



Case Study Series

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Vision Zero Canadian Landscape: Learning from Key Stakeholder Experiences

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Vision Zero Canadian Landscape: Learning from Key Stakeholder Experiences

*Parachute Vision Zero creates case studies that feature a variety of issues and examples of Vision Zero from across Canada and around the world. We hope these practical, evidence-based case studies will help educate, inform and inspire those who are interested in getting to zero. We share when we publish new case studies through our e-newsletter, **Word on the Street**.*

Vision Zero has continued to gain traction across Canada since it was first adopted in Edmonton, Alberta in 2015. Since then, additional Canadian cities and provinces have adopted Vision Zero as well. While a great deal of information exists around the Vision Zero approach in general, learning from the experiences of others that have already implemented Vision Zero in their jurisdictions can help you streamline your Vision Zero contemplation, planning and implementation experience.

Throughout June to August 2019, Parachute interviewed jurisdictions across Canada that are either implementing Vision Zero or are considering adopting Vision Zero. The current case study shares the interview responses from nine of those jurisdictions. These interviews discuss successes as well as the challenges faced by these programs and provide advice for jurisdictions contemplating formal adoption of Vision Zero.

A detailed profile of 28 jurisdictions implementing or considering Vision Zero will be published in a future Parachute Vision Zero Case Study.

This focus is responsive to earlier feedback from our Parachute Vision Zero Network stakeholders, who had requested a better understanding of how to approach Vision Zero, and the facilitators and barriers to embracing a systems approach to increase road safety and end collision-caused fatalities.

It's our hope that this case study will help illuminate the successes and challenges faced by programs at different stages of the evaluation life cycle, and provide relevant, actionable insights from the frontlines.

This case study includes interview responses from the following Canadian cities, regions, and provinces implementing Vision Zero:

- Brantford, ON
- British Columbia
- Calgary, AB
- Fort Saskatchewan, AB
- Hamilton, ON
- London, ON
- Manitoba
- St. Albert, AB
- Strathcona County, AB

Brantford, ON

Interview with **Beth Goodger**, formerly General Manager, Public Works, City of Brantford

PARACHUTE: What have been the program's biggest successes so far?

BETH: The biggest success to date is the simplified vision for road safety, zero fatalities or serious injuries on roadways in Brantford. The city has had a number of successes in improving road safety before adopting Vision Zero and going forward it is expected that the initiatives will be easier to implement and communicate through the Vision Zero program.



Some examples of successes that the city has had in reducing collisions at critical locations through geometric changes and traffic operations include:

- Clarence St./Elgin St./Dundas St E. intersection: signal phasing change to eliminate conflicts
- West St./Charing Cross St. Intersection: signal phasing change to eliminate conflicts
- North Park St.: Road Diet to reduce travel lanes and introduce cycling lanes

Radar Feedback Signs have been purchased, an initiative of the former Council Task Force. Ten signs, two per location, are moved on a monthly basis to raise awareness about speeding hot spots.

PARACHUTE: Conversely what challenges has the program faced? How did you overcome these? Please feel free to focus on one or two significant challenges in your response.

BETH: The biggest challenge is lack of staff time and a dedicated budget to move forward on Vision Zero road safety initiatives. Staff currently try to improve safety through funded capital reconstruction projects. A budget and staffing resources will be developed as part of the Vision Zero Road Safety Implementation Strategy.

The second challenge is public opposition to road safety improvements. A change in approach has been to incorporate a public feedback process, including ward meetings with the support of local councillors. Although this takes more time to implement the road safety initiative and higher staff involvement, the result has been higher success in implementation and understanding of road safety and balancing the needs of road users.

Another lesson learned was to obtain public feedback through user experience, through the use of pilot projects. The North Park Street road diet was implemented as a pilot and tested for approximately one year. Public input was received through public meetings and adjustments to the final design were made before requesting council approval to proceed with the changes on a permanent basis. This was possible by taking advantage of the one-year waiting period to place the final lift of asphalt following the reconstruction of the road.

PARACHUTE: If you had one piece of advice to give to jurisdictions that are contemplating Vision Zero adoption, what would it be?

BETH: Patience. Start with small changes to show early success and build momentum. Without the success of the projects initiated before the adoption of Vision Zero, this support from Council would not be possible.

PARACHUTE: What is the “vision” for your Vision Zero program over the next five years?

BETH:

- Report to Vision Zero Road Safety Committee in 2019 with a Vision Zero Road Safety implementation strategy.

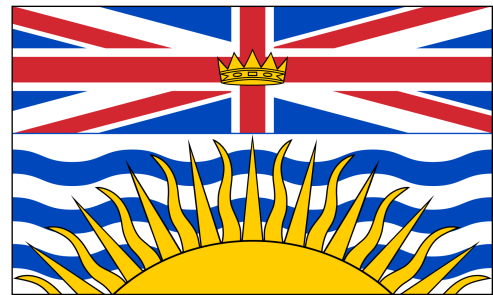
- Update of Transportation Safety Committee Mandate & Membership to provide ongoing technical support.
- Formation of the Active Transportation Subcommittee.
- Incorporate Vision Zero strategies, recommendation and policies in the Transportation Master Plan Update for 2021.

British Columbia

Interview with **Colleen Hildebrandt**, Outreach Manager, Road Safety Strategy, Policy & Strategic Initiatives Branch, RoadSafetyBC, and **Erin Anderson**, Senior Manager, Road Safety Strategy and Stakeholder Relations, RoadSafetyBC

PARACHUTE: What would you consider to be your program's greatest successes or achievements?

COLLEEN, ERIN: Our greatest success is the collaboration and ongoing engagement with all our partners across the road safety sector. The individuals working in the sector are passionate about their work, and improving road safety in their communities. This shared vision has allowed us to better work together and help support and promote each other's work and road safety efforts.



PARACHUTE: Conversely what challenges has the program faced? How did you overcome these? Please feel free to focus on one or two significant challenges in your response.

COLLEEN, ERIN: One challenge is improving data collection methods in order to help identify areas for intervention from all road safety partners, and sharing data to get the “big picture” on why collisions occur. We are working with our partners on linking data through the Research and Data Committee, a subcommittee under the B.C. Road Safety Strategy (BCRSS).

The same committee is currently working on a road safety data indicators project; this project proposes the development of a set of road safety indicators that can be used by all

members of the BCRSS and other stakeholders (e.g., local governments) who aim to create system-wide road safety improvements. The project includes a data management framework for reporting. This proposal is a sub-project of a larger, Health Authority-led project on all-cause injury indicators. It is important that we continue working together with our partners, especially with the public health sector which is crucial to advancing road safety. For example, the health sector collects data on injury severity and characteristics, and offers insight into how to prevent and reduce the severity of injuries. Integrating and including this perspective in road safety analysis is imperative.

PARACHUTE: If you had one piece of advice to give to jurisdictions that are contemplating Vision Zero adoption, what would it be?

COLLEEN, ERIN: One of the main principles of Vision Zero is collaboration, and B.C. works with more than 150 representatives from nearly 60 road safety partner organizations – with the common goal of zero traffic fatalities and serious injuries on our roads. Sharing a common goal and working in a truly collaborative environment has been one of the key successes to our made-in-B.C. approach to Vision Zero.

Our one piece of advice would be to bring multiple partners and experts together to solve road safety concerns in your area to create an approach catered to your jurisdiction.

Calgary, AB

Interview with **Tony Churchill**, Leader, Traffic Safety Operations, The City of Calgary

PARACHUTE: What would you consider to be your program's greatest successes or achievements?

TONY: The annual report back to council was good. It was a good opportunity to communicate back what we had done. It showed the evaluations that we'd been doing and things that were having value to build trust. Some specific things that we were doing that were able to demonstrate value, was rectangular rapid flashing beacons and pedestrian beacons. Another one was harmonization, and reduced speed zones around playgrounds – these used to have different days when they were in effect, now they are in effect every day of the year.



We demonstrated good reductions in speed and injury. Something that was effective for us was modular traffic devices that you can put out at a relatively low cost: 1 / 10th of cost of permanent traffic calming measures. These demonstrated the opportunity of the environment to change pedestrian behaviours; the change can be made quickly and cheaply, and is visible to citizens, and that gives value.

PARACHUTE: Conversely what challenges has the program faced? How did the program overcome these? Please feel free to focus on one or two significant challenges in your response.

TONY: One challenge when the program was getting started was existing procedures and practices within organizations. When working with partner agents, we were resolving some of the issues about how we work together, and explaining why the types of things that we were talking about were important to change. Implement more organized change management and take the time to have difficult conversations, rather than stopping when you get a no. In the first iteration [of the Safer Mobility Plan], Vision Zero was embedded but quite subtle in the vision and mission. Now, Vision Zero is on the front of the new plan.

Being properly funded, so that you can have resources to make projects happen, and evaluate properly, is another challenge. If some dedicated amount can be identified up front, that would definitely help.

We are commonly asked, “why are we even focusing on this...”, so having good data is important.

PARACHUTE: If you had one piece of advice to give to jurisdictions that are contemplating Vision Zero adoption, what would it be?

TONY: Keep it simple. Talk about the Vision Zero principles. What you're going to get at the end of the day may not completely eliminate collisions. However, if one collision happens, you don't want anyone killed or seriously injured. There are things that we can do to achieve that. Start small. Evaluating and communicating results is really important to build trust and understanding.

PARACHUTE: What is the “vision” for your Vision Zero program over the next five years?

TONY: Continuing with the plan and seeing where we go.

Fort Saskatchewan, AB

Interview with **Brad Ward**, Director, Protective Services, Director of Emergency Management, City of Fort Saskatchewan

PARACHUTE: What would you consider to be your program’s greatest successes or achievements?

BRAD: Reduced fatal and serious injury collisions, greater public awareness, greater awareness and support by council, greater engagement and buy-in by enforcement personnel, greater collaboration between city departments, regional co-operation and collaboration to enhance traffic safety, and quantifiable financial and social impacts of serious injury collisions.



PARACHUTE: Conversely what challenges has the program faced? How did you overcome these? Please feel free to focus on one or two significant challenges in your response.

BRAD: While we have been recognized by our Alberta Transportation representative as being one of the leading communities in Alberta for traffic safety, we don’t have a dedicated resource to champion Vision Zero and traffic safety. This critical work is but part of a larger mandate of the staff who participate.

Sustained community engagement is also a challenge. We pay for radio ads and occasional print information. We have weekly traffic safety messages we offer that often are printed in one of the local newspapers and are frequently interviewed for short news stories. We’ve also had a couple large feature story articles about traffic safety published in our local newspapers.

School board engagement has been spotty on occasion.

PARACHUTE: If you had one piece of advice to give to jurisdictions that are contemplating Vision Zero adoption, what would it be?

BRAD:

- Ensure you have passionate staff who understand the Vision and the Safe System Approach to traffic safety.
- Form a local Traffic Safety Working Group. Consider adding commercial / industry reps if the volume of traffic warrants.
- Worry first about doing the work. Being named a Vision Zero community by your local Council is helpful but is not essential to using a Safe System Approach.
- Consult others who are Vision Zero communities and leverage the programs and approaches they have found to be successful.
- Attend traffic safety / Vision Zero conferences. Edmonton's International Conference on Urban Traffic Safety is one such excellent conference. Internationally recognized speakers share experiences and strategies from Europe, Australia, the U.S., and Canada, among others.
- Research and read.
- Hire an analyst. Traffic safety initiatives should be evidence-led and supported. If you can validate your work objectively, you can ensure you are doing the right things at the right time.

PARACHUTE: What is the "vision" for your Vision Zero program over the next five years?

BRAD:

- We will have no fatal and serious injury collisions.
- Fort Saskatchewan will continue as a Vision Zero community and our Safe System Approach will be engrained in the community's fabric.
- We will contribute to the success of others.

Hamilton, ON

Interview with **David Ferguson**, Traffic Officer, City of Hamilton

PARACHUTE: What would you consider to be your program's greatest successes or achievements?

DAVID: The success of our various initiatives has seen a decline in injury collisions over a two-year period of 20 per cent higher if based off the previous trend that was occurring. The ability to use revenues from Red Light Camera Program has been a great benefit. Additional success would include a reduction of more than 50 per cent in injury collisions at intersections with RLCs [red light cameras].



Other success would be our Education Campaigns. In 2018 we won the Provincial Award for Road Safety Initiative of the Year for our Speed Kills Campaign. Approval of our Vision Zero Action Plan took place in February, and Council just approved our Neighbourhood Speed Limit Reduction report (40km/h on local and minor collector roads, 30km/h for school zones).

PARACHUTE: Conversely what challenges has the program faced? How did you overcome these? Please feel free to focus on one or two significant challenges in your response.

DAVID: Change is the biggest challenge and changing behaviours to the present. Many municipalities have a traffic-operations-first mentality; traditionally that has been how we have operated. But times have changed and more focus is provided on complete and liveable streets, with vibrant core areas that encourage pedestrians and cyclists.

The second challenge is the political aspect, working to convince council this is the right decision. In my opinion, communication and education are great tools to overcome these, talking about the effects of motor vehicle collisions, providing statistics on the number of injury and fatal collisions, being out in the public and gaining support for Vision Zero Programs and concepts. Use the Vision Zero tools to help address the issues and complaints the councillors are receiving from their constituents. And finally, find a couple of political champions who will help to support your programs and initiatives.

PARACHUTE: If you had one piece of advice to give to jurisdictions that are contemplating Vision Zero adoption, what would it be?

DAVID: There are lots of Vision Zero programs around the world and in North America. Do your homework, don't rush into creating a program without having a true plan and a plan that is achievable. Vision Zero is not a sprint; we will not see a difference overnight. There will be ups and downs but, if you have a plan and stick with it, change will begin to happen.

London, ON

Interview with **Maged Elmadhoon**, Traffic & Transportation Engineer and Project Manager, City of London

PARACHUTE: What have been the program's biggest successes so far?

MAGED: The community has been engaged and responsive to the different road safety programs. Reduction in fatal and injury collisions continues to be the target of Vision Zero. In 2018, the City of London won the Transportation Association of Canada (TAC) Road Safety Engineering Award, based on the Vision Zero-London Road Safety Strategy submission. The City and its partners in road safety have put significant emphasis on education tools which proved to be effective in addressing many road safety concerns.



London
CANADA

PARACHUTE: Conversely what challenges has the program faced? How did you overcome these?

MAGED: Like most municipal and infrastructure programs, funding and capacity to deliver the road safety counter measures required commitments from all partners in the Vision Zero/Road Safety Strategy. To maximize the potential for success, the choice of Target Areas in road safety was adjusted based on a number of factors, which included the severity of the collisions, the potential effectiveness of the countermeasures and the capacity of the involved agencies to change or add to their current programs to deliver countermeasures specific to the safety strategy.

PARACHUTE: If you had one piece of advice to give to jurisdictions that are contemplating Vision Zero adoption, what would it be?

MAGED: Other jurisdictions can use the goals and results of the London Vision Zero/Road Safety Strategy, particularly those with similar populations and/or collision experience, to assist them in setting realistic goals and in evaluating the progress of their own actions. Several Vision Zero/Road Safety Strategy education and empathy programs can be transferred or adapted to other jurisdictions, as they use knowledge and resources widely available.

PARACHUTE: What is the “vision” for your Vision Zero program over the next five years?

MAGED: The city continues to build on the success of the current VZ [Vision Zero]/Road Safety Strategy and a multi-year VZ communication plan has been prepared for implementation. An update to the Vision Zero Road Safety Strategy is planned for 2021 with the same goal of reducing injury and fatality collisions.

Manitoba

Interview with **Clif Eden**, Manager, Road Safety Programming, Manitoba Public Insurance and **Gary Matson**, Manager, Driver Fitness, Manitoba Public Insurance

PARACHUTE: What would you consider to be your program’s greatest successes or achievements?

CLIF, GARY: Road safety issues are complex in nature and involve a variety of stakeholders from a wide cross-section of organizations and agencies. The greatest success or achievement to-date is the establishment of a Provincial Road Safety Committee (PRSC) which has acted as an umbrella organization to focus the expertise and resources of participating organizations and agencies to achieve mutually agreed upon goals. The activities of the PRSC formed the basis of a well-integrated and comprehensive road safety plan for Manitoba, while respecting the individual mandates and accountabilities of participating agencies. The committee has guided a more strategic and holistic approach to addressing road safety issues in Manitoba through stakeholder engagement, co-operation, and collaboration.



Parachute: Conversely what challenges has the program faced? How did you overcome these? Please feel free to focus on one or two significant challenges in your response.

CLIF, GARY: The most significant challenge has been maintaining momentum with the initiative through several personnel and leadership changes at many of the key stakeholder organizations.

Parachute: If you had one piece of advice to give to jurisdictions that are contemplating Vision Zero adoption, what would it be?

CLIF, GARY: Vision Zero is a holistic approach to road safety requiring contributions from everyone in the road transport system. It is truly a shared responsibility requiring political commitment, multidisciplinary leadership and community engagement with safety advocate groups. It is critical that collaboration and cooperation occur at each level. Manitoba has seen the initial value Vision Zero can bring to a jurisdiction as it sets a clear timeline for planning, builds political and community commitment, and brings together stakeholders to ensure safety for all road users are considered when establishing road safety priorities.

Parachute: What is the “vision” for your Vision Zero program over the next five years?

CLIF, GARY: Despite clear declines in motor vehicle-related casualties in Manitoba, the personal and societal costs of collisions, as well as injuries and fatalities resulting from crashes, continue to be significant.

For Manitoba, our “vision” is to continue to see reductions in fatalities and serious injuries through prioritization of road safety issues, fostering greater co-operation and collaboration among stakeholders, and focusing resources to maximize results.

St. Albert, AB

Interview with **Dean Schick**, Transportation Manager, City of St. Albert

PARACHUTE: What have been the program’s biggest successes so far?

DEAN: in terms of actual impact or influences, protected only-left turns have resulted in a 98-per-cent reduction. This isn't citywide, but it is along a specific high-volume, high-speed arterial corridor.

Other than that, we've had success with ventures into the political and public realm where there's an acceptance of our programs. When we implement something such as Neighbourhood Traffic Calming, there's a fine line between residents' willingness to trade efficiency and safety in our community. A key component is focusing on data collection and an "evidence-based" approach to mitigation measures and programs while communicating anticipated impacts – both positive and negative in a proactive fashion. The fact that we have political support toward Vision Zero and residents respond well to the evaluation information of safety programs have helped promote sustainability of the projects.



We developed the Safety Plan from local data and context of information, while incorporating other industry plans for what could best suit our community and what seemed to be working for other cities. Direct public engagement was not a key action of the development of the plan; however, we incorporated previous public reports of concerns and feedback on traffic safety. We anticipated that, with the strategies of the plan, there would be public / stakeholder engagement associated with the delivery of specific strategies. The report is also public and used to communicate / reference on projects.

One of the biggest benefits was having involvement from all internal stakeholders, e.g., EMS, RCMP, transit. Their take on traffic safety and their input ultimately resulted in something far more holistic. For the most part, there are always some contentious issues, such as traffic calming, but there's a general buy-in, that "we support this and prioritize safety as a community". That was one of the biggest successes.

PARACHUTE: Conversely what challenges has the program faced? How did you overcome these? Please feel free to focus on one or two significant challenges in your response.

DEAN: Funding. You can have a long list of recommendations that are very impactful, but you need resources to manage the program and staff to manage the data. How will you evaluate, implement new safety features, and apply them network-wide? The public expects you to improve the network and public perception of priorities versus priorities developed by data may not completely align.

There's a demand to make the network safer, and there's such a varying degree of public opinion on what is a priority, what are priority spots. So we are trying to maintain a strong public data bank and share info on the success and inputs of the program. A key component is trying to be as transparent as possible, with strategy and implementation. We celebrate successes, and if we're not successful we evaluate. We don't die on the sword and we don't treat anything as the be all end all: we adjust.

PARACHUTE: If you had one piece of advice to give to jurisdictions that are contemplating Vision Zero adoption, what would it be?

DEAN: Take the necessary time and allocate appropriate resources – whether it's one person or a team of people, whatever's right for the community – and create a formalized plan. The moment an agency has that, you're making it transparent to all involved how you're going to move your programming forward. That's ultimately how you can be successful in appropriate resource management.

Set realistic expectations. It's difficult for a lot of municipalities to manage expectations from stakeholders. When you talk about your network safety program, you are pulled in a lot of directions. The moment you can be realistic and manage expectations, it will be beneficial and hopefully set a foundation to build additional programs and resources. If you're getting a lot of requests for info, you can explain what your current resource levels are. If it's not a part of your priorities, that doesn't mean it can't be. Use your limited resources for your objectives.

PARACHUTE: What is the “vision” for your Vision Zero program over the next five years?

DEAN: Ultimately reduced injury and no fatalities; with an overall increased confidence and comfort from our residents on traffic safety. Whether it means confidence in letting children walk / cycle to school, a feeling of improved quality of life in their community, or just a confidence that they will arrive home safely from a daily commute; resident satisfaction in their city's transportation network and mobility.

We hope at the end of the day to be reaching our Vision Zero. We never gave any specific measurable targets, because we weren't sure what to say. We left it somewhat open, a “reduction”. But I hope to say that over the next five years, we will have zero fatalities, a strong reduction in severe injury incidents, and stay on task, schedule and budget, per our implementation plan. We want to stay focused and evaluate the success of the plan. In

five years, we will hopefully have some lessons learned, and do an update of the plan and reevaluate our network and our plan, to meet community expectations and the objectives of Vision Zero.

Strathcona County, AB

Interview with **Debbie Rawson**, Transportation Integration and Safety Advisor,
Strathcona County

PARACHUTE: What would you consider to be your program's greatest successes or achievements?

DEBBIE: Our successes include our Neighbourhood Traffic Safety Action Plan, which is a step towards implementing design changes necessary to create a



Safe System. The county now has a program integrated with our residential rehabilitation program, where we are automatically implementing physical pedestrian safety upgrades at all of our school, playground and trail crossings, without going through any public traffic calming processes. Residential rehabilitation includes installing physical improvements such as curb extensions and pedestrian beacons anywhere certain conditions are met. This is helpful since traditionally traffic calming required a great deal of public engagement. These changes are resourced through our annual rehabilitation program, so it is a much more cost-efficient process for us and it frees up our traffic safety budget to be used in other areas.

There are a couple other things: from an engineering perspective, the Intersection Safety Action Plan has also addressed. For example, under what circumstances do we implement protected left-turn phases at our intersections? This is helpful as there is resistance against reducing the efficiency of intersections. Having a consistent, defensible warrant process for the implementation helps manage and reduce push back. To date, ongoing evaluation has shown on average a 78-per-cent reduction in left-turn collisions.

As well, the ISD [intersection safety device] guideline helps us with capacity building and eventually, can help rebuild trust with the community that these tools are being used in a data driven, safety-focused way.

PARACHUTE: Conversely what challenges has the program faced? How did you overcome these? Please feel free to focus on one or two significant challenges in your response.

DEBBIE: Politically we don't have the environment at this time to implement a complete Safe Systems Approach or to use the terminology "Vision Zero" because there's such pushback and uncertainty in our municipality. Edmonton has done amazingly well with their Vision Zero program but, in many ways, people boil down Vision Zero to "a lot of photo radar" Edmonton has been aggressive and successful in that, but it also gets people's hackles up.

Originally, we were very optimistic about our ability to implement the measures in the Traffic Safety Strategic Plan, as it was passed unanimously by council. But as projects such as traffic calming were implemented, there has been some pushback from the public and politicians. It's been a very good learning curve for us.

PARACHUTE: To elaborate, is there anything that you've found works well for building and maintaining partnerships in the face of pushback?

DEBBIE: I would go back to the strategies I mentioned above, where we have implemented clear, evidence-based approaches to the implementation of controversial initiatives (like ISDs and protected left-turn phases). When asked why we are using them, all team members have clear, consistent replies that focus on safety benefits of the devices.

PARACHUTE: If you had one piece of advice to give to jurisdictions that are contemplating Vision Zero adoption, what would it be?

DEBBIE: There needs to be buy-in and belief in the program at all levels, in our engineering departments, senior administration and council level, before you move forward. In our municipality, almost everybody sees traffic risk on residential roads and there are many requests for enforcement. But at the end of the day, we have an excellent safety record in our neighbourhoods: 59 fatalities in the last 10 years on our arterial roads, and only one on a residential road. The bulk of collisions are on our arterial roads, but residential is where we are hearing the most feedback. We are a very service-oriented municipality so will respond, but we need people to understand where the real traffic safety issues are in our community and support the changes necessary to effect safety improvements.

Another piece of advice is to make sure you're truly employing a team approach and team process, and having some councillor representatives on your Vision Zero board. It's invaluable to have support on council; Councillors who are going to be champions for the program and actively support it.

PARACHUTE: What is the "vision" for your Vision Zero program over the next five years?

DEBBIE: Everything I spoke to will continue to go forward. Something I haven't mentioned is we have the planning and development department on board. Many of our problems were the result of past planning decisions that encouraged separated land uses and vehicle-oriented design. Today's planners have a lot of pressure to increase density and walkability so, when we now look at our growth nodes and standards, we are trying to design roads to a lower speed so that our new neighbourhoods have that traffic calming in place already and arterial roads integrate safer intersection designs. Then we do not face the challenge of playing catch-up.

Right now, we're still trying to build acceptance and understanding (internal, external and resident), and once we feel we have the understanding and support, we will try to upgrade to a true Vision Zero plan. We are not sure if this will be in a year, or five years.

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