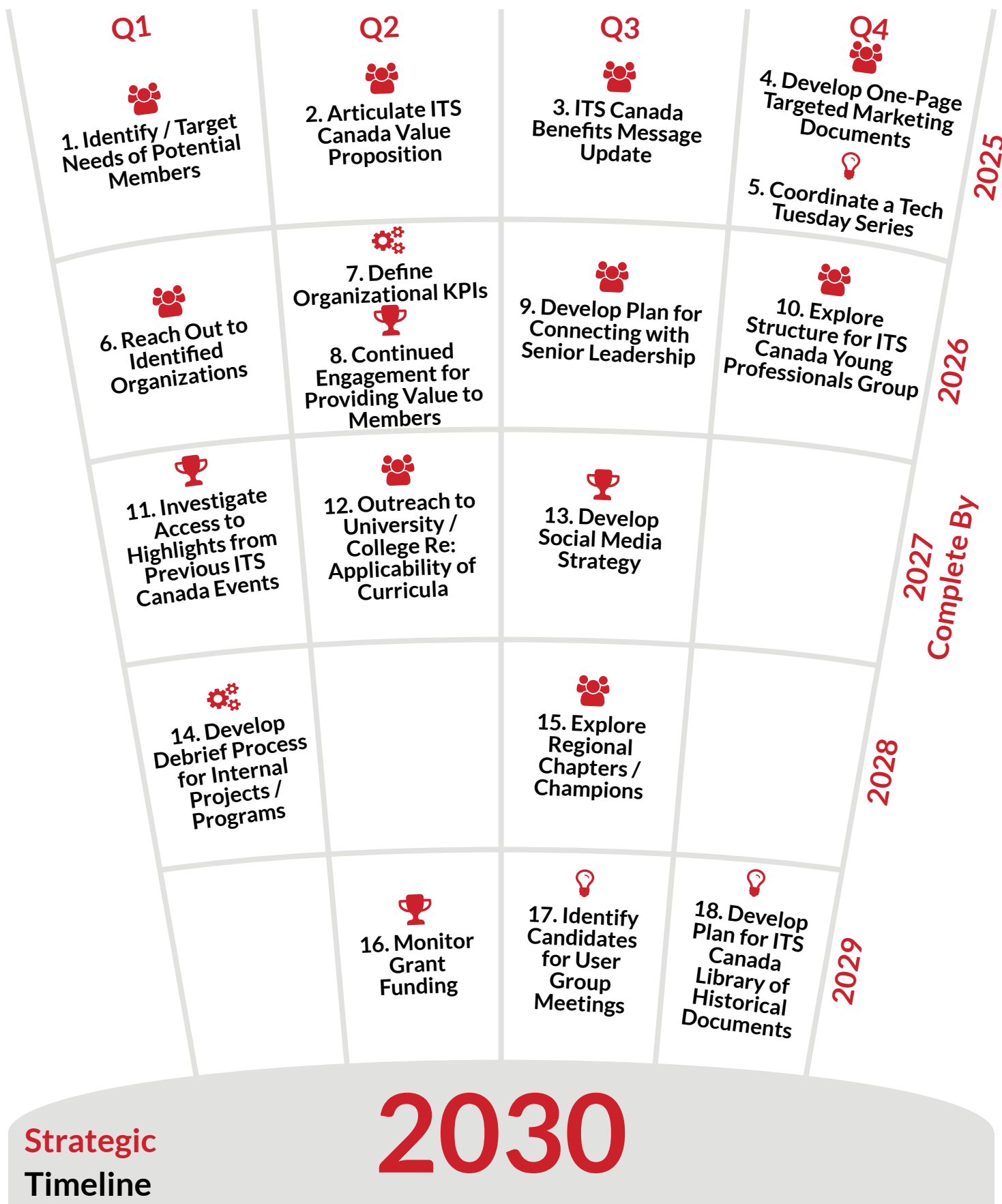
Establish ITS Canada as a trusted voice in policy guidance, partnerships, and collaboration. Focus on actionable leadership and support for initiatives like the Tech Hub to foster meaningful influence and long-term growth.

This section outlines how ITS Canada turns its Vision and Mission into action. Each Area of Focus includes Strategic Actions that drive mobility innovation, collaboration, and solutions to evolving challenges—all while keeping members at the center.

Our Goals and Objectives in **Appendix A** break these actions into two-year priorities, ensuring a clear link between long-term impact and short-term execution.

The Strategic Timeline below lays out each Strategic Action until the end of this plan and our commitment to fulfilling them in a timely manner. This timeline reflects target dates, but actions may be undertaken sooner—especially high-priority ones—as resources allow.

A further description for each of the Strategic Action is found in **Appendix B**.



Acknowledgements

Board of Directors

Mr. Ian Steele	Prof. Ilham Benyahia
Mr. Richard B. Easley	Ms. Mara Bullock
Ms. Shawna Boakes	Mr. Roger Browne
Mr. Rajeev Roy	Mr. Jonathan Hamel-Nunes
Mr. Craig Hutton	Mr. Craig Kummer
Ms. Usha Elyatamby	Mr. K. Alan MacKenzie
Mr. Rish Malhotra	Mr. Arif K. Rafiq
Mr. Yeatland Wong	Ms. Judy Yu

Strategic Plan Committee

Mr. Chris Philp	Ms. Pam Bernier
Ms. Shawna Boakes	Mr. K. Alan MacKenzie
Mr. Charles Toth	



Goals and Objectives

Years 1-2: Strengthen Member Retention and Expand Member Outreach

- ⊕ Identify potential new member groups and their needs while articulating ITS Canada's value proposition.
- ⊕ Update member benefits messaging and create concise, impactful marketing materials.
- ⊕ Establish and monitor organizational KPIs to measure progress and ensure accountability.
- ⊕ Engage senior leadership through targeted communications and strategic outreach plans.
- ⊕ Develop a framework for young professional engagement to build future leadership capacity.

Years 3-4: Expand Influence and Optimize Collaboration

- ⊕ Develop improved collaboration frameworks to enhance member accessibility and engagement.
- ⊕ Establish outreach programs aimed at universities and colleges.
- ⊕ Launch a comprehensive social media strategy to boost visibility and member engagement.
- ⊕ Create a process for post-project evaluations to ensure continuous improvement through lessons learned.

Years 5+: Assert Industry Leadership and Organizational Sustainability

- ⊕ Monitor and secure funding, income, and member retention to support long-term initiatives.
- ⊕ Launch a plan to operationalize the historical content library.

Strategic Action Details

Action 1 Identify / Target Needs of Potential Members	
Description	Develop a strategy to determine potential new members and understand how their organizational objectives align with the mandate of ITS Canada as being the Hub for Mobility Technologies.
Objectives	<ul style="list-style-type: none">• Seek new members.• Understand the needs of potential members.• Raise awareness of our events and value proposition.
Focus Area	Member Engagement
Deadline	2025-Q1
Priority	HIGH

Action 2 Articulate ITS Canada Value Proposition	
Description	Develop a value proposition piece that could be included on the ITS Canada website or in any promotional materials as part of a campaign to maintain and increase membership.
Objectives	<ul style="list-style-type: none">• Provide clarity for members and future members on why to continue supporting ITS Canada.• Clearly state ITS Canada’s lead position in providing national ITS direction, collection of ITS best practices, and provider of comprehensive ITS educational activities.• Increase ITS Canada membership.• Ultimately work towards increasing member engagement in ITS Canada activities.
Focus Area	Member Engagement
Deadline	2025-Q2
Priority	HIGH

Action 3 ITS Canada Benefits Message Update	
Description	Develop the benefits of being part of ITS Canada’s Mobility Hub from the perspective of all our members – public sector, consultants, system integrators, software providers, vendors/suppliers, installers, academia.
Objectives	<ul style="list-style-type: none">• Clarity on our value proposition.• Outline what existing members and potential members can expect to receive as benefits.
Focus Area	Member Engagement
Deadline	2025-Q3
Priority	HIGH

Action 4 Develop One-Page Targeted Marketing Documents	
Description	Develop a one page targeted marketing document for each of the following ITS Canada member classifications - public sector, consultants, system integrators, software providers, vendors/suppliers, installers, academia (where similar, these groups will be consolidated).
Objectives	<ul style="list-style-type: none">• Build on previously completed work.• Create talking points for building membership.
Focus Area	Member Engagement
Deadline	2025-Q4
Priority	HIGH

Action 8 Continued Engagement for Providing Value to Members	
Description	Brainstorm how ITS Canada can enhance value for vendors and sponsors. The goal is to identify low-cost ways to increase the value of ITS Canada membership, conferences, and events for all members.
Objectives	<ul style="list-style-type: none">• Maintain value of membership for existing members.• Provide added value to entice new members (particularly benefits that are visible to non-members).
Focus Area	Leadership and Influence
Deadline	2026-Q2
Priority	HIGH

Action 9 Develop Plan for Connecting with Senior Leadership	
Description	Engage senior leadership in the public and private sectors to educate mid-level management and staff about ITS Canada. Their support will help drive membership growth and boost attendance at conferences and workshops.
Objectives	<ul style="list-style-type: none">• Increase membership at the organization level.• Increased attendance at conferences, workshops, training sessions, etc.• Explore possibilities for sponsorships, grants, or other existing opportunities where ITS Canada may be eligible for funding.• Explore opportunities for ITS Canada to leverage its member base to provide expert opinions or position papers as needed by senior leadership.
Focus Area	Member Engagement
Deadline	2026-Q3
Priority	HIGH

Action 10 Explore Structure for ITS Canada Young Professionals Group	
Description	Establish a Young Professionals (YP) group as an integral part of ITS Canada, actively contributing to decision-making, strategic objectives, and membership growth among individuals aged 21-35. This group will focus on services most valued by YPs, addressing the needs of those in post-secondary institutions and peer industry organizations including owners, suppliers, and consulting firms.
Objectives	<ul style="list-style-type: none">• Encourage YPs to pursue training and remain competitive.• Highlight the current skills of YPs and identify opportunities in the ITS industry in a personalized manner.• Build connections and peer-to-peer (P2P) networks that enable idea sharing, problem solving, and socializing between YPs across Canada.• Enable YPs to govern and oversee the success of their own group and ideas but be accountable to the Board of Directors.• Foster technical and leadership skills for the next generation of leaders in the ITS and transportation industry.
Focus Area	Member Engagement
Deadline	2026-Q4
Priority	HIGH

Action 11 Investigate Access to Highlights from Previous ITS Canada Events	
Description	Investigate the means and supporting procedures to record and later make available highlights from ITS Canada Events. Considerations are to include which highlights, speaker acknowledgements, timeframe after the event to post videos, copyright considerations, and fees for access.
Objectives	<ul style="list-style-type: none">• Enhance member benefits through greater accessibility.• Expand membership by reaching a broader audience.• Generate sustainable event revenue.
Focus Area	Leadership and Influence
Deadline	2027-Q1
Priority	HIGH

Action 12 Outreach to University / College Re: Applicability of Curricula	
Description	Consider academic curricula and suggest training or learning improvements that reflect industry needs and advancements in the ITS field.
Objectives	<ul style="list-style-type: none"> • Help members recruit young professionals with more knowledge and experience with ITS and technology advancements. • Increase membership in the private and academic sectors.
Focus Area	Member Engagement
Deadline	2027-Q2
Priority	HIGH

Action 13 Develop Social Media Strategy	
Description	Developing and implementing a social media strategy within the ITS community is essential to facilitate real-time information dissemination, engage stakeholders, promote innovation, and enhance public awareness about evolving technologies and transportation solutions.
Objectives	<ul style="list-style-type: none"> • Real-time dissemination of information across social media platforms to engage the community across Canada.
Focus Area	Leadership and Influence
Deadline	2027-Q3
Priority	HIGH

Action 14 Develop Debrief Process for Internal Projects / Programs	
Description	Implement a simple "Lessons Learned" process for project closures, fostering discussions on successes, areas for improvement, and key takeaways to enhance future projects. The findings will be documented and archived.
Objectives	<ul style="list-style-type: none"> • Drive improvement through reflection on successes and challenges. • Preserve knowledge by archiving key insights.
Focus Area	Continuous Improvement
Deadline	2028-Q1
Priority	MEDIUM

Action 15 Explore Regional Chapters / Champions	
Description	Explore the potential of creating regional chapters and/or champions that would report to the ITS Canada Board of Directors. Chapters could potentially have sub-boards of their own or could be less formal. Champions would be supported by the ITS Canada national Board but would operate individually.
Objectives	<ul style="list-style-type: none">• Expand ITSC’s regional presence through localized chapters or champions.• Enhance member engagement by fostering regional leadership and participation.• Strengthen connections between local initiatives and the ITS Canada national Board.
Focus Area	Member Engagement
Deadline	2028-Q3
Priority	LOW

Action 16 Monitor Grant Funding	
Description	Develop a monitoring system or process to seek and stay current with funding opportunities from all levels of Governments and agencies.
Objectives	<ul style="list-style-type: none">• Create a streamlined process for seeking funding opportunities.• Consolidated repository for available funding opportunities.• Monitor funding requirements.
Focus Area	Leadership and Influence
Deadline	2029-Q2
Priority	LOW

Action 17 Identify Candidates for User Group Meetings	
Description	Identifying candidates is crucial for establishing user groups within the ITS community as it helps ensure diverse representation, varied expertise, and a comprehensive understanding of user needs, fostering effective solutions and advancements in the field.
Objectives	<ul style="list-style-type: none">• Creation of user groups for collaboration on specific topics that are of direct interest to stakeholders.
Focus Area	Innovation and Knowledge Sharing
Deadline	2029-Q3
Priority	LOW

Action 18 Develop Plan for ITS Canada Library of Historical Documents	
Description	Create a digital library of historical documents for ITS Canada. Documents may include old presentations, awards, photos, minutes, and important events.
Objectives	<ul style="list-style-type: none">• Provide members with on-demand access to valuable presentations and industry content.• Enhance membership value and retention by offering a centralized digital resource.
Focus Area	Innovation and Knowledge Sharing
Deadline	2029-Q4
Priority	HIGH

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