



STRATEGIC PLAN 2012 - 2017

ENHANCED TRAFFIC ENFORCEMENT PROGRAM

A partnership between the Insurance Corporation of British Columbia (ICBC), Police Services Division (PSD) Ministry of Justice and the Royal Canadian Mounted Police (RCMP).

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CHAIR'S MESSAGE

Chair's Message

On behalf of the **Governance Council**, I am pleased to present the Enhanced Traffic Enforcement Program **2012–2017 Strategic Plan**.

This Strategic Plan is the result of consultation with our road safety partners and stakeholders, represented by policing agencies, government ministries and crown corporations, and not-for-profit interests. Thank you to all the participants who provided input as well as timely and expert advice in crafting the Strategic Plan.

The first Enhanced Traffic Enforcement *Memorandum of Understanding*, signed with ICBC in 2003, marked the beginning of a partnership that is unique in Canada. By aligning the interests of police and government, the Enhanced Traffic Enforcement Program (ETEP) can more effectively target resources and efforts towards those road safety issues that cause the greatest harm on British Columbia roads.

ETEP augments existing traffic enforcement resources in BC with Integrated Road Safety Units (IRSUs) and intersection safety cameras. ETEP also supports vehicle crime reduction strategies through the Integrated Municipal Provincial Auto Crime Team (IMPACT) and BaitCar. And on behalf of the program, ICBC delivers public safety messaging to inform and educate road users.

Using the Strategic Plan as our guide going forward, we will continue to work closely with police and road safety advocates to reduce the harm caused by motor vehicle crashes and vehicle crime, while optimizing resources and providing effective oversight of all program areas.

Clayton Pecknold
Assistant Deputy Minister and
Director of Police Services



INTRODUCTION

Introduction

The Enhanced Traffic Enforcement Program (ETEP) is a **partnership** between Police Services Division (PSD), the Insurance Corporation of British Columbia (ICBC) and the Royal Canadian Mounted Police (RCMP). Independent municipal police departments are represented as key partners through the Governance Council, Joint Management Teams (JMTs) and front-line police officers.

Funding for the program is provided by ICBC with additional monies flowing to enforcement from the provincial police service agreement for police resources. The most recent *Memorandum of Understanding* (MOU) signed in April 2012 establishes a new governance structure for the program, a financial contribution schedule and more robust reporting requirements, program deliverables and evaluation.

ETEP is **unique** in Canada. Every province and territory has regular traffic enforcement and road safety initiatives. Only BC has ETEP, which delivers almost \$30 million over and above regular BC road safety enforcement resources for initiatives such as dedicated traffic enforcement, automated intersection enforcement, vehicle crime suppression, police overtime and special enforcement campaigns such as impaired driving CounterAttack. The program also funds communications for targeted traffic enforcement campaigns, police training, and secretariat support for police traffic committees.

The development and delivery of a **Strategic Plan** (hereafter the Plan) for the program is prescribed under paragraph 17 of the 2012 MOU.

Components of the ETEP Plan also support the goals of the overarching provincial and national road safety strategies aimed at making BC's roads the safest in North America.

MANDATE

Mandate

To reduce harm on roads and vehicle crimes in BC through targeted enhanced enforcement and awareness efforts.

Enhanced traffic enforcement supplements existing provincial traffic, training and road safety policy efforts through a unique combination of integrated policing models, deployment of technology and issue-specific initiatives.

The ultimate goal of provincial and ETEP road safety priorities is to drive down fatality and serious injury rates across the province. In pursuit of these goals, ETEP uses a data-driven, intelligence-led model that identifies road safety priorities and supports delivery of a number of road safety initiatives targeted to those priorities.

- The RCMP delivers enhanced traffic enforcement through Integrated Road Safety Units (IRSUs) which includes RCMP officers and seconded officers from independent municipal police departments; there are 19 IRSUs deployed across the province
- The Integrated Municipal Provincial Auto Crime Team (IMPACT) targets vehicle crime throughout the province and manages the BaitCar program
- The Integrated Traffic Camera Unit (ITCU) operates the automated red light camera program at 140 sites in BC, and
- The Road Safety Unit provides ETEP administration and oversight; funds advanced traffic enforcement training; conducts research and evaluation; oversees policy and communications relating to traffic enforcement; and provides secretariat support to the BC Association of Chiefs of Police Traffic Safety Committee and sub-committees

ACCOMPLISHMENTS TO-DATE

Accomplishments to-date

The **Enhanced Traffic Enforcement Program** has delivered consistent and effective road safety initiatives since 2003.

Road safety and traffic issues are not bound by municipal borders. One of the first accomplishments of the new partnership program was the development and implementation of a new business model for enhanced traffic enforcement – Integrated Road Safety Units or IRSUs – are made up of a combination of RCMP and independent police department officers; these units are dedicated exclusively to traffic enforcement.

IRSU officers are deployed in every region of British Columbia. Since 2003 ETEP support has resulted in an additional 1.1 million traffic violation tickets being issued in the Province; this represents an average of 22 per cent of total annual violation ticket output. IRSU officers also support the annual provincial enforcement campaign calendar established by the BC Association of Chiefs of Police Traffic Safety Committee. IRSUs have deployed resources in support of the 2010 Winter Olympics, provided core enforcement support for Immediate Roadside Prohibitions and spearheaded specific initiatives such as:

- Making the Malahat Safer (Capital Regional District IRSU)
- Light up the Corridor (Lower Mainland and Fraser Valley IRSU) and,
- Piloting the use of Automated Licence Plate Recognition (ALPR) technology

Integration of RCMP and independent police resources continued with the creation of the **Integrated Municipal Auto Crime Team (IMPACT)**. IMPACT has contributed to the 72% reduction of auto theft in BC since 2003. Using innovative and proactive communications,



ACCOMPLISHMENTS TO-DATE

IMPACT has made 'BaitCar' a household word in BC and beyond. Auto thieves are particularly familiar with the phrase "*Steal a BaitCar. Go to Jail*". The 'bait fleet' now includes ATV's, snowmobiles, watercraft, motorcycles and trailers, and as of 2012, the fleet has been expanded to include commercial vehicles. And every year, IMPACT conducts auto crime month with the highly anticipated "Top 10" most wanted car thieves.

The **Intersection Safety Camera** (ISC) program has expanded to 140 digital cameras in 26 communities across the province. The location of each camera in BC was selected to reduce injury-producing crashes. In 2012 the site-selection committee was recognized by the American Association of Motor Vehicle Administrators (AAMVA) for creating an international 'best practice' for red-light camera site selection criteria. This program has resulted in a six per cent reduction in crashes at ISC sites annually.¹

The **Road Safety Unit** in partnership with the Justice Institute of BC ensures that officers have access to advanced traffic enforcement training. The Road Safety Unit also ensures financial support to independent municipal police departments for Counter Attack road checks, and Enhanced Road Safety Enforcement Initiative (ERSEI) funding to RCMP for overtime to support provincial road safety campaigns.

ETEP has also been able to proactively respond to **emerging issues** as in the case of Vancouver and Surrey spikes in pedestrian fatalities in 2012. The Road Safety Unit provided funds for several **Pedestrian Safety Initiatives** that targeted pedestrians, drivers and cyclists at high-incident locations. Incidents between drivers and non-drivers at these locations were dramatically reduced during the campaign periods. ETEP was also able to support **research and training** for Approved Screening Devices (ASDs) standardization and calibration certification in support of immediate roadside prohibitions. This support ensures provincial protocols, processes and standards are in place for provincial impaired driving sanctions.

Raising **awareness** of road safety issues is an important element of programs that change road user behavior. ICBC uses its considerable road safety expertise and a

¹ ICBC statistics, 2013.

ACCOMPLISHMENTS TO-DATE

portion of the ETEP budget to produce and distribute enforcement advertising and educational messaging. The Road Safety Unit measures public awareness and **support** of traffic enforcement through independent surveys. For example, the 2012 Public Awareness Survey found that the majority of drivers (+67%) believe that red light cameras stop drivers from running red lights and that red light cameras create safer road conditions and more awareness of traffic regulations.

Driver behavior change can also be influenced by the perception of the risk of being caught by police. When comparing 2012 to 2008 survey results, perception of police commitment to traffic enforcement increased by approximately 16%. Survey respondents also indicated that police road checks along with red light camera tickets are most likely to change driver behavior. With respect to advertising, women are more likely than men to believe an advertising campaign will change driver behavior (62% women v 52% men).

Since inception in 2003-2004, the program has been the recipient of three **Premier's Awards** in recognition of partnership, interagency cooperation and service excellence.



PURPOSE OF THE STRATEGIC PLAN

Purpose of the Strategic Plan

This five-year Strategic Plan articulates the Enhanced Traffic Enforcement Program **priorities** over the next five years. As road safety is an evolving issue, this Plan is meant to be **flexible** and to enable partners to proactively respond to emerging issues or new opportunities to address road safety in BC. The Plan is a guide for program resource allocation and the development of traffic enforcement operational plans. It also provides the framework for establishing annual priorities and plans for enhanced enforcement within the context of larger provincial road safety efforts being undertaken by police, partners and stakeholders. Improved communication and collaboration will support program priorities and the evolutionary process through which the program will remain focused, relevant and effective.

This Plan will ensure that enhanced traffic enforcement priorities can be identified, addressed and delivered within the annual budget allocation. The Plan will also seek alignment with provincial policing and road safety partner priorities.

Enhanced traffic enforcement will be **accountable, performance-based and evidence-led** and will work in an integrated manner with provincial policing, regional sectors and road safety stakeholders.

Ultimately, this Plan will guide the development, delivery and evaluation of tactics and initiatives to help make BC roads the safest roads in North America.



STRATEGIC PLANNING PRINCIPLES

Strategic Planning Principles

Participatory, Respectful & Inclusive

A working group comprised of representatives from the three signatory partners to the MOU was established to direct the development and delivery of the Plan.

Critical stakeholders and road safety advocates were identified and included in the consultation process.

The Road Safety Advisory Committee provided the source for ongoing feedback and input into the development of the plan.

Research-driven, Intelligence-led

Other Reviews:

1. The Integrated Municipal Auto Crime Team (IMPACT) and
2. Provincial Baseline Resources

Under the terms of the 2012 MOU, the above two reviews must be completed and delivered on the same date as the Strategic Plan. Both reviews may impact how program initiatives are carried out in the future.

Data Driven

The premise of the program is that road safety priorities are driven and supported by intelligence-led, data-driven policing.

While there are several potential sources of data that could be used to quantify the state of road safety in BC, ETEP generally relies on police-generated fatality and injury reports to establish program and enforcement priorities.

- Traffic Accident System (TAS) data is exclusive to police-attended crashes and provides detailed crash information including police assessments on 'contributing factors' which help identify enforcement priorities.

STRATEGIC PLANNING PRINCIPLES

- ICBC maintains an extensive database on claims-related crashes in BC, however these crashes do not establish ‘contributing factors’ if there is no accompanying police report.
- There are a number of ‘harm’ databases available in BC. Information from sources such as Coroners Services, Health Authority data collected in emergency hospital rooms, and statistics from Injury Prevention units can help inform the road safety picture in BC. PSD will work with other agencies and researchers to enable cross-referencing of crash and injury data. At this time, work is underway to improve data capture of all crash information.

Alignment with Stakeholder Goals

The working group, with the assistance of Ministry of Justice facilitators, conducted a series of interviews. The interviews provided information that populated a Challenges and Opportunities matrix using a traditional Strength, Weaknesses, Opportunities and Threats (SWOT) analysis.



Information from the interviews ensures that program partners and stakeholders perspectives have been captured and represent both provincial and organizational priorities. Individual interviews were also held with front-line Integrated Road Safety Unit (IRSU) officers to ensure the perspective of ‘on the ground’ officers informed the development of the Plan.

STRATEGIC PLANNING PRINCIPLES

The working group also conducted a review of partner and stakeholder strategic and business plans in order to identify alignment, overlaps and gaps in the overall BC road safety picture. Every attempt was made to ensure alignment of efforts and processes that support partners and stakeholders priorities.

Central to the development of the Plan goals for enhanced enforcement were the following business/strategic plans/consultations:

- i. MOU deliverables – quarterly and annual reports, reviews and evaluations
- ii. ICBC road safety business plan
- iii. RCMP, “E” Division Traffic Services plan
- iv. the Provincial Policing Plan
- v. development of the BC Road Safety Strategy (RSS) 2015, and
- vi. the Canadian Council of Motor Transport Administrators (CCMTA) Road Safety Strategy 2015



LEADERSHIP, ADVICE, OVERSIGHT AND ACCOUNTABILITY

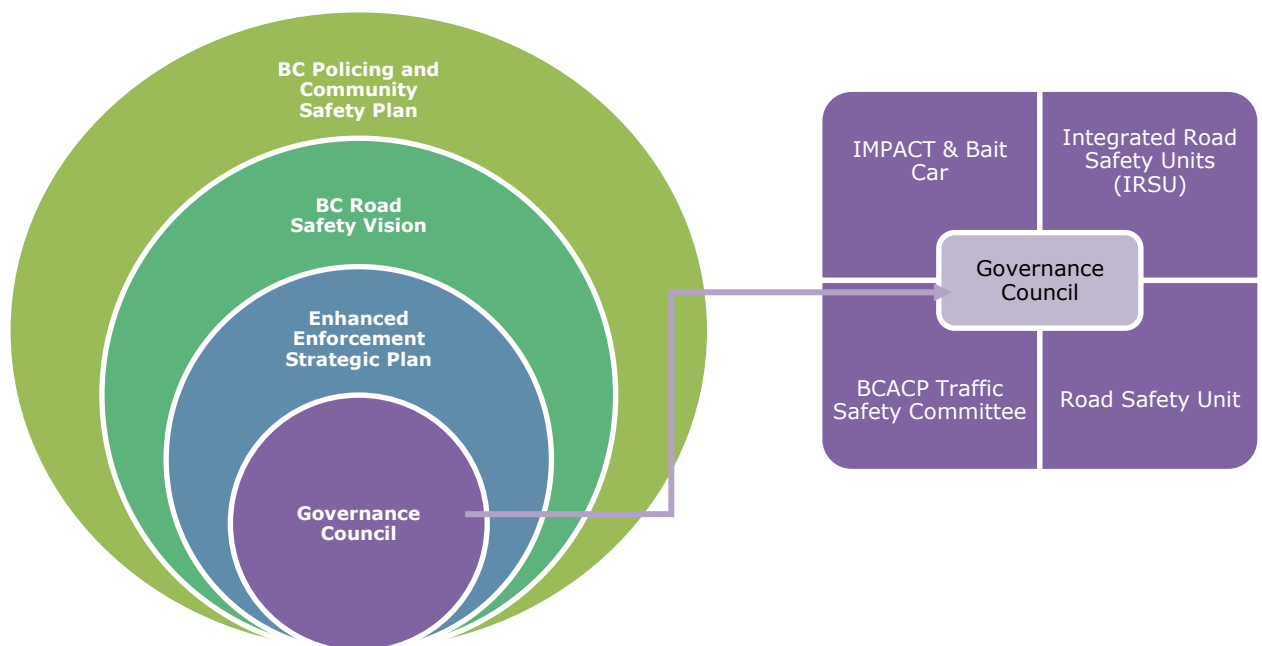
Leadership, Advice, Oversight and Accountability

The Governance Council provides **leadership**, oversight and ensures program compliance with MOU requirements and deliverables.

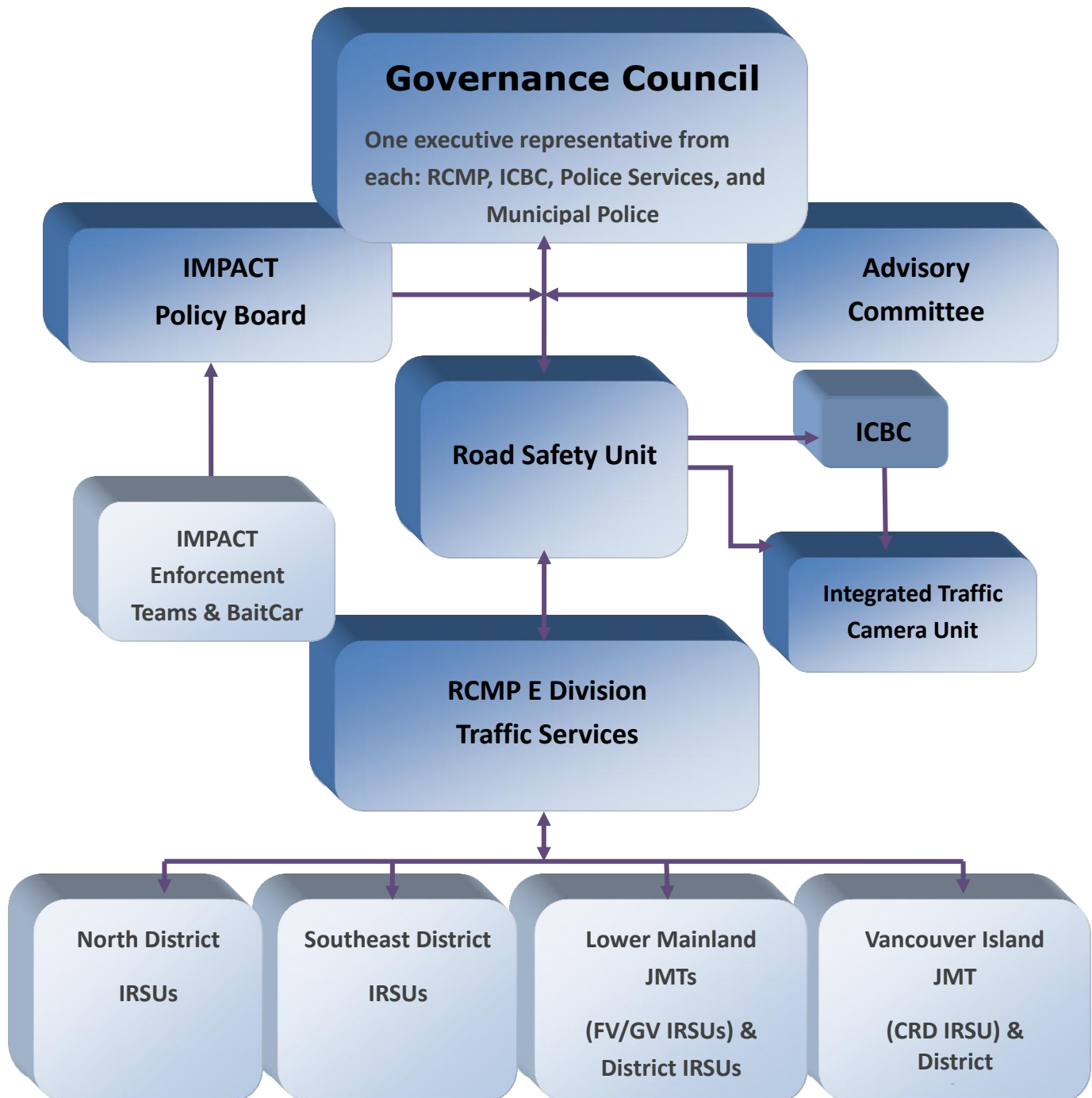
The Advisory Committee and the Integrated Municipal Provincial Auto Crime Team (IMPACT) Policy Board provide expert **advice** and key stakeholder input to assist in the efficient and effective delivery of the program.

The Road Safety Unit (RSU) provides daily **oversight** and administration of the program. In collaboration with RCMP, “E” Division Traffic Services, RSU is **accountable** for ensuring the requirements and spirit of the MOU are met by producing regular reports and updates on police operational outputs and financial status of the program as well as an Annual Report for the program.

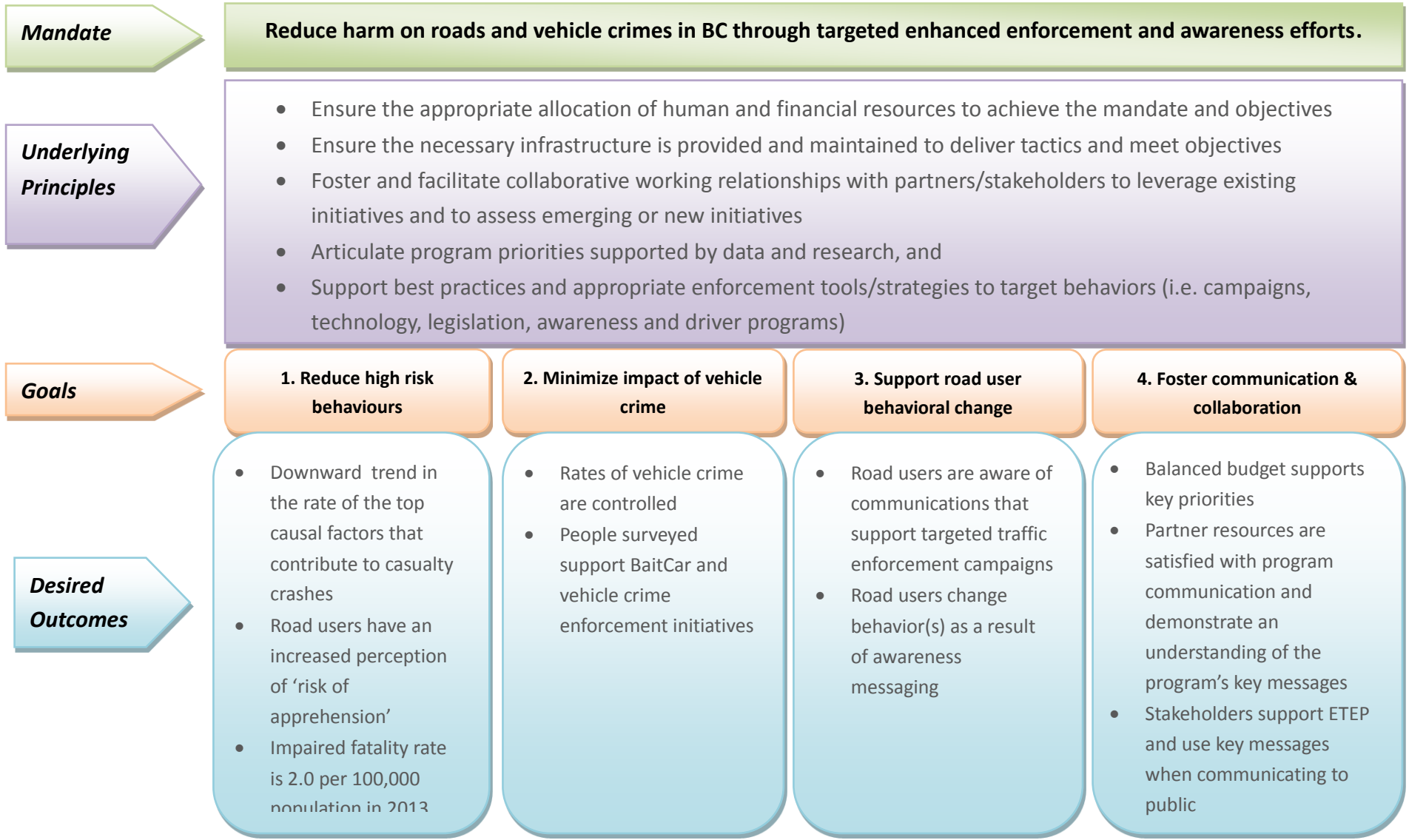
RCMP districts play a dual role in supporting provincial traffic enforcement and delivering on the goals of the Enhanced Traffic Enforcement Program through the management of local Integrated Road Safety Units.



ENHANCED TRAFFIC ENFORCEMENT ORGANIZATION CHART



STRATEGIC PLAN AT-A-GLANCE



GOAL 1 TARGET AND REDUCE HIGH RISK ROAD USER BEHAVIOURS

Goal 1 Target and Reduce High Risk Road User Behaviours

Current State:

Enhanced traffic enforcement is based on a data-driven, intelligence-led model and as a result, Integrated Road Safety Units' (IRSUs) priorities have traditionally mirrored RCMP "E" Division Traffic Services and independent municipal police department priorities.

IRSU top priorities for 'high risk' driving over the past few years have included impaired driving, distracted driving, speeding, as well as targeting enforcement towards, seatbelt compliance, commercial vehicle safety and intersections. Legislative changes to impaired driving and distracted driving were the result of government-identified priorities and have been supported with enforcement and advertising campaigns.

Future State:

Enhanced traffic enforcement is based on a data-driven, intelligence-led model. High risk road user behaviours will be identified from the contributing factors in crashes as documented in TAS police-reported injury and fatality crash reports, and other data sources as appropriate and required, for example, observational surveys. Priorities may differ based on regional data.

Specific high risk behavior(s) will be identified in each fiscal year operations plan and approved by the Governance Council.

Goal 1 Strategies to Target and Reduce High Risk Road User Behaviours

- Consistent, regularized data will form the basis of provincial and regional priorities
- Understand high risk road user behaviours through research and data analysis

GOAL 1 TARGET AND REDUCE HIGH RISK ROAD USER BEHAVIOURS

- Identify and use proven enforcement strategies/tools

Goal 1 Tactics

- Each region/district directs targeted enforcement toward the top contributing factors in casualty collisions as defined in the operational plans at the beginning of each fiscal year
- Intersection Safety Camera (ISC) Program provides automated intersection enforcement
- BCACP provincial traffic enforcement calendar highlights priority road safety issues in enforcement campaigns
- Corridor enforcement blitzes provide high visibility targeted enforcement of priority road safety issues
- Enhanced Road Safety Enforcement Initiative (ERSEI) and CounterAttack funding supports impaired-driving enforcement activities

Goal 1 Performance Indicators:

- Downward trend in the rate of police-reported casualty crashes where high risk behaviours are present
- Enforcement and safety indicators are identified for each campaign/initiative
- Observational high risk behavioral surveys are conducted; results compared to baseline demonstrate reductions in drivers with blood alcohol content; impaired driving fatality rates are 2.0 per 100,000 population in 2013 (baseline 2005 to 2009 is 2.9) Enforcement contraventions issued reflect prioritization of provincial and regional issues
- Awareness surveys indicate positive response to police enforcement of high risk road user behaviours
- ISC evaluation measures reductions in serious injury crashes at high risk locations

GOAL 2 MINIMIZE THE IMPACT OF VEHICLE CRIME

Goal 2 Minimize the Impact of Vehicle Crime

Note: *The IMPACT study will be tabled with the IMPACT Policy Board for review; partner feedback will be advanced to Governance Council for final endorsement and incorporation into the Strategic Plan.*

Current State:

Theft of auto in BC decreased 72% since 2003 (from 25,888 in 2003 to 7,171 in 2012); and, theft from auto in BC decreased 61% since 2003 (from 40,732 in 2003 to 15,691 in 2012). Recent fluctuations in auto crime statistics suggests that the steady decade-long decline in 'auto theft' and 'theft from auto' may be leveling-off.

The BC vehicle fleet (or all vehicles insured on the road today) is rapidly turning over, and with fleet renewal come new vehicle requirements for factory installed immobilizers, changes to vehicle design and other anti-theft technology.

Future State:

Vehicle crime rates in BC will be maintained. The public and criminals will continue to be aware of enforcement tactics used to prevent vehicle crime. Emerging issues will be flagged and appropriate responses developed to address new developments in vehicle crime.

Goal 2 Strategies to Minimize the Impact of Vehicle Crime

- Monitor and proactively respond to vehicle crime trends in BC
- Track and plan early interventions for vehicle crime activities evolving in other jurisdictions (preventative measures in place before activity becomes a significant issue in BC)
- Maintain awareness of success of reductions in vehicle crime

Goal 2 Tactics

- Liaise with vehicle design industry/experts to develop appropriate enforcement strategies to deter the evolutionary tactics used by criminals

GOAL 2 MINIMIZE THE IMPACT OF VEHICLE CRIME

- Target recidivist offenders through deployment of surveillance and enforcement teams
- Increase awareness of success of IMPACT and BaitCar through earned media advertising and education campaigns

Goal 2 Performance Indicators

- Maintain trends in police-reported vehicle crime ('theft of' and 'theft from') statistics
- Prolific/chronic offenders (arrests, court outcomes) are tracked
- Surveys measure public awareness of initiatives (baseline message recall data exists)



GOAL 3 SUPPORT ROAD USER BEHAVIORAL CHANGE

Goal 3 Support Road User Behavioral Change

Current State:

Enforcement and education work together to influence behavior change. The driving public generally believes they are safe drivers and driving conflicts are the result of other's behavior.

Future State:

High visibility enforcement and consistent messaging increases the perception of the risk of apprehension. All road users have an increased awareness of safe behaviours; this includes vulnerable road users such as pedestrians and motorcyclists. More road users choose safe strategies to avoid harm and the number of casualty crashes are reduced.

Goal 3 Strategies to Support Road User Behavioral Change

- Awareness initiatives will be planned parallel with enforcement initiatives to ensure effectiveness
- Align multi-party resources to increase impact and effectiveness of enforcement media campaigns

Goal 3 Tactics

- Increase the visibility of Enhanced Enforcement (EE) through signage, media and officer presence
- BCACP Traffic Safety Committee (TSC) provincial enforcement calendar is aligned with increased visibility and enforcement messaging
- Target specific messages to specific audiences/regions i.e. wildlife (rural) or pedestrians (urban)
- Focus the provincial enforcement campaigns on the current high risk behaviours as identified in annual operations plans

GOAL 3 SUPPORT ROAD USER BEHAVIORAL CHANGE

- Road Safety Unit research and evaluation supports messaging alignment with high risk targeted enforcement efforts

Goal 3 Performance Indicators

- The enhanced traffic enforcement advertising budget is expended on reportable, targeted, enforcement campaigns
- A pre-determined number of road users are reached with each campaign
- Provincial traffic resources support campaign issues with enhanced enforcement
- IRSU officer outputs during campaign periods demonstrate enhanced enforcements' focus on targeted campaign issues
- Existing baseline data on road user awareness of issue(s) including perception of apprehension, message recall, message alignment, support for/against an initiative, personal road safety concerns, and willingness to change
- Conduct surveys/interviews/focus groups; leverage/work in collaboration with ICBC researchers to optimize efficiency and effectiveness



GOAL 4 FOSTER COMMUNICATION AND COLLABORATION

Goal 4 Foster Communication and Collaboration

Current State:

Within ETEP, RSU provides program oversight; RCMP delivers enhanced traffic enforcement; and ICBC delivers public awareness programming. Multiple agencies engage in road safety messaging and prioritization of issues.

Future State:

ETEP supplements provincial road safety priorities. Local priorities and initiatives are identified by police and included in regional plans. Operational priorities are communicated to all stakeholders and partners. Roles and responsibilities are clearly communicated and understood. RSU and partners share timely and relevant communication on oversight, evaluations, annual goals and performance measures and discussion on emerging issues.

Goal 4 Strategies to Foster Communication and Collaboration

- The Governance Council endorses protocols for information management and sharing
- Proactive communications and change management plans are in place
- Develop proactive messages that tell the EE story/creates value
- Create common understanding of goals and strategies/desired outcomes

Goal 4 Tactics

- Program governance structure creates opportunities for facilitation of program messaging and improved coordination of information
- Develop and implement communications/change management plans; improve co-ordination and reporting out on BCACP campaigns
- RSU supports stakeholder information exchange, policy consultation and shepherding police business through government

GOAL 4 FOSTER COMMUNICATION AND COLLABORATION

- Justice Institute of BC delivers advanced traffic training in response to RSU and police identification of current policing needs

Goal 4 Performance Indicators

- The Annual Report is delivered on time and distributed to partners and stakeholders
- Development of over-arching communications plan
- Meetings of the Advisory Committee, Joint Management Teams, IMPACT Policy Board and BCACP TSC are held and reported out to partners on time
- Survey results indicate that partners and stakeholders believe communication is 'good' or 'very good'
- Independent municipal police departments find traffic training 'useful' or 'very useful'
- Partner resources can identify major program components and are aware of annual priorities



CHALLENGES AND OPPORTUNITIES: INTERNAL AND EXTERNAL ENVIRONMENTS

Challenges and Opportunities: Internal and External Environments

Strengths

- IRSU officers are dedicated to traffic enforcement exclusively
- ETEP is an established program that supplements existing traffic resources
- The Advisory Committee (AC) brings valuable multi-disciplinary expertise and experience to the planning and implementation process
- The 2012 MOU established fixed funding for three fiscal years with an option to renew for an additional two years; this provides stability to fiscal year budgets
- Traffic enforcement in BC has high public awareness and support

Challenges

- There is no single consistent 'leader' speaking publicly to road safety issues; this may dilute the effectiveness of road safety messaging
- Fixed budgets may not account for cost impacts to the program or allow flexibility to manage unanticipated financial impacts
- Performance indicators and metrics cannot clearly demonstrate the link between enhanced enforcement and harm reduction
- Communication between partners and stakeholders requires greater coordination and planning.
- Timely reporting and financial reconciliation has been split over calendar and fiscal years; the 2012 MOU now provides clear direction for fiscal year funding and reporting

CHALLENGES AND OPPORTUNITIES: INTERNAL AND EXTERNAL ENVIRONMENTS

Opportunities

- A new Governance Council management model creates opportunities for improved coordination of information and the facilitation of communications strategies and messaging
- The partners and stakeholders share a large body of expertise and common goals. This knowledge can be focused to pinpoint existing and emerging issues and to increase the effectiveness of ETEP
- The development of formal communication plans and strategies would improve internal operational communications and enhance external communications messaging
- New personnel may bring new perspectives and approaches to traffic safety
- Focused messaging and strategies that are more relevant to regional issues respects community input and concerns as well as policing priorities
- The creation of formal performance indicators and metrics would allow the partners to demonstrate the value of ETEP and assist in evaluating the effectiveness of initiatives/tactics

Threats

- ETEP has been addressing financial challenges. Fixed budgets may cause shrinkage in resources and ability to maintain/develop new initiatives for current/emerging road safety issues; research into new policing technologies and alternate delivery methods may alleviate some of these pressures
- Multiple campaigns often results in multiple messages; establishing a focused provincial campaign schedule could reduce road safety 'noise'



CHALLENGES AND OPPORTUNITIES: INTERNAL AND EXTERNAL ENVIRONMENTS

- Advertising and education campaigns are expensive; the program could focus on one or two issues and partner with other road safety advocates to leverage awareness/enforcement messaging
- Change in senior management/leadership especially within RCMP ranks means some traffic safety expertise may be lost; however, succession planning could ensure organizational and cultural knowledge transfer
- The economic and fiscal climate may not support the current level of initiatives; this could result in fewer campaigns/initiatives but may focus the messaging and allow for strategies that are more relevant to regional issues

STAKEHOLDER NEEDS AND EXPECTATIONS²

- Clearly defined roles and responsibilities - many stakeholders are confused by the different and seemingly overlapping responsibilities held by Police Services Division, the Office of the Superintendent of Motor Vehicles, Ministry of Transportation and Infrastructure, ICBC, RCMP and independent municipal police departments
- Improved communication – up, down and sideways was a recurring theme. The development and implementation of communications and change management plans along with roles and responsibilities documents would address many of these concerns
- Front line police officers want to see their local and regional issues reflected in IRSU priorities; evaluation of current initiatives could result in more localized targeting of issues

² Major themes were taken from facilitator interviews, police interviews; December 3, 2012 Strategic Planning Workshop and ongoing feedback from stakeholders.

ACKNOWLEDGEMENTS

Acknowledgements

Staff Sergeant Marc Alexander, Greater Vancouver IRSU

Neil Arason, Office of the Superintendent of Motor Vehicles, Ministry of Justice

Assistant Commissioner Randy Beck, “E” Division, RCMP

Sharon Boglari, Road Safety, Insurance Corporation of BC

Superintendent Denis Boucher, “E” Division Traffic Services, RCMP

Inspector Eric Brewer, North District Traffic Services, RCMP

Dr. Jeff Brubacher, Vancouver General Hospital, Canadian Institutes of Health Research

Roger Cutler, Crown Counsel, Ministry of Justice

Sergeant Martin Dey, Police Liaison Officer, Police Services, Ministry of Justice

John Dickinson, Road Safety, Insurance Corporation of BC

Mark Donnelly, BCAA Road Safety Foundation

Inspector Ted Emanuels, FV IRSU JMT, Lower Mainland District Traffic Services, RCMP

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Bob Narayan, Intersection Safety Camera Program, Ministry of Justice
Mark Ordeman, WorkSafe BC
Staff Sergeant Dave Peat, Fraser Valley IRSU
Sergeant Joe Schofield, Island District Traffic Services, RCMP
Randy Scott, Organization Development, Ministry of Justice
Sonny Senghera, Road Safety, Insurance Corporation of BC
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Sara Weinstein, Office of the Chief Coroner, Ministry of Justice
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Inspector Les Yeo, GV IRSU JMT, Vancouver Police Department



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