



# CARSP 2021-2023 Strategic Plan

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**Adopted March 2021**

## ***OUR VISION***

***By following Vision Zero principles in our research and practical approaches,  
to achieve zero deaths and serious injuries on Canada's roads.***

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## 1.0 INTRODUCTION

### 1.1 Our Organization

The Canadian Association of Road Safety Professionals (CARSP) was formed in 1985 and is a national organization dedicated to enhancing road safety at home and globally. It is comprised of a diverse group of professionals involved in the research, management, delivery, and promotion of road safety programs. CARSP supports Canada’s road safety community by providing access to multi-disciplinary information, research, and networking opportunities. We encourage the sharing of professional experience; facilitate communication and cooperation among road safety groups and agencies; promote research and professional development; and provide an influential voice for road safety professionals with which to communicate knowledge-based advice to policy-makers.

We are a growing organization, aiming to increase our influence while provide excellent member value. This Strategic Plan was developed primarily for the use of CARSP’s leadership, which consists of a volunteer Board and a part-time, paid, Executive Director. It can also be viewed by any member or potential sponsor or partner.

CARSP has a membership of over five hundred members from across the country, and from various disciplines including public health, policy development, law enforcement, research, behavioural science, and engineering, to name a few. Detailed information about CARSP and our activities and resources can be found on our website at [www.carsp.ca](http://www.carsp.ca).

### 1.2 Our Board and Staff

The work of CARSP is overseen by an elected Board of Directors. The organizational structure of CARSP is shown in FIGURE 1.

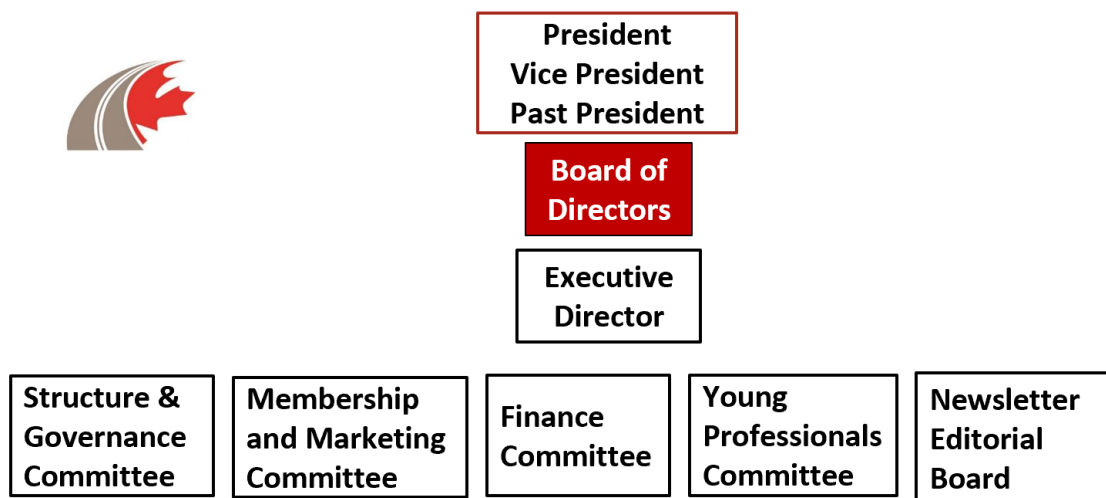


FIGURE 1 ORGANIZATIONAL STRUCTURE

### **1.3 Strategic and Operational Planning Cycles**

The CARSP Board undertakes a Strategic Plan every 3 years to review its Vision, Mission, Values, Service and Operational Goals, to update its service areas, and to identify strategic priorities for services to its members.

In addition, annual operational plans (Work Plans) are prepared by the Board every year, to identify specific activities to undertake during the year, how they support the strategic plan, and metrics to measure the completion and effectiveness of each activity.

### **1.4 Strategic Planning Process**

The process of developing a Strategic Plan for 2021-2023 started in November 2020 and concluded in March 2021. It consisted of a Strengths, Weaknesses, Opportunities and Threats Analysis of the organization and a review of the previous three years of activities and accomplishments. It continued with the development of overall Service Goals and Operational Goals. The Strategic Plan was adopted on March 23, 2021. This informed the subsequent development of a Work Plan for 2021-2022.

CARSP has separately developed a marketing plan, which can be accessed through the Executive Director.

## 2.0 MISSION, VISION, AND VALUES

### 2.1 Vision

Our Vision statement encompasses our ultimate goal and the reason for the organization's existence. CARSP's updated Vision is stated as follows.

#### **CARSP's Vision**

By following Vision Zero principles in our research and practical approaches, to achieve zero deaths and serious injuries on Canada's roads.

This vision states CARSP's support for the Vision Zero philosophy and encourages the movement of many organizations towards adopting the principles of Vision Zero. It reflects the collective goal of ultimately eliminating deaths and serious injuries on our roads.

Vision Zero principles can be articulated as follows:

1. Life and health can never be exchanged for other benefits in society,
2. Serious injuries and fatalities are predictable and preventable,
3. Road users are vulnerable but should not be killed or seriously injured as a result of a crash,
4. Humans are prone to error but should not die or become seriously injured as a result,
5. System-wide changes are the most effective.

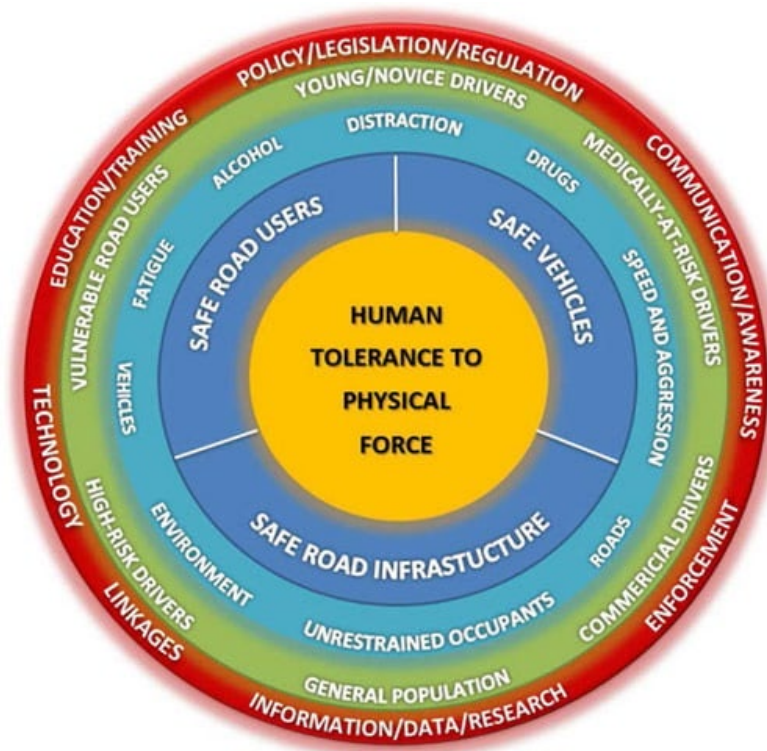
### 2.2 Mission

CARSP's Mission Statement describes how we aim to achieve our stated Vision.

#### **CARSP's Mission**

Through the Safe System Approach, CARSP will influence and support road safety professionals by providing access to multi-disciplinary research, evidence-based best practices, networking, and collaboration opportunities to support current United Nations road safety resolutions.

The Safe System Approach recognizes the interdependence of the safe system components: Safe Roads, Safe Speeds, Safe Road Users and Safe Vehicles, and the actions that can be taken to achieve continuous improvements across these components. The goal of this approach is to prevent all collisions and to ensure that if collisions do occur, road users will not be seriously injured. While road users must always try to interact safely, the Safe System Approach emphasizes that the transportation system must be designed to accommodate human vulnerability and error. Therefore, the Safe System approach places more responsibility on the system designers than on individual road users. The Safe System Approach is illustrated in the figure below (<https://roadsafetystrategy.ca/en/strategy>).



**FIGURE 2 SAFE SYSTEM APPROACH**

The current United Nation's Resolutions related to road safety can be found at:  
<https://www.who.int/teams/social-determinants-of-health/safety-and-mobility/decade-of-action-for-road-safety-2021-2030>

## 2.3 Values

CARSP's values describe what the organization considers most important, and the way it will work towards achieving its vision and mission.

### **CARSP's Values**

**Knowledge** - Promoting and sharing research and evidence-based best practices.

**Collaboration** – Encouraging the adoption of a Safe System Approach by fostering collaboration through multidisciplinary membership and networking opportunities.

**Equity** - Promoting equitable levels of road safety for all road users.

**Professional Development** – supporting students and young professionals to embark on a career in road safety and providing ongoing training for current practitioners.



### **3.0 SERVICE AND OPERATIONAL GOALS**

CARSP's strategic goals have been divided into Service Goals and Operational Goals. The Service Goals outline how CARSP as an association is striving to achieve its mission. The Service Goals also outline the value proposition we give to our members and the value we give to the broader road safety community. The operational goals relate to the operation of our association. More specifically, its governance, its capacity for achieving its service goals, and its sustainability.

#### **3.1 Service Goals**

CARSP has identified six distinct Service Goals, which are summarized as follows:

1. Encourage the sharing of professional knowledge and experience (e.g., road safety policies, programs, research, initiatives, and news) both within and across disciplines;
2. Facilitate communication and collaboration among road safety groups and agencies;
3. Promote professional development and careers in road safety;
4. Promote research and evidence-based practice and program development;
5. To promote the Safe System Approach to improve road safety outcomes (i.e. achieve Vision Zero);
6. Provide an influential voice for road safety professionals with which to communicate knowledge-based opinions to policy makers.

#### **3.2 Operational Goals**

CARSP has identified three distinct operational goals, which are summarized as follows:

1. To have a strong internal governance, accountability, and coordination.
2. To engage all board members equitably in the operation of CARSP's activities and initiatives.
3. To be self-sustaining with enough resources to achieve our service goals.