



Canadian Association of Road Safety Professionals

Strategic Plan

2014 – 2016

Introduction

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 an organization in transition: strengthening our governance; aligning our strategic and financial planning and direction; and focusing on building new and enhancing current partnerships. With a dedicated Board of volunteers and one part-time paid staff, we concentrate our resources on three key services:

Road Safety News

- Our website features regularly updated news stories on road safety in Canada.
- We provide our members with information on the latest road safety initiatives and research being conducted by our members through our quarterly Safety Network Newsletter.
- We provide information on provincial, national and international conferences and workshops focused on road safety issues.

Knowledge Sharing

- CARSP hosts the CARSP Conference, an annual conference which attracts Canadian and international delegates. The conference features panel discussions and paper sessions that look at: “Policy and Practice” and “Research and Evaluation”.
- Many delegates enjoy attending the conference as it helps them stay informed on the latest road safety initiatives and research.
- Members can download past conference papers free of charge. We also provide an easy to use search function to help you find the paper you are looking for, or to help you find papers on a certain topic.

Networking

- Conference delegates enjoy the opportunity to network with other road safety professionals from across Canada and around the world.



- Members also network with each other using the member database. Plus we are continuing to work on the development of a road safety expert database. Our members have each generated a profile of themselves and their work. Members use this extra information for networking purposes.

Our Environment

As a volunteer Board and organization, we have a number of key strengths that support our plan including well established and recognized tools such as the website, digest and newsletter; a multi-disciplinary membership and sources of information; and international links. CARSP has a strong reputation for professional credibility and draws top-notch researchers and practitioners to our annual conference.

There are some on-going key challenges that we are addressing through this updated strategic plan. There is a lack of stable, consistent and predictable sources of revenue resulting in variable budgets; there is a need to better engage the membership; insufficient capacity to grow the organization; Board recruitment; and consistency in our policies and procedures as they have been largely unwritten in the past.

Additionally there are a number of threats which have been considered in building the strategic plan and aligning our structure and resources to address them including attracting and retaining new members; Board and volunteer capacity in delivering the annual CARSP conference; tighter budgets-fewer people able to attend the conference or contribute in-kind; competition from other conferences and organizations; and lack of brand recognition.

Addressing these challenges and threats takes a committed and passionate board along with engaged membership. The breadth and strength of our Board brings a broad network of resources and support for collaboration as we work through organizational change and take advantage of new opportunities. These opportunities include increased collaboration with TAC in the development of its new road safety professional certification; strengthening our relationships and partnership with organizations of similar interests and goals, e.g. Parachute, Canadian Council of Motor Transport Administrators, Insurance Bureau of Canada, Transportation Association of Canada, Traffic Injury Research Foundation; increasing our presence and contribution to global road safety through the Global Alliance of NGO's for Road Safety and the Canadian Global Road Safety Committee; focusing the Board on strategic and financial planning; and engaging young professionals in road safety through the Canadian Road Safety Youth Committee.

As an organization we have a vision for our organization that focuses on collaboration and striving for safer roads and our mission identifies what we do as reflected in the services described above.



Vision (new)

Professionals collaborating in research and practice to make our roads the safest in the world.

Mission

Fostering a road safety community by providing access to multi-disciplinary information, research and networking opportunities.

Values

- Road Safety Supported through multi-disciplinary membership
- Community Supported through networking and partnerships
- Knowledge Supported through the sharing of research and information

Strategic Themes

Service/Membership

Goals	Tactics/Actions
<p>Expand, engage and increase value to membership to ensure viability of CARSP</p>	<ul style="list-style-type: none"> • Website redesign • Keep our members up-to-date and informed about road safety programs, research, initiatives and news • Enhancing networking opportunities other than annual conference • Periodically review membership structure • Monitor website analytics and email analytics for members • Monitor feedback on the association from non-members • Semi-monthly posting of Digest • Quarterly posting of newsletter

Marketing

Goals	Tactics/Actions
Greater engagement with the broader road safety community, including globally.	<ul style="list-style-type: none"> • Website redesign • Identify new potential partners in line with our strategic goals • Develop partnership policy • Participate in the development of TAC's road safety professional certification program • Participate in Global Alliance of Road Safety NGOs • Co-chair Canadian Global Road Safety Committee
Increase awareness of CARSP in the broader road safety community	<ul style="list-style-type: none"> • Website redesign • Review/revise previous marketing plan for Board approval • Leverage group membership (providing membership options)
Clarify our brand	<ul style="list-style-type: none"> • Website redesign • Develop tag line
Promote road safety as a career	<ul style="list-style-type: none"> • Engage CRSYC to develop a strategy and activities • Develop job posting page on website • Participate in the development of the TAC road safety professional certification

Structure & Governance

Goals	Tactics/Actions
Strengthen board capacity and engagement	<ul style="list-style-type: none"> • Finalize Board governance and policy manual (include orientation for new board members) • Review committee structure to align it with good governance practices and strategic priorities • Consider merging of Membership and Marketing Committees
Strengthen board representation	<ul style="list-style-type: none"> • Identify road safety sectors for representation on Board (i.e., regions of Canada and professional groups) • Develop Board recruitment and retention policy and procedure (leverage group memberships)
Conference integrated into CARSP	<ul style="list-style-type: none"> • Develop conference policies and procedures to be integrated into governance manual • Committee to review conference branding & communication (include Marketing and Finance committee reps)

	<ul style="list-style-type: none"> • Review possible development of an adhoc sub-committee (to the S & G committee) to document the conference policies and procedures and/or an ongoing standing conference committee (separate from the S&G committee) which would oversee the conference
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Financial Stability

Goals	Tactics/Actions
Increase financial consistency and predictability (contributing to organizational viability)	<ul style="list-style-type: none"> • Develop a financial budgeting and planning process • Develop conference strategy as key revenue generator • Seek national sponsors (in addition to local sponsors) for CARSP conference
A sustainable organization and an accountable Board	<ul style="list-style-type: none"> • Establish financial policies

Administration

Goals	Tactics/Actions
Increase administrative capacity and efficiency	<ul style="list-style-type: none"> • Website redesign • Build permanent online conference registration program • Review job profile of Executive Administrator and clarify administrative needs (versus Board needs and roles)

As CARSP continues to evolve and grow, we are committed to keeping our strategic plan vibrant and current. Developing partnerships, sharing new knowledge and ideas, and nurturing future talent in the field, will contribute to our ongoing viability and the ability to shape and influence national and international road safety outcomes.