

ITA STRENGTH WEAKNESSES OPPORTUNITIES THREATS

STRENGTHS

- Global network covering all categories of underground work
- Recognised platform for knowledge development and knowledge sharing
- Established relationship with other Global Organizations (PIARC, ISOCARP) and with United Nations
- Recognized as bringing a strong International and unbiased voice
- Excellent networking platform
- Strong brand
- Involvement of Young professionals in the association
- Financial standing of ITA allows new initiatives
- Ability to pioneer in new approaches in tunnelling e.g. risk management...

WEAKNESSES

- Insufficient involvement of some Member Nations
- Limited knowledge sharing in some areas: financing, technology
- Communication channel with Member Nations and other stakeholders not sufficiently established
- Limited representation of contractors
- Limited representation of public agencies
- Limited contact with private investors and owners
- Known inside the industry but not sufficiently outside
- Activities of the association rely mostly on volunteer work
- Cost of participation in ITA activities

OPPORTUNITIES

- Growth of urban development will require increased use of underground space
- Increasing share of underground mining
- Increasing demand for Education and Professional Training
- Availability of new technologies for use in the tunnelling industry
- Increasing private investment in underground projects
- Increasing awareness of sustainability requirements and the contributions that underground can bring.

THREATS

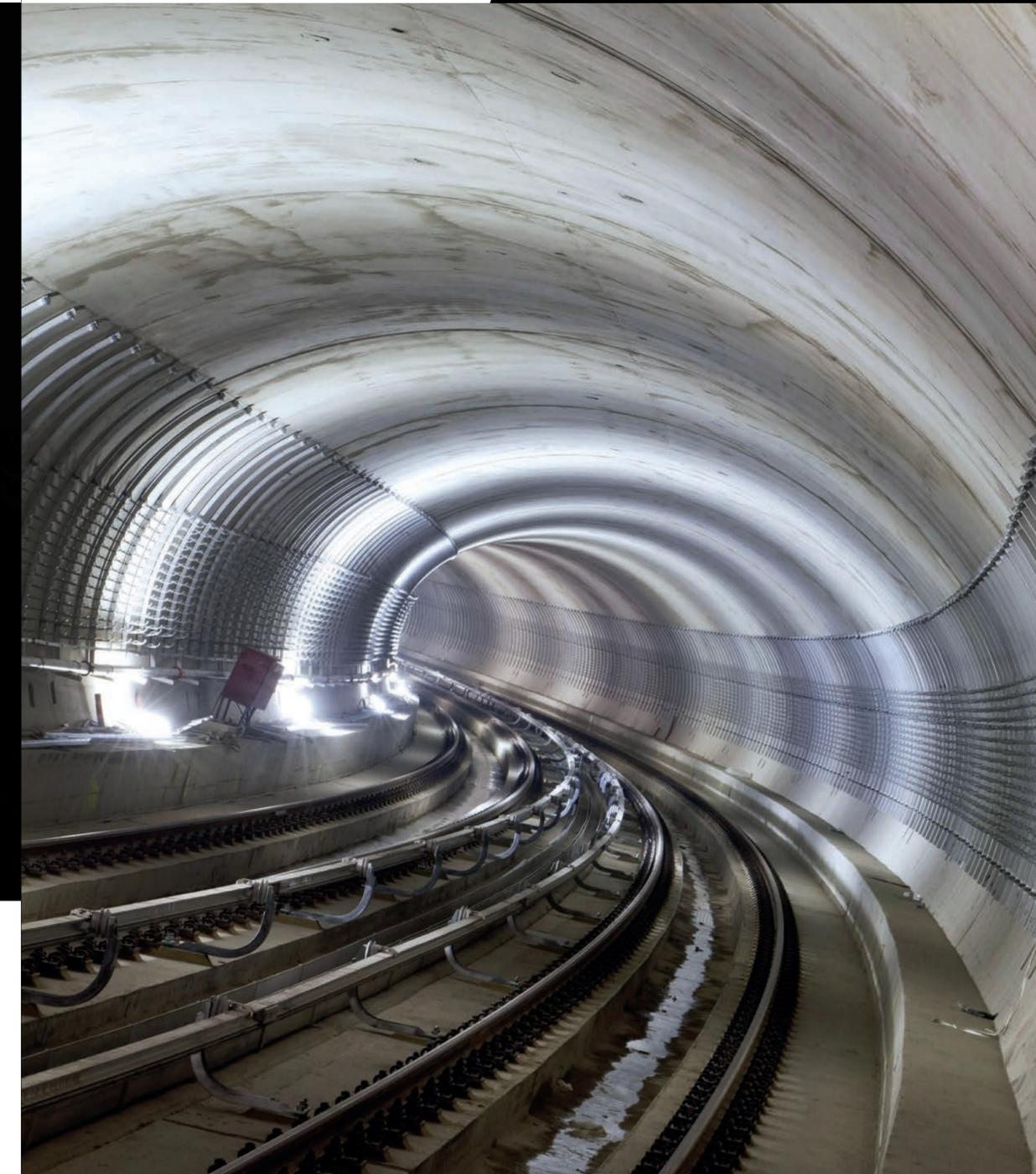
- Financial constraints may cause a reduction in membership and sponsorship
- Other organisations trying to attract members from same pool of professionals as ITA / Numerous competing conferences and events
- Media tend to focus on bad tunnel projects experiences / Perception that tunnels would be unreliable
- Europe dominated (specifically in the Industry)
- Recent downturn in worldwide economy while underground solutions require high investment
- Insufficient use of best contractual/ procurement practices

MEMBER NATIONS



ITA
AITES

ITA STRATEGIC PLAN
2017-2020



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ASSOCIATION
INTERNATIONALE DES TUNNELS
ET DE L'ESPACE SOUTERRAIN
ITA
INTERNATIONAL TUNNELLING
AND UNDERGROUND SPACE
ASSOCIATION
AITES



At the ITA General Assembly in San Francisco on April 27, 2016 a new Executive Council and a new president were elected.

The ITA Executive Council at its first meeting in Napa decided to update the ITA Strategy proposed for the period 2014-2017.

The present document summarizes the updated SWOT, proposed goals, and associated actions for the period 2017-2020.

This update is in line with that developed for the previous period when a great deal had already been achieved. Nevertheless, with the tunnelling industry growing, and more activities being developed, new actions are required to reach the identified main goals to achieve the ITA mission.

Tarcisio Celestino
ITA President

THE ITA VISION

ITA - the leading international organization promoting the use of tunnels and underground space through knowledge sharing and application of technology.

THE ITA MISSION

We are committed to developing sustainable solutions for increased and optimised use of Underground Space that enable owners and industry to excel with:

- Reliable and Economical Solutions
- Improved Safety
- Environmentally Friendly Solutions

THE 2017-2020 STRATEGIC GOALS AND ACTIONS

Six goals have been identified to fulfil the ITA mission. For each goal, 3 or 4 actions have been identified to be completed during the next term. Progress will be monitored and reported annually at the ITA General Assembly.

1 Encourage MNs to develop activities, share knowledge, and promote underground space

1. Intensify connection with MNs by collecting information about their activities.
2. Provide tools to support the MNs in their activities and communication initiatives at a regional level.
3. Regularly communicate on the activities of WGs/Committees with MNs through dedicated presentation and support translation of documents.

2 Optimize the contribution of WGs and Committees

1. Enhance communication with WGs and Committees through sharing on activities, and developing closer relationship.
2. Pursue the improvement of WGs and Committees publications.
3. Involve WGs and Committees in the preparation of didactic documents and ITA-CET courses based on their publications.
4. Encourage WGs and Committees to prepare material for articles, interviews, and videos for relevant tunnelling industry media.

3 Enhance Interaction with Industry

1. Follow up on collaboration with Prime Sponsors and Supporters through regular visits, exchange of views on strategy and satisfaction survey.
2. Develop mutually beneficial initiatives with Industry through joint participation in seminars and interaction with MNs.
3. Regularly update the tunnel market forecast survey and organize dissemination to Prime Sponsors, MNs, and other ITA stakeholders.

4 Encourage further Knowledge Sharing through Education and Training

1. Support MNs through the organization of training sessions and workshops.
2. Develop a training offer for professionals and industry.
3. Implement e-learning / webinars.
4. Create and develop University network as well as a regional ITA-CET correspondents network.

5 Enhance Tunnelling and Underground Space Awareness

1. Develop material to promote success stories on the use of underground space from the perspective of sustainability, and public acceptance.
2. Develop a generic approach to promote the use of underground space as continuing efforts in coordination with UNISDR, UN Habitat, ISOCARP, ICLEI, and IFME.
3. Organize specific training sessions on the use of underground space in developing countries.
4. Facilitate the interaction between Committees with the objective of fostering industry involvement in the Think Deep initiatives.

6 Improve communication with Member Nations, Industry, and the general public

1. Encourage MNs to officially designate a communication correspondent in charge of communication relationship with ITA.
2. Plan communication messages, on innovations and successful projects, with the support of MNs, the industry and the general public.
3. Improve the use of new media to promote ITA's activities and underground solutions.
4. Initiate an annual publication to disseminate information provided by MNs in their activity report.

