

**WORLD ROAD ASSOCIATION
STRATEGIC PLANNING COMMISSION**

**VIENNA, AUSTRIA
1-2 JULY 2014**

MEETING MINUTES

Attendees

Members:

DELVINCOURT, Thibaud (France)
KIDNIE, Murray (Australia)
JOOP, Ulfert -Representing Josef Kunz (Germany)
OHNISHI, Hirofumi (STC 2)
PANIATI, Jeffrey (USA) – Chair
SAUNDERS, Ian (USA)
SUNESON, Torbjörn (Sweden)
YOO, Kyong-Soo (South Korea)
ZOTTER, Friedrich (Austria)

Via WebEx

BRANNEN, Roy (UK) - Vice-Chair

Ex officio

DE BUEN RICHKARDAY, Oscar
CORTÉ, Jean-François

SPC members not in attendance:

KUNZ, Josef (Germany)
JANATI IDRISSEI Abdelhamid (Morocco)
ORTEGA JULIO, José Miguel (Chile)
OUSMANE, Issa (Niger)
PICON CABRERA, Maria del Carmen (Spain)
SCHINTU, Massimo (Italy)
VILANOVA, Vicente (Spain)

Also attending:

CASO FLÓREZ, Miguel (PIARC-GS)
KNUTSEN, Nina (PIARC-GS)
KO, Jun-Sik (PIARC-GS)
KASUYA, M. (JAPAN)
MATIASEK, Florian (AUSTRIA)
NISHIMURA, M. (JAPAN)
NYLANDER, Annelie (SWEDEN)
PERVENECKAS, Zigmantas (Lithuania for S. SKRINSKAS)
SALVIA, Miguel Angel (ARGENTINA)
SCHMITZ, P. (GERMANY)
TANINO, Tomonobu (PIARC-GS)
WARD, Justin (UK)

1. Opening Remarks

Mr. Paniati opened the joint meeting of the Strategic Planning Commission and the Mid-Cycle plenary participants with a description of the goals for the collective discussions. This would begin with a review of the guiding information used to orient the Mid-Cycle deliberations, including a summary of the results of the First Delegate, National Committee, and Technical Committee surveys as well as the series of external organization interviews performed by the Association.

The meeting would then turn to presentations by the Strategic Theme Coordinators reporting on the conclusions of the four concurrent sessions. Mr. Paniati noted that the SPC would want to have particular attention given to the question of how the themes' proposals for the next cycle fit with what has been requested through the various surveys.

2. Adoption of the Agenda

The agenda was accepted without modification.

3. Strategic Theme Reporting from the Results of the Mid-Cycle Breakout Sessions (Appendix A)

Mr. Paniati offered the SPC a description of the charge given to the strategic themes for their concurrent working sessions. He noted his appreciation for the work that was undertaken by the meeting participants, and that we had the opportunity already to hear about the status of preparations for the World Road Congress in Seoul.

Mr. Paniati outlined the objectives of the parallel sessions convened earlier: (1) to assess the work of the current cycle; (2) to discuss preparations of the 2015 World Road Congress; and (3) to obtain insights from the Technical Committees to shape the substantive work program of the Association in the next cycle. The key questions posed related to the last objective related to the issues should be focused on, what specific products or events correspond to the identified issues, and the level of effort required to complete the anticipated deliverables. He also shared the criteria offered to the themes for evaluating the topics, including relevance to members, clarity, and consistency with the mission of the Association.

With respect to the level of effort, the representatives of the Technical Committees -grouped by theme- were asked to consider if the tasks they envisioned would require long-term commitments of more than one cycle, if they were activities that could be undertaken in a 4-year cycle, or if they were tasks of a singular character that would allow them to be completed in less than a full work cycle. Mr. Paniati shared with the SPC that the availability of expertise to perform the various types of work suggested was also a factor the groups were asked to consider since it would have bearing on our ability to meet expectations. The TC representatives were also asked to consider issues of continuity and stability, flexibility, and timeliness of the Association's response to demand.

Examples were presented to illustrate how this analysis applied to specific undertakings in the current cycle. Mr. Paniati reflected on Road Safety as an issue. In this case, the suggested product was the Road Safety Manual, which was created to document and organize best practices from a policy and technical perspective. The level of effort attached to this product crosses work cycles. It is a significant task that entails production, maintenance, and promotion activities over an extended period.

A second, contrasting example was offered with the topic of infrastructure security. In this instance, a dearth of expertise within the Association made work on this topic following the traditional 4-year model difficult. Taking both the resource constraint in mind, it was determined that a single workshop would be an appropriate response to the existing demand. This was completed in less than a cycle, with the workshop held recently in London, organized through a limited number of focused meetings with a small task force of individuals bringing the unique expertise required.

Mr. Paniati offered the SPC a notional framework for organizing the work of the next cycle, consisting of a combination of multi-cycle technical committees, traditional single-cycle technical committees, and short-term task forces. The outline also contemplated the organization of work into strategic themes to ensure tracking and organized tracking of efforts in the various areas.

4. Findings of the First Delegate and National Committee Surveys and External Organization Interviews (See Appendix B)

Mr. Saunders presented a summary of the results of the surveys of First Delegates and National Committees. He noted that this was part of a broad information collection strategy organized by the SPC to get views from both internal and external stakeholders.

With respect to the First Delegates, he noted that the key priority areas identified were: national safety programs and policies; climate change and sustainability; improved mobility in urban areas; and asset management. It was noted that the topics reflect a great deal of consistency with work being done by the Association during the current cycle, but in some cases may speak to a desire for a different level of emphasis. The results were also consistent with expectations given that First Delegates are concerned with management of road agencies.

Turning to the results on the basis of the existing 4 strategic themes, Mr. Saunders noted that, within the Management and Performance theme, the First Delegates expressed strong interest in climate change and financing, and continuing interest in issues of effective agency performance and management, economics and social development, and management. Within the Mobility and Access theme, the surveys reflected strong continuing interest in road network operations (including intelligent transportation systems) and measures to address urbanization. Additionally, First Delegates expressed their desire to continue work on rural roads, noting this as an issue that must connect with urban mobility work, as well as winter service and freight. In this last case, there were specific concerns raised about heavy vehicle control. The

Safety theme showed overwhelming First Delegate interest in national policies and programs, followed by safety-related design and operations. The tunnel work of the Association was cited as an area with strong support. Within the Infrastructure theme, First Delegates showed clear desire for future work to focus on asset management. Bridge and road pavements had some specific points for exploration, as did earthworks and unpaved roads.

It was noted that the First Delegates also brought forward a number of novel issues for consideration, including quality control in road projects, emerging technology and deployment of research, as well as workforce development, road pricing, and the use of transportation data for performance measurement and reporting.

The First Delegates offered several ideas related to the question of how to make the Association more effective and relevant to its members. These included support for greater use of technology for communication, greater focus on information dissemination and marketing, consideration of partnerships with similar organizations, and the provision of greater support to TCs on procedural tasks and the outlining of expectations.

The National Committees that responded reflected views consistent with their role as interlocutors between the Association and the broader practitioner communities in their respective countries. The NCs reported having focused most recently on safety design and operations, asset management and pavements, road network development, and rural road systems. As they look ahead to their emerging areas of focus, they cited quality control and contract administration, pedestrian safety and safety-related technologies, new pavement technologies, and multimodal transportation issues in the urban setting.

Mr. Saunders noted that the NCs offered several practices that have been successful in supporting the distribution of information, including regular workshops and meetings, as well as collaboration with road agencies and other, similarly oriented organizations at the national level. Finally, their survey provided suggestions for how information dissemination might be improved, including additional in-country meetings, use of social media, and the greater use of professional journals as media for publicizing the technical work of the Association.

Mr. Suneson discussed the purpose of the external interviews – to obtain external perspectives on the Association – and shared some of the individuals and organizations that were contacted for the effort. He shared some research that juxtaposed the relatively constant pace of change with the tendency of international associations such as PIARC to reach critical decision points associated with the need for change. The decisions they make either lead to positive changes that enable them to continue functioning or lead to their decline.

The interviews revealed a number of shifts for the SPC to consider. They showed a shift from technical to holistic focus; from an emphasis on quantity to quality in roads; and a move from focus on a single mode (roads) to multiple modes. Additionally, they reflected a shift from focusing on the need to fund to focusing on the benefits that accrue from adequate funding. There is a shift from a vehicle orientation to a focus on people, a move toward holistic innovation, shifts in road agencies that are brokers rather than experts, and a shift toward greater working in networks (including collaboration with the private sector). Finally, he noted a shift from road agencies being technicians to being communicators.

Mr. Suneson saw in the interviews a message that the Association needs to relate road issues to global challenges, and that it must re-examine the way it works in the context of how the global environment has changed. He offered that PIARC needs to examine itself in the context of challenges facing road administrators, competing ways to develop and share knowledge, and the existence of competing global

organizations working in the same space. He recommended that the SPC consider several questions as it looks to the future work plan:

- (1) Are we doing the right things (relevance)?
- (2) Are we doing things right (efficiency)?
- (3) Are there better ways of organizing the collaboration?

Mr. Suneson closed his presentation with a suggestion that the key for the next strategic plan is not just the issues selected; it is the identification of the competitive position for the organization and the charting of a path toward that goal.

Findings from the Technical Committee Surveys

Mr. Corté presented a summary of the findings of the Technical Committee surveys. The presentation was based on a synthesis report prepared by the General Secretariat, which was distributed to the SPC before the meeting.

He noted the high degree to which the TCs provided positive responses regarding various aspects of the current cycle, including availability of expertise, increasing use of technology, the relationships with the Strategic Theme Coordinators, and the value of the international seminar program. The TCs appeared satisfied generally with the number of issues assigned to them and the terms of reference. The TCs did cite the importance of flexibility in the assignments represented by the terms of reference because it enables flexible response to issues that might change with time. Mr. Corté also mentioned overall positive reaction to the development of flagship products but noted varying levels of familiarity with the concept.

The surveys provided feedback on a number of issues related to internal collaboration. In this, the continuing value of in-person meetings of the Technical Committees was confirmed broadly. With respect to information technology, Mr. Corté noted the substantial support for the use of technology, evidenced by the wide use of WebEx conferencing by the Technical Committees. He also discussed the support for shifting to web-based products with the caveat that some responses suggested that there be a mixed approach to final product formats.

An area of concern mentioned in the survey related to member participation. In one form, it was revealed in mixed responses regarding the advancement of work between meetings of the Technical Committees. It was more pronounced, however, in responses related to participation in meetings and, in particular, the involvement of representatives from low and middle income countries.

Related to this, Mr. Corté mentioned the difficulty of travel having an impact in this regard. He noted the suggestion that TCs moderate a mirror committee at the national level -- as has been done in Italy, Spain and France with the assistance of the respective National Committees -- to increase member engagement and access to expertise.

Mr. Corté expressed his appreciation to the TCs for their responses and noted the value that this feedback would have to the Association as it looks forward.

5. Preview of Operational Discussion Results (See Appendix C)

Based on the schedule and to take advantage of the presence of the TC Chairs, Mr. Paniati offered the participants an initial presentation summarizing the operational issues discussion that took place at the

Mid-Cycle plenary. He emphasized that the discussion was an important one, since how the Association conducts its work is as vital an issue as the topics on which it decides to work.

Mr. Paniati explained that the discussion had been organized around three themes: internal collaboration, external communication, and partnering. Drawing from the ideas that emerged from the session, Mr. Paniati offered some suggestions for consideration in each of three theme areas. For internal collaboration, he offered two ideas: (1) the development of short orientation documents outlining responsibilities for various roles in the Technical Committee; and (2) the creation of a detailed Technical Committee Chair Guide. In the area of external communication, he noted that the visibility of the organization and its products was the principal concern. Based on this, he offered three possibilities: (1) creation of an electronic newsletter to highlight various aspects of the Association's work; (2) a webinar series drawing its content from the reports, seminars, and works in progress; and (3) continuation of different formats for products to ensure they remain accessible to diverse target audiences.

The discussion of partnering yielded three suggestions. The first was to provide explicit direction to new Technical Committees to identify and engage contacts with external organizations based on their anticipated work. It was also suggested that the TCs invite external representatives to be part of their efforts so that there can be greater familiarity and interest in products. Thirdly, Mr. Paniati recommended that TCs identify where contacts with external organization can benefit from elevation, as there may be cases in which formal engagement at the corporate level might be best.

The meeting participants endorsed the idea of creating an orientation document that addresses aspects of the commitment inherent in participating in the Association's technical bodies. There was also discussion of the possibility of using professional organizations as conduits for promoting the Association's work.

Mr. Paniati asked participants to continue thinking about these issues, and noted that the SPC would be examining this issue in its closed session on Wednesday. He thanked the Mid-Cycle participants for their initial feedback and offered to accept any additional ideas that they might have. He also confirmed that operational issues would be part of the consideration of the next strategic plan.

6. Presentations by the Strategic Theme Coordinators (See Appendix D)

Each of the Strategic Theme Coordinators offered PowerPoint presentations regarding the status of work in their respective areas. They each addressed the status of deliverables under the current strategic plan, summaries of the discussions related to the strategic direction session in Seoul, and the groups' deliberations regarding the next strategic plan. The four presentations are appended to these minutes for reference.

Mr. Zotter reported that the drafting of reports is generally proceeding well, but the TC studying financing is having difficulty. This is notable because of the strong interest registered by First Delegates in financing as an issue to be addressed in the next cycle. He indicated that consultations would continue to seek a resolution to the outstanding report issue. The Technical Committees have implemented quality control and quality assurance processes, some with external peer review. One significant suggestion regarding the format of work for the next cycle was the idea of convening a mid-term "congress" for the entire strategic theme. It would replace on the required seminars.

Mr. Ohnishi reported that the work for Strategic Theme 2 is progressing well. He noted that the discussion yielded some suggestions for private sector engagement to bridge knowledge gaps, active efforts to promote more engaged membership, and an internal seminar for all TC members to boost their performance as a group. Financial support for interpretation at in-person meetings was mentioned as

potentially beneficial. The conduct of activities to gauge stakeholders' interests, such as market surveys, was recommended as well.

Mr. Ward reported on behalf of Mr. Brannen for Strategic Theme 3. The group confirmed that housekeeping and dissemination of the Road Safety Manual would be a substantial body of work for the next cycle. They anticipated no change in the core business in the area of tunnels. The theme might also look at strategic thinking and operational implementation as the two main areas of study for the theme. Mr. Ward indicated that the group raised a number of possibilities related to communication, including the development of online web-based training and periodic talks about safety issues. It was suggested that external collaboration, particularly with the automotive industry, might be worthwhile to pursue. Relationships between the various flagship products – the RSM, Asset Management Manual, and the ITS-RNO Manual – were highlighted as a point for additional attention.

Mr. Caso-Florez, presenting on behalf of Mr. Vilanova, summarized the Strategic Theme 4 discussions. There was a great deal of continuity of topics in the presentation, and some indication of priorities within the list. It was also noted that the Asset Management Manual might require translation support, and this would be an area requiring some provision by the Association. The relationship between the rural roads and earthworks committees was cited as a point for focus, the challenge of finding synergy being exacerbated by the placement of the groups in different strategic themes.

There was an exchange about the need to look at rural roads in the broader context, including their socio-economic impact and access.

Mr. Paniati thanked the TC Chairs and Secretaries for their contributions. He commended them on the positive progress on the products for this work cycle, and on the success of the international seminar program. He emphasized the importance of this meeting as a means to identify points for adjustment in the preparations for the Seoul Congress. He thanked everyone for their feedback, which will help the Association to examine how to balance continuity with the need to set some new directions for the future.

Mr. Paniati opened the second day of the meeting with self-introductions by the meeting participants and discussing the agenda items to be completed. He then offered the floor to the President for opening remarks.

Mr. de Buen welcomed the SPC members. He offered that one of the most important objectives of the meeting was gathering the views of the TCs and the surveys. He also confirmed the focus on preparing for the World Road Congress in addition to mapping out the next cycle. Mr. de Buen observed that the next strategic plan will be a key one for the Association. For the first time, we are seeing in a concrete way a number of tendencies materialize. They are so consolidated that it would be a major omission not to take them into account in the plan.

Specifically, he noted changes in the external environment: (1) many countries are subject to budgetary pressures (lower levels and greater scrutiny); (2) career engineer is increasingly a figure of the past/many professionals coming into road agencies do not have technical backgrounds; (3) generational change and influence of technology (don't want to wait for answers, expectations change in a way that should influence our operations); (4) major shift in the function and priorities of the road transportation system (from a sector that was exclusively the domain of engineers, now we are in a maintenance/service mode, not construction). These changes mean that the SPC is tasked with generating a document that, while not providing all the answers, allows the Association to manage processes and issues in a way that will be flexible enough to enable both continuity and responsiveness.

7. Discussion of the Next Work Cycle (See Appendix E)

Mr. Paniati began his discussion of the content of the next cycle's work by reflecting on the variety of sources contacted to obtain input. He expressed his hope that we would have been able to narrow the focus to obtain a prioritized list of topics representing a mix of continuing and new work. The challenge following the presentations by the Strategic Theme Coordinators is to create an effective response to the trends and issues that the President cited.

He reminded the SPC that there are two elements to the plan: the subject matter and the operations/communications. There was a good discussion with the TCs on the latter issue, the preliminary results of which were already shared. In the end, a successful strategic plan will need to address the marketing and promotion of the substance generated by the Association.

Mr. Paniati then used a PowerPoint presentation to frame the discussion of the next plan, outlining goals that included identifying and carrying forward the strengths of the Association, maintaining and promoting flagship products, finding opportunities to ensure the organization's relevance, and seeking approaches that mix continuity and flexibility. The assumptions underlying the analysis being asked of the SPC are that we want an organization that provides value to its members based on current conditions. We are also seeking a higher profile and greater visibility for the organization.

Mr. Suneson raised the question of how we might map the Association's stakeholders and competing organizations. It is important that we know where our comparative advantages lie, as this will help us ensure we are addressing those items that will make us more relevant.

Mr. Paniati offered highlights from the stakeholder surveys, which provided some indication of the lines of work to pursue. These included safety, mobility (with an emphasis on urbanization), infrastructure (with emphasis on asset management), finance, and climate change. The treatment of the theme areas was accompanied by an initial assessment of the capacity of the Technical Committees as a basis for understanding what types of work are most likely to be sustainable in the next cycle.

Several areas of multi-cycle work were identified:

- Terminology
- the Road Safety Manual
- tunnels
- road network operations (including ITS)
- winter service
- asset management

The group then turned to consideration of other topics, with Mr. Paniati offering some baseline principles including assessment of the existing TCs, opportunities appearing in the themes' reporting, and messages appearing in the stakeholders' feedback.

In the area of finance, Mr. Paniati noted that there are questions about our capacity. With respect to climate change, there are similar questions about capacity and a suggestion from the theme that this might be broadened to environmental questions more generally.

In terms of process, the stakeholder surveys and theme presentations suggested that a combination of working structures be considered, defined by different durations and levels of effort.

Within Strategic Theme 2, the Secretary General noted that Road Network Operations has been an area of strength for the Association, and that interest in PIARC can be found within the ITS community. The Association has a knowledge of operations that complements the tools that are being developed by the ITS sector.

With respect to asset management, the Secretary General suggested that there be linkage between it and HDM-4.

The elements of the issues charged to those groups managing for long-term efforts were presented for consideration, with tunnels put forward as an example.

The analysis by theme resulted in the following lists of issues:

- Safety:
 - Vulnerable road users (What could the Association do that is unique?)
 - Human factors and design
 - Safety policy implementation to support LMIC
 - Security (a small scale activity to follow the recent workshop)
- Access and Mobility:
 - Urbanization (Need to define our role and consider connection with other groups)
 - Rural roads (year-round use and maintaining access)
 - Freight
- Infrastructure:
 - Pavements (focus to be determined)
 - Bridges (maintenance and preservation)
 - Emerging topics (focused on near-term deliverables, possibly in the area of modeling or performance specifications)
- Management and Performance:
 - Performance (e.g., indicators, international benchmarking; look at partnering with other organizations)
 - Finance and economics (e.g., how one argues for resources; possibly a short-term activity in the context of expertise challenges)
 - Climate change (correct scope to be defined, perhaps linked to resiliency; connection to the special project should be explored)
 - Risk management (needs a broader scope than natural disasters, to include project risk and disaster management)

Mr. Suneson raised the possibility of introducing a matrix structure that would allow groups to look at cross-cutting issues such as health in addition to those that are looking at particular sectors. He suggested the Association might gain some value from a mechanism to connect issues that appear in several technical groups. Mr. Joop picked up the issue of health as an example, noting that it relates to pavements, earthworks, safety, noise barriers, among other areas.

Mr. de Buen asked whether the issues of technology and the deployment of research that were mentioned in the stakeholder surveys, might be addressed. It is important that the Association be open to new developments.

Based on these identified priorities, it was agreed that the SPC Chair would communicate with the Theme Coordinators to request that they conduct additional consultations with the Technical Committee Chairs to obtain specific ideas about potential scope and deliverables associated with each topic. This input will then be used to craft an outline for consideration by the SPC.

Action: SPC Chair to contact ST Coordinators with guidance by July 10
Coordinators to provide responses to SPC Chair by July 25
SPC Chair to produce a first draft of the plan for SPC and ExCom by August 15

8. 2015 World Road Congress Preparations (See Appendix F)

Mr. Yoo delivered a progress report on the preparations for the 25th World Road Congress based on the PowerPoint presentation made available to the SPC before the meeting.

9. 2015 World Road Congress Sessions

In terms of the substantive arrangements for sessions, Mr. Yoo offered several proposed subtopics for the Ministers' session: sustainable financing, service improvement, new technologies, and the use of road space. Reactions from the SPC were sought to inform the arrangements. There was some discussion of potential topics to be undertaken but a more involved question about the general approach and format of the Ministers' session. Specifically, there were concerns about the level of specificity to be given to Ministers and the possibility of scheduling multiple sessions (e.g., each day of the Congress) to limit their length and offer Ministers greater flexibility in their dates for attending. Based on this conversation, Mr. Corté indicated that the General Secretariat would produce a short paper to be prepared with the invitation to the Ministers.

Action: The General Secretariat to draft a paper for consideration by the SPC, which will ultimately accompany the invitation to Ministers (Date:___)

The SPC also considered keynote presentations for the Congress. Proposals by the Korean government were: socio-economic impacts of roads, cooperation between advanced and developing countries for road investment, and the evolution of roads to satisfy future society. Mr. Corté noted that these topics were suggested as a departure from the technically oriented topics that will make up the remainder of the Congress.

Several ideas came forward in the course of the conversation, including a status report on the UN Decade of Action for Road Safety, autonomous vehicles, and big data for transportation choices. Mr. Kidnie offered that it may be helpful for one keynote to be future oriented, have another stress the importance of the tasks set before the road sector, and the third be one that is entertaining and has a different perspective. Other topics put forward included: urban development and transport, 3D modeling and preparation of projects, 3D printing as a technology with potentially broad impacts on our work, and possibly a review of specific successes in the developing world.

Mr. Corté led the SPC in a discussion of the Special Sessions. He suggested that the Road Safety Manual might be integrated into the session on the UN Decade of Action. Mr. de Buen recommended that one of the rural roads sessions be organized to align with UN efforts to eradicate extreme poverty by the year 2030. He also suggested that there might be value in a session that captures young engineers' perspectives on the future of the transportation sector. In terms of process, Mr. Corté indicated that there

will be an electronic balloting process with the SPC to obtain official decisions on what sessions to recommend to ExCom.

Action: The General Secretariat will prepare a summary note on Special Sessions to the ExCom for comment by early September.

10. Special Projects

Mr. Kidnie reported that the road maintenance project has been completed and that the General Secretariat is attending to the distribution of that product.

Mr. Corté reported that the request for proposals for the Climate Change Adaptation Framework was released in February, and the steering committee for this project met on the margins of a recent Technical Committee meeting. The call for proposals closed on 30 June and, to date, 16 proposals were received. These proposals came from the UK, US, Canada, among other countries. Preliminary impressions are positive based on the level of effort appearing in some of the proposals, and Mr. Corté expressed his sense that some proposers are looking at the project as an opportunity to gain a higher profile on a topic of broad interest. The proposals will be reviewed in 2-3 weeks, with the project expected to begin in August or September. The project contract will run for 6 months, the target for completion being March of next year.

It was noted that there might be value in having additional participants in the project's steering group.

Action: SPC members to refer any nominations to the steering group to Mr. Kidnie by 15 August.

11. Report on Communications Commission Activities (See Appendix G)

Ms. Knutsen offered the SPC a brief summary of issues under consideration by the Communications Commission, emphasizing those bearing on the future-oriented questions being addressed in this meeting. Specifically, she shared that the Com Com has developed a channel strategy that shows the communications means that the Association has available. It addresses the questions of who we reach and how often we can do so through each mechanism. She highlighted that there will be a social media strategy presented to the ExCom in Chile.

Ms. Knutsen reported that there has been a group constituted to look at implementation support and marketing of the Road Safety Manual. There is a thorough draft completed. Ms. Knutsen offered to provide additional detailed information.

Mr. Paniati agreed to send out the channel strategy and the draft RSM dissemination plan to the SPC for review and comment. Mr. de Buen complimented the channel strategy, and asked how we might use this in the near term as a means to generate material that can be provided to the membership or public at large. The channel strategy represents the core of what we want in terms of visibility for the Association. He asked for proposals on how these channels might be expanded or changed to allow us to reach our audiences better. On the basis of these proposals, an action plan could be developed for enhancing our communication.

Mr. Paniati agreed that an action plan would be helpful to move this issue forward. Mr. Kidnie expressed the view that the highest priority in this area should be to get someone on board to handle communications matters. It needs to be given priority separate from the development of the next strategic plan. He suggested it be something that should be accounted for in the current budget as soon as possible. Mr. Corté noted that this need had been identified some time ago but the more recent work of

the Communications Commission might create a more solid basis for making a resource request of the ExCom. Mr. Paniati expressed his hope that the Com Com will drive this effort. The SPC can be supportive based on the demands created by the substantive work.

Action: SPC Chair to provide the channel strategy and draft RSM implementation support plan to members. Comments requested by 15 August.

12. Review of the Operational Issues Discussion

Mr. Paniati returned to the presentation on operational issues shared earlier with the SPC. He asked SPC members to provide any additional ideas related to the three areas discussed.

On the issue of internal collaboration, the ideas of orientation sheets and the development of a Chair Guide were endorsed by two members of the SPC. Related to external communication, Mr. de Buen asked what an instruction to TCs might look like pertaining to the suggested webinar series. Mr. Paniati responded that the challenge for the Association would be to build the facility for regular webinars. The instruction could simply be written as a requirement that TCs produce a short presentation on each deliverable or event for which they are responsible, with a commitment to delivering this presentation using the webinar platform made available by the General Secretariat. Mr. Ward noted work that had begun on the development of a reporting template for international seminars, which could contribute to such an effort.

On partnering, Mr. Paniati noted that there were discussions at the issue level highlighting specific linkages. We should encourage the TCs once they are constituted to identify and follow up on partnership possibilities. There have been some relationships that occur organically, but this has not been a category of effort thought of as inherent in the work of the Technical Committees.

Mr. Kidnie observed that these points should be integrated into the work of the Communications Commission. He also noted that the ideas being discussed assume less dependency on Congresses as the delivery mechanism for the Association's material. Mr. Paniati agreed, stating that what is envisioned is the creation of a continual stream of content enabled by new instructions to the TCs.

Mr. Delvincourt recommended the creation of indicators for Technical Committees, including attendance and measures that might be undertaken to improve. Mr. Paniati requested that he submit his ideas after the meeting so that the SPC might consider them.

Mr. de Buen offered the idea that an individual at the TC level be designated to work as a liaison to staff responsible for communication. Mr. Paniati agreed and suggested that this might be one of the roles described in the orientation sheets recommended for various TC member types.

Mr. Corté provided a short demonstration of the electronic version of Routes/Roads.

Action: SPC Chair to provide the summarizing PowerPoint and table of specific comments from the mid-cycle discussion to members for comment (attached).
SPC members to provide any feedback to Chair by 30 July.

13. Other Business

Mr. Paniati reminded members that they had received electronic copies of a report on the use of Spanish. The report was prepared by a task group commissioned by the President to explore this issue. The

General Secretariat has sought comments from the three commissions by 5 September. To provide a unified view from the SPC, Mr. Paniati requested that SPC members provide comment by the end of July so that they can be compiled and a decision made on whether there would be value in the SPC convening virtually to discuss.

Action: SPC members to provide comments on the Use of Spanish report to the Chair by 30 July.

14. Closing Remarks

Mr. Paniati thanked the SPC members for their engagement and Mr. Zotter for the excellent hosting arrangements. Mr. de Buen thanked Mr. Zotter as well. Mr. de Buen again reflected on the importance of this strategic plan and encouraged the SPC members to continue to contribute to it in a manner consistent with the goal of making the Association better recognized and connected to its membership. He reminded everyone of the sense of urgency attached to this task and the opportunity the plan provides to ensure a positive direction for the Association. He thanked the members for their feedback thus far, and in advance for the additional input they will provide in the coming weeks.