



Transportation Association of Canada
2018 Road Safety Engineering Award
www.london.ca



INTRODUCTION

In the City of London, the total number of collisions has declined between 2008 and 2011, from nearly 8,400 to less than 7,500. However, the number of injury collisions increased from approximately 1,400 to over 1,500 in the same period, as illustrated in Figure 1. Following a worldwide trend of agencies focusing efforts on reducing the number and severity of motor vehicle collisions, in 2014 the City of London (the City) developed a Road Safety Strategy to reduce fatal and injury collisions. In 2017, the City adopted the Vision Zero principles, based on which no loss of life is acceptable, making London one of the early Canadian adopters of Vision Zero.

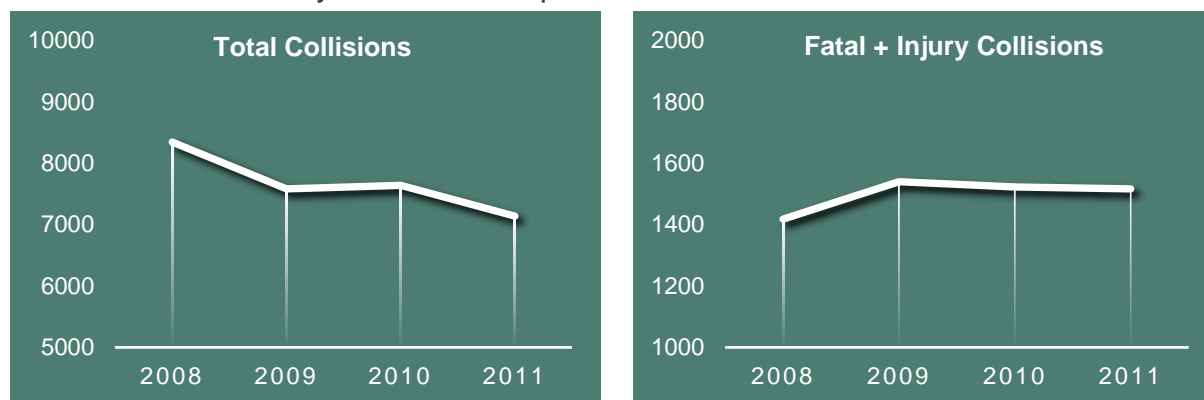
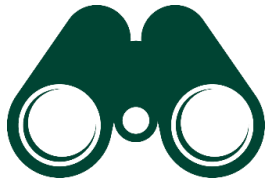


Figure 1: Evolution of Collisions in London (2008 – 2011)

Strategic road safety programs have become more common as an effective way to address road safety issues. In general, strategic road safety programs are used to improve the understanding of the state of road safety and consequently, improve the safety performance of the road component of a transportation network. A typical strategic road safety program uses a multidisciplinary approach to address the issues of road safety identified from statistical data. This allows for an efficient allocation of resources, focusing on specific emphasis areas that can have greater effect in reducing fatal and injury collisions.

One of the key elements of the London Road Safety Strategy (LRSS) during the development of the plan, which occurred between 2012 and 2014, was the coalition building effort, which brought together a multidisciplinary team, including engineering, enforcement, public health, and advocacy groups, among others. This multidisciplinary team expanded the previously active London Middlesex Road Safety Committee into a Steering Committee formed by the City of London, Middlesex County, Ministry of Transportation Ontario, London Police Service, Ontario Provincial Police, Canadian Automobile Association, Young Drivers of Canada, London Block Parent Program, London Health Sciences Centre, Middlesex-London Health Unit.

The Steering Committee worked together to establish a mission, vision and goal for the strategy. With a mission to save lives and reduce serious injuries to all transportation users through leadership, innovation, coordination, and program support in partnership with other public and private organizations, the following vision and goal statements were established:



The Vision

A path to a safer road environment for all transportation users in London.



The Goal

A non-linear 10% reduction of injury and fatal collisions over 5 years.

In order to accomplish the vision and goal of the LRSS, a data-driven effort was undertaken to ensure that efforts would be targeted efficiently. A comprehensive review of the 4-year traffic collision history (2008-2011) was combined with the findings of several forms of public input collected by the City. Each program identified by the members of the Steering Committee was subjected to an evaluation process to identify a specific method of measurement for each program as well as the level of implementation (goal) over the initial two to three years of the Strategy. The evaluation process resulted in the selection of the following programs integrated by emphasis areas to be targeted by the Road Safety Strategy during the five-year period between 2014 and 2019:

- Intersections,
- Distracted and Aggressive Driving,
- Young Drivers,
- Pedestrians,
- Cyclists, and
- Red Light Running.

The Steering Committee reviewed the existing road safety programs being implemented in the City and identified those safety programs that can be enhanced to improve safety of the target areas. Additionally, the members of the Steering Committee developed new safety programs for the target areas. Where possible, these existing and new safety programs were evaluated using the literature and the Federal Highway Administration Crash Modification Factors (CMF) Clearinghouse. The safety programs deemed ineffective were modified or removed from the list of the new safety programs. The new and enhanced safety programs embraced the multidisciplinary nature of road safety, based on Engineering, Enforcement, Education and Empathy countermeasure approaches with special focus on prevention of future fatal and injury collisions. The first three are traditional approaches, known for many years as the three “Es”. The Empathy approach is a new one that asks road users to try to understand the situation for other, possibly conflicting users. The classic example is a turning vehicle at a traffic signal not giving sufficient space to an elderly pedestrian; the driver needs to understand the level of discomfort or even fear that this scenario can create.

It is believed that these programs can result in approximately 155 fewer fatal and injury traffic collisions over five years by 2019/2020, which is consistent with the goal of the plan. The full list of actions is provided in Appendix A.

In March 2014, City Council approved and adopted the LRSS plan, and its implementation started in July 2014. Moving forward, the London Middlesex Road Safety Committee has been evaluating the effect of the LRSS and its programs by means of periodic (annual), quantitative before and after studies. This will ensure that

the strategy remains data-driven, allowing the efforts to be intensified or redirected, depending on the interim results. The London Middlesex Road Safety Committee meets every 3 months to discuss potential road safety issues and discuss the progress of the plan.

ANTICIPATED AND REALIZED SAFETY BENEFITS

Road safety strategic plans are used to improve the understanding of the state of the practice in road safety and, consequently, improve the safety performance of the transportation network. The plan sets out a clear and realistic goal, effective safety programs that focus on target areas – areas with the largest number of fatal and injury collisions. As previously mentioned, the LRSS established a goal to reduce fatal and injury collisions by 10% in a 5-year period (by 2019/2020). The following sections describe how the City intends to achieve this goal, as well as interim results for the first year after the plan implementation.

The LRSS implementation plan started in July 2014. The City and its partners in road safety have introduced many campaigns including, but not limited to, “Embrace the Red”, “Share the Merge”, “Mind the Green”, “Respect the Limit”, “Lego Brick PXO Videos”, “Share the Road”, “Buckle Up Phone Down”, and “Josh’s Story”. Examples of education campaign materials are provided in Appendix B. Additionally, for the past few years, the City introduced initiatives to improve safety for all roads and transportation users. These include, updated Traffic Calming Guidelines, Public Education & Empathy Program (PEEP) speed display boards, School Zone Speed Limit Policy, Red Light Camera Program implementation, Pedestrian Crossover Program, Rail Safety Week, and Automated Speed Enforcement Program.

In February 2017, a follow up analysis was completed as part of the monitoring process. The total number of traffic collisions from the period 2009-2014 averaged approximately 7,100 per year. This number decreased to approximately 6,850 in 2016, which is roughly a 4% decrease both compared to the five-year “before” and compared to 2014 condition (Figure 2) – 2015 was not included in the analysis since many programs were still under implementation.

Comparing just fatal and injury collisions, the LRSS focus, the collisions reduced by 16% and 20%, respectively. Based on a five-year “before” period, if the LRSS is completely responsible for the reduction which occurred in the number of severe collisions, the program has greatly exceeded its five year goal of 155 fewer collisions, with a reduction of 298 in just the first year (Figure 3).

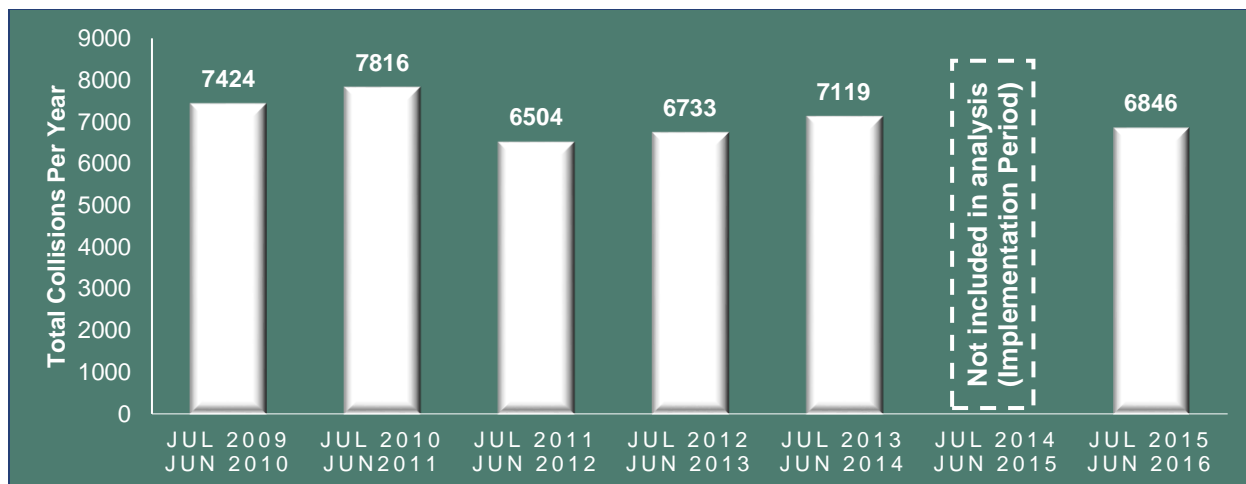


Figure 2: Total Collisions Before and After Implementation of LRSS Countermeasures

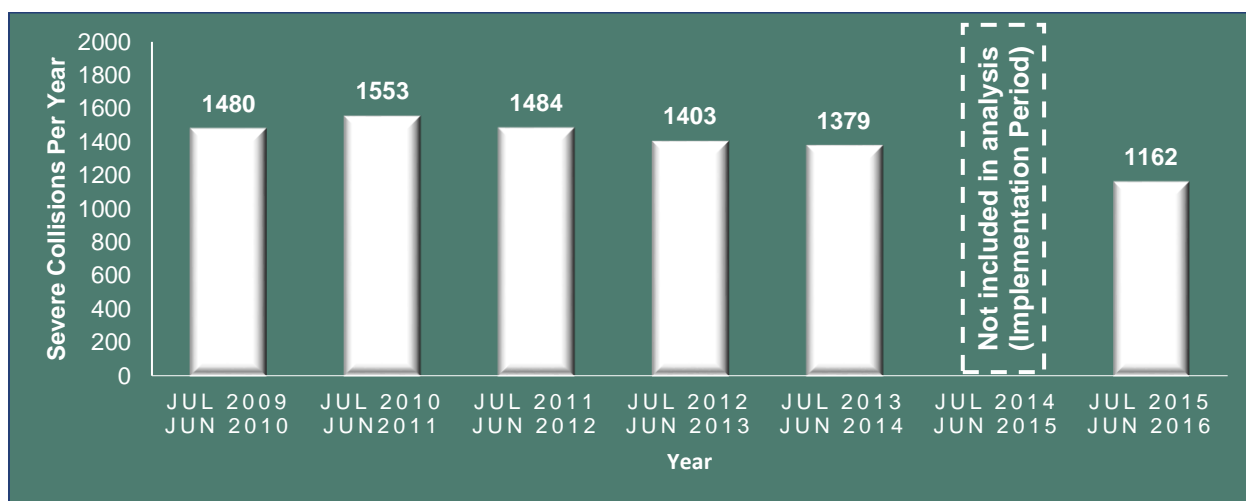


Figure 3: Severe Collisions Before and After Implementation of LRSS Countermeasures

Comparing collisions by target area for the five-year period before the implementation of the countermeasures with the 2015/2016 period (i.e. after implementation), most target areas presented a decrease between 15% (cyclists) and 54% (aggressive driving). The exceptions were distracted driving collisions, which only decreased by 2%, and pedestrian collisions, which increased by 11% (Figure 4). This type of information is of the utmost importance, since it will assist in the reallocation of resources if a specific countermeasure is not working or if more resources are required to achieve the goal of the plan.

The City fully recognizes that collisions are random events and fluctuate from one year to the next. London does not necessarily expects that this trend will continue in the remaining life span of the plan.

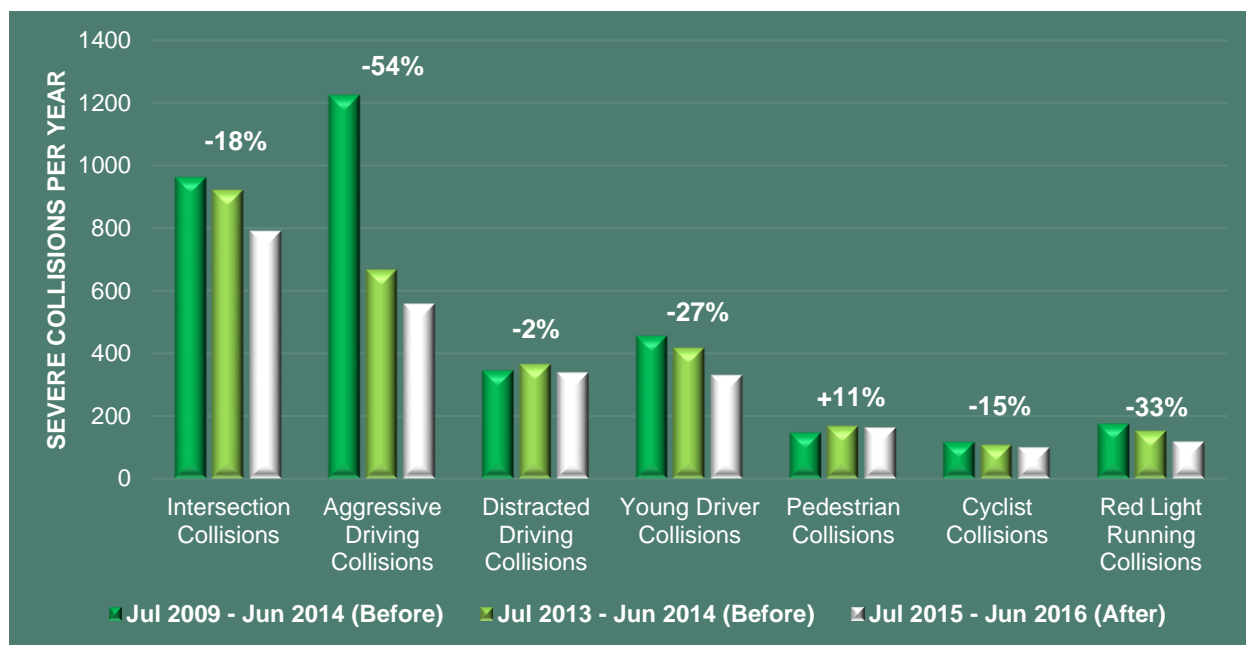


Figure 4: Severe Collisions Before and After by Target Area

In addition, London fully recognizes that the LRSS might not be the only contributing factor in the reduction of collisions. Other factors such as changes in traffic volumes, weather conditions, and economic activities among other factors can affect the frequency of collisions. These factors were not considered in the results presented in this submission. As a result, as soon as more data becomes available during the after period of the implementation of the plan, the City will conduct a before and after study based on sound statistical approaches.

INNOVATION

Target Area Working Groups

The LRSS development and implementation included several innovative features. The London Middlesex Road Safety Committee which included engineering, communications, public health, law enforcement, and school boards identified opportunities to work together to deliver countermeasures. Working groups were established for each of the target areas, including at least two members responsible for implementing safety actions. The following comprise the working groups and their respective members:

- **Intersections:** City of London and London Police Service;
- **Distracted/Aggressive Drivers:** London Police Service, Middlesex County, Canadian Automobile Association, Middlesex-London Health Unit, London Health Sciences Centre, Ministry of Transportation Ontario and Ontario Provincial Police;
- **Young Drivers:** London Health Sciences Centre, London Police Service and Young Drivers of Canada;
- **Pedestrians General:** City of London Transportation, London Police Service and London Health Sciences Centre;

- **Pedestrians Active and Safe Routes to School & Safe Neighbourhoods:** London Block Parent Program, City of London, and Ontario Provincial Police;
- **Cyclists:** Middlesex-London Health Unit, London Health Sciences Centre, City of London Transportation, Middlesex County, Ontario Provincial Police, Ministry of Transportation Ontario, and Canadian Automobile Association; and
- **Red Light Running:** City of London, London Police Service, Middlesex County, and Ontario Provincial Police.

Public Feedback

During the plan's development, various innovative mechanisms were utilized to obtain feedback from the public. To understand the public's view of road safety in London, the strategy considered the following approach:

1. Developing a set of questions that may reinforce, contradict or expand the findings of the collision analysis and the literature search;
2. Providing opportunities from public input using an online version of the aforementioned set of questions; and
3. Setting up a half-day information/questionnaire booth in a local venue in London.

A questionnaire was developed using the findings from the collision analysis and literature search, and included questions related to the public's perception of the overall level of road and traffic safety in London, what are the main concerns in need of improvements, and the specific target areas. A draft version of the questionnaire was programmed in an online survey tool and presented to employees of the City of London as a Pilot test. The Pilot test was used to confirm that all questions were clear and understandable, identify the need to remove or add questions, confirm the logical sequence of the questionnaire, and request comments regarding the purpose and content of the survey. Following the Pilot test, the questionnaire was programmed using Flash programming tools. Respondents were recruited by email, online marketing, and by invitation.

The City also invited the public to visit an information booth to share their thoughts on road safety and complete a survey. The information booth consisted of four presentation boards, one interactive board for the public to identify focus areas, and one map of the City for the public to mark areas of road safety concern. The public was asked to place red dots next to the areas listed on the interactive board, where they thought the City of London should focus its road safety strategy. We have provided the interactive board in Appendix C for reference.

After the completion of the public input phase, the study concluded that the public perception of the safety "problem areas" was generally consistent with the actual statistics, as evidenced by the hard data, and the evidence did not recommend or require any change to the target areas.

Road Safety Steering Committee Organization

The London Middlesex Road Safety Committee (referred to as Road Safety Steering Committee) during the development of the LRSS, developed a plan to meet regularly (every 3 months) to discuss potential road safety issues and discuss the progress of the

plan. The plan assigned roles and responsibilities to the Steering Committee and its members. The full list of roles and responsibilities is provided in Appendix D.

TRANSFERABILITY TO OTHER JURISDICTIONS

Several aspects of the LRSS can be helpful for other jurisdictions, including institutional organization of the plan, monitoring and evaluation plan, results obtained so far, key performance indices used, educational and empathy programs, countermeasures that work and those that did not work.

Institutional Organization of the Plan

As previously mentioned, the LRSS has a Steering Committee whose members are assigned to different Working Groups to address specific target areas. Most of the committee members are entities with equivalents across Canada, while some have presence in several provinces. The full list of the Steering Committee members along with their presence throughout Canada and potential equivalent organizations is provided in Appendix D.

It is also important to highlight that the City's Mayor and Council were onboard and fully supported the plan, which is crucial for its success

Goals, Results and Key Performance Indices

Other jurisdictions can use the goals and results of the LRSS, 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. For example, the second year evaluated after the implementation of the strategy showed a reduction of 16% to 20% in fatal and injury collisions, higher than the 10% goal. Another jurisdiction could use these results as a benchmark to establish their own realistic goals.

Likewise, key performance indices like the frequency of collisions related to each target area in common with the LRSS (intersections, aggressive/distracted driving, young drivers, pedestrians, cyclists, and red light running), can help another jurisdiction compare their progress to evaluate whether it needs to consider the reallocation of resources in order to achieve its goals.

Education and Empathy Programs

Several LRSS education and empathy programs can be transferred or adapted to other jurisdictions, as they use knowledge and resources widely available. Examples include driver education campaign with London Police using Twitter; young drivers distracted and impaired driver campaign in secondary schools; and safe neighbourhoods program in collaboration with school (walkabouts, school newsletters); among others.

Safety Programs

The LRSS selected several safety programs (Appendix A) are well known across North America (many with proven effectiveness to reduce collision frequency and/or severity) and can be implemented in any jurisdiction with target areas similar to London. The City is planning to evaluate the safety programs using before and after studies in the future to evaluate their effectiveness. Other jurisdictions can benefit from the City of London results to decide which safety programs can be most effective to apply in their context, or to compare the results with their own before and after studies.



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APPENDIX A – LONDON ROAD SAFETY STRATEGY ACTIONS

Target Areas and Action Description		Intersections in City of London and Middlesex County					
ACTION No.	ACTION	DESCRIPTION	LEADER AGENCY	ENGINEERING	ENFORCEMENT	EDUCATION	EMPATHY
1	Development of Network Screening and High Collision Location Identification	Identify abnormally high collision locations based on collision type, using screening filters	City of London	✓			
2	Collision Counter-measure Program	Identify intersections experiencing higher than expected number of collisions, using prediction models	City of London	✓			
3	Traffic Signals Improvement Program - Left Turn Phasing	Continue to review advance left-turn phasing and to analyse need for protected left-turn phase	City of London	✓			
4	Traffic Signal Improvement Visibility Review	Continue to review visibility of downstream signal heads where multiple traffic signalized intersections are within 250m of each other. Review visibility of signal heads and sight distances at individual and adjacent signal locations.	City of London	✓			
5	Crosswalk Pavement Marking Program	Continue to identify which locations would benefit from ladder markings (refer to TAC Pedestrian Traffic Control Guide); create a criteria to assist in identifying the locations for ladder markings, and for maintenance of markings after installation.	City of London	✓			

ACTION No.	ACTION	DESCRIPTION	LEADER AGENCY	ENGINEERING	ENFORCEMENT	EDUCATION	EMPATHY
6	Pro-active Enforcement Program	Enhanced use of pro-active enforcement strategies - specific to high risk intersections as determined by collision screening programs (above)	London Police Service		✓		
7	Advance Street Name Sign Program	Install advance street name signs using ClearView font and Upper/Lower case lettering before major intersections	City of London	✓			
8	Collision Reduction Strategy - Assessment	This program entails the OPP working alongside community stakeholders to enhance traffic safety within Middlesex County. A statistical analysis of the 5-year traffic collision data provided the background for this program.	Ontario Provincial Police (OPP)		✓	✓	
9	Collision Reduction Strategy - Enforcement	The OPP will continue to participate in proactive strategies in locations identified by the Collision Reduction Strategy Assessment. This program entails use of the mobile speed enforcement sign, the RADAR and Laser intercept programs, and RIDE at high risk locations.	Ontario Provincial Police (OPP)		✓		
10	Signage and Safety Standards Consistency	Coordination of County and City standards for signage and safety measures at rural intersections	Middlesex County	✓			
11	Signage Replacement Program	Using mobile LiDAR to evaluate reflectivity of signs, and to prioritize their efficient replacement of faded regulatory and warning signage	Middlesex County	✓			



Distracted and Aggressive Drivers

ACTION No.	ACTION	DESCRIPTION	LEADER AGENCY	ENGINEERING	ENFORCEMENT	EDUCATION	EMPATHY
12	Roadway Alignment Improvement Program	Engineering improvements to horizontal and vertical alignments for reconstruction projects. Improved coordination with all 4R (reconstruction, rehabilitation, resurfacing, restoration) projects.	Middlesex County	✓			
13	Unmarked Enforcement of Distracted Driving	Initiatives involving unmarked vehicles and/or officers in plain clothes	London Police Service		✓		
14	Driver Education Campaign - Tweets	Police media tweets campaign "Look where you are driving"	London Police Service			✓	✓
15	Driver Education Campaign for Distracted/Aggressive Drivers	Program in collaboration with London Health Sciences Centre and other partners	Middlesex-London Health Unit (MLHU)			✓	✓



Young Drivers

ACTION No.	ACTION	DESCRIPTION	LEADER AGENCY	ENGINEERING	ENFORCEMENT	EDUCATION	EMPATHY
16	Young Drivers Education Campaign - Distracted and Impaired	Continue the education campaign focused on distracted driving and impaired driving by alcohol and drug in secondary schools	London Police Service		✓	✓	✓
17	Young Drivers Education Campaign - Skill Building	Continue Young Drivers of Canada's training for skill building, cognitive assessment, and development training for co-drivers and resources for G1 & G2 drivers	Young Drivers Canada			✓	✓
18	Young Drivers Education Campaign - Inexperience in Driving	Collaborate and explore ways to better understand youth and inexperience in driving needs, and integrate their needs with engineering modifications to traffic signals and geometric elements	London Health Sciences Centre (LHSC)			✓	✓
19	IMPACT (Impaired Minds Produce Actions Causing Trauma)	Continue campaign focused on reaching out to youth (ages 15-19) to discuss the consequences of high risk behaviour such as aggressive and distracted driving	London Health Sciences Centre (LHSC)			✓	✓



Pedestrians: General

ACTION No.	ACTION	DESCRIPTION	LEADER AGENCY	ENGINEERING	ENFORCEMENT	EDUCATION	EMPATHY
20	Pedestrian Refuge Island Program	Construct new pedestrian refuge islands where needed based on City's criteria.	City of London	✓			
21	Collision Data Improvement Program - Pedestrians	A plan will be devised toward sharing the LHSC Emergency Department Admissions data on pedestrian injury among participating agencies	London Health Sciences Centre (LHSC)			✓	✓
22	Pedestrian Facilities Upgrades, OTM Book 15, AODA, TAC Pedestrian Traffic Control Guide	Enhance pedestrian safety by expanding and upgrading pedestrian facilities based on recent guidelines	City of London	✓			
23	Pedestrian Crossing Enforcement Strategy	As a supplement to education and awareness countermeasures, targeted strategies for pedestrians who cross the road in contravention of the act or applicable by-law will be enforced at selected locations	London Police Service		✓		



Pedestrians: Safe Routes to School & Safe Neighbourhoods

ACTION No.	ACTION	DESCRIPTION	LEADER AGENCY	ENGINEERING	ENFORCEMENT	EDUCATION	EMPATHY
24	Safe Routes to School Program	Review local issues around schools as an integral part of an active Safe Routes to School program	City of London	✓			
25	Safe neighbourhoods	Continue the engineering collaboration with schools (1) through the walkabout at every school with parents, police, teachers City staff to review identified safety concerns; (2) the dissemination, through the school newsletter, of the generic set of questions and answers on the pros and cons of perceived solutions to traffic concerns.	City of London			✓	✓
26	Active and Safe Routes to School (ASRTS)	ASRTS is a community partnership. Interested schools are provided with a comprehensive strategy to meet the needs for safety and active transportation at their school. An educational planning manual is available.	Middlesex-London Health Unit (MLHU)			✓	✓
27	Safe Routes to elementary and secondary school program by OPP in Middlesex County	Continue partnership between the OPP and Thames Valley District School Board to support local school programs and educate the youth	Ontario Provincial Police (OPP)			✓	✓



Cyclists

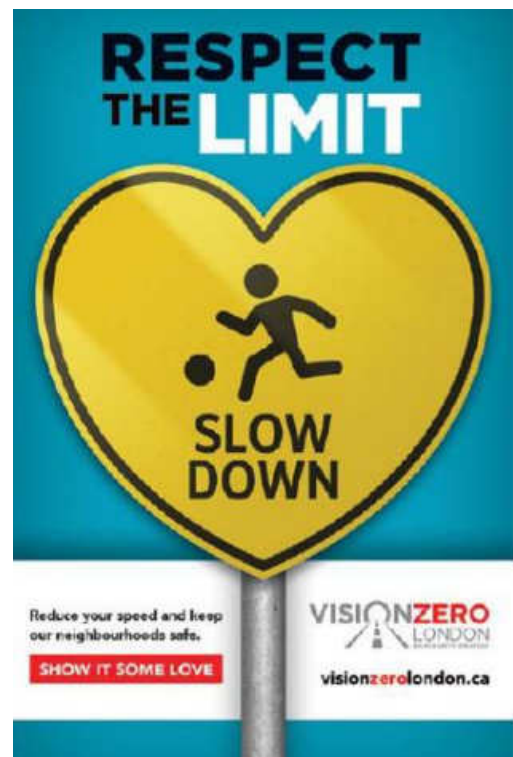
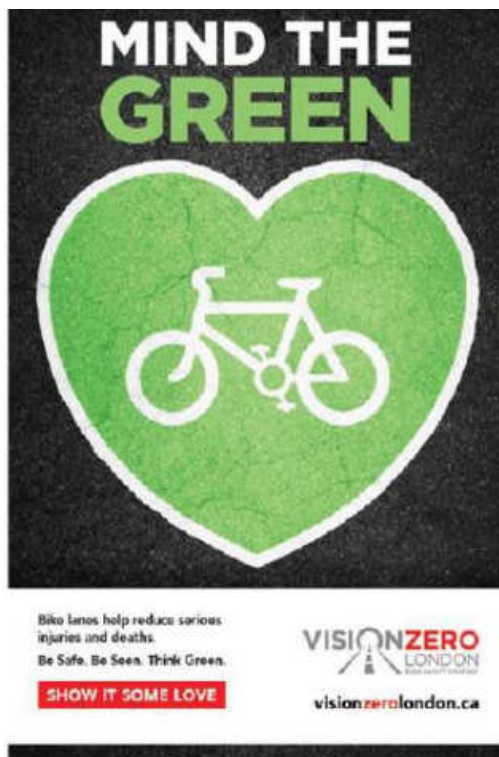
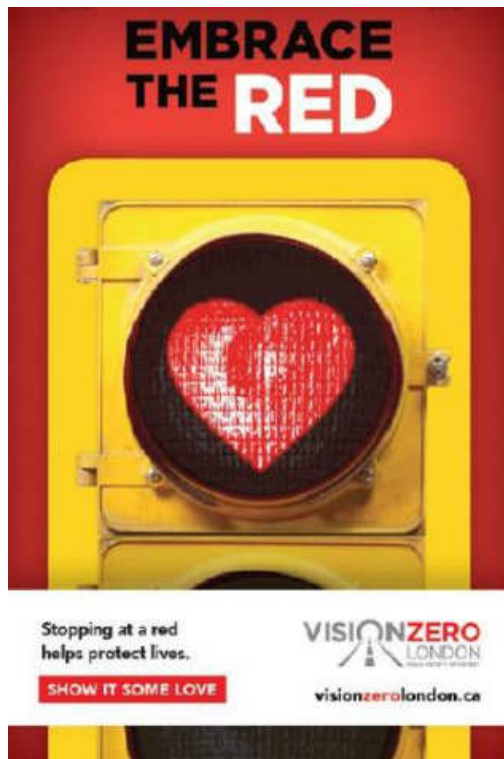
ACTION No.	ACTION	DESCRIPTION	LEADER AGENCY	ENGINEERING	ENFORCEMENT	EDUCATION	EMPATHY
28	Cyclist Crossing Enforcement Strategy	As a supplement to education and awareness countermeasures, targeted strategies for cyclists who cross the road in contravention of the act or applicable by-law will be enforced at selected locations	London Police Service		✓		
29	Collision Data Improvement Program - Cyclists	A plan will be devised toward sharing the LHSC Emergency Department Admissions data on cyclist injury among participating agencies	London Health Sciences Centre (LHSC)	✓			
30	Annual addition of Bike Lanes	Continue the expansion of dedicated bike lanes on major roads as per the City's Cycling Master Plan	City of London	✓			
31	Share the road signage and educational project in the City of London and Middlesex County	Middlesex County, City of London, Middlesex-London Health Unit, and London Middlesex Road Committee launch a new Share the Road educational campaign for West London and Middlesex County in 2014	Middlesex-London Health Unit (MLHU)			✓	✓



Red Light Running

ACTION No.	ACTION	DESCRIPTION	LEADER AGENCY	ENGINEERING	ENFORCEMENT	EDUCATION	EMPATHY
32	Traffic Signals Improvement Program Signal Timing	Continue the review of signal clearance times and extensions	City of London	✓	✓		
33	Traffic Signal Sight Distance Review	Continue the review of signal clearance times and sight distances at high right-angle collision locations	City of London	✓			
34	Traffic Signals Improvement Program - Signal Coordination	Continue to optimize and co-ordinate signal timings along corridors	City of London	✓			
35	Red-Light Camera Implementation	Install Red-Light camera equipment at selected locations	City of London	✓			
36	Pro-active Enforcement Program - Red-Light Running	Use of co-ordinated enforcement strategy with use of both plain clothed and uniformed officers in close collaboration with the engineering program	London Police Service		✓		
37	Traffic Signals Improvement Program - LED Signals	Use of LED signals to increase visibility of red light as an integrated program with the other strategies related to red-light running	Middlesex County	✓			
38	Pro-active Enforcement Program - High Risk Intersections	Enhanced use of proactive enforcement and education at high risk intersections as identified in the Middlesex Collision Reduction Strategy in close collaboration with the engineering program	Ontario Provincial Police (OPP)		✓		

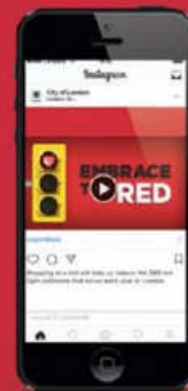
APPENDIX B – EDUCATION CAMPAIGNS MATERIALS



TRANSIT AD



SOCIAL MEDIA ADS



DISPLAY ADS



HANDOUT





Pedestrian Crossovers



Drivers

- ➔ Be prepared to stop for pedestrians
- ➔ Stop behind the yield line
- ➔ Make eye contact so pedestrian sees you
- ➔ Wait until pedestrian completely crosses road before proceeding



Fines and penalties

Up to \$500 and 3 demerit points

For more information:
london.ca/crossovers



Pedestrian Crossovers



Pedestrians

Pedestrians and cyclists using crossovers need to know

- ➔ Wait for traffic to stop
- ➔ Make eye contact to ensure driver sees you
- ➔ Dismount and walk your bike across road

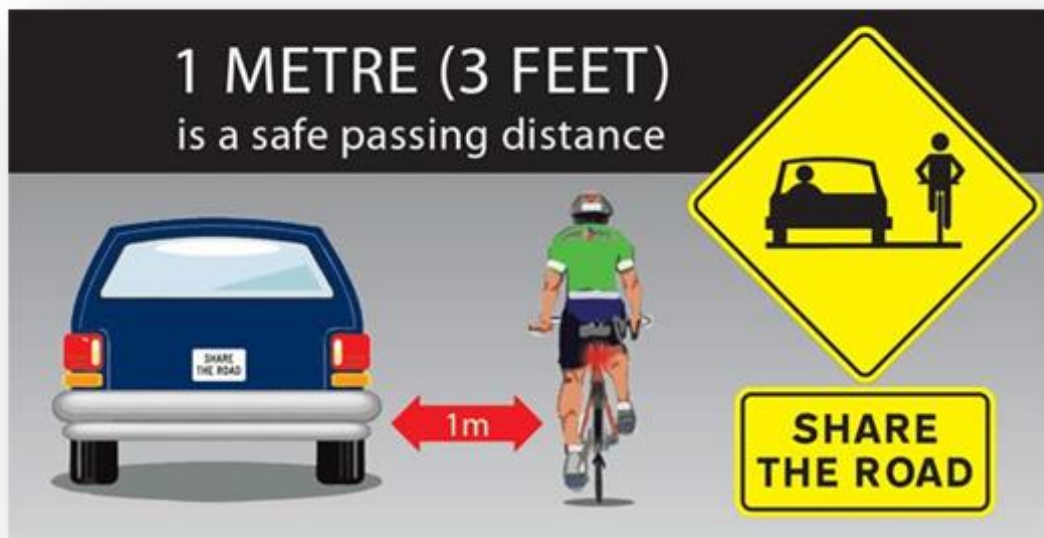


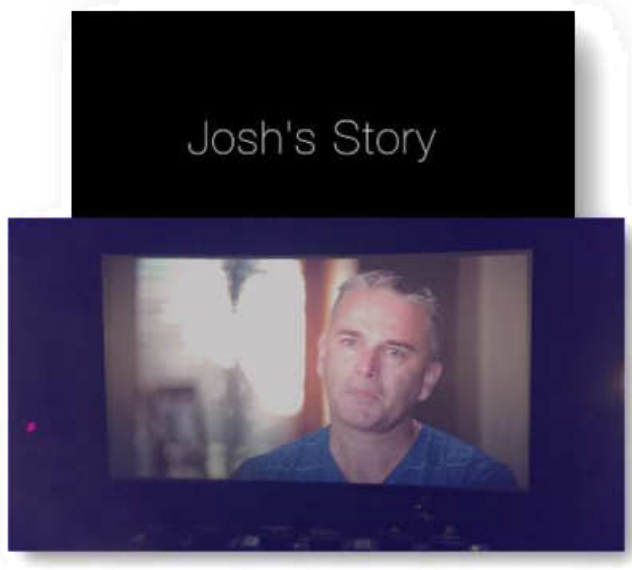
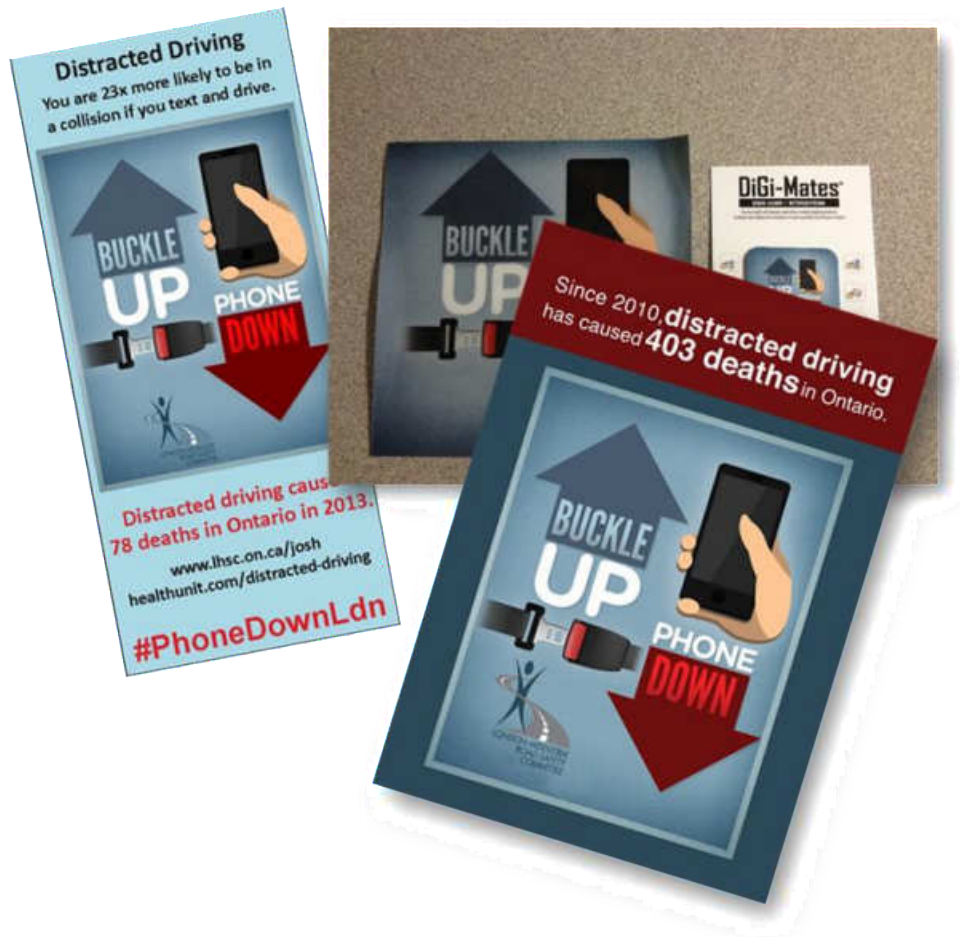
For more information:
london.ca/crossovers











APPENDIX C – INFORMATION BOOTH INTERACTIVE BOARD

What do you think?

Of the following areas, where do you think the City of London should focus its road safety strategy?

Cyclists	
Distracted / Aggressive Driving	
Drivers (16 – 25 age group)	
Intersections	
Pedestrians	
Red Light Running	
Single Motor Vehicle / Run Off Road	
Other	

APPENDIX D – STEERING COMMITTEE ROLES, RESPONSIBILITIES AND MEMBERS

ROLES AND RESPONSIBILITIES OF THE LONDON ROAD SAFETY STRATEGY STEERING COMMITTEE

The Steering Committee (SC) for the London Road Safety Strategy (LRSS) will have two main tasks.

First, the Committee will be charged with reviewing and endorsing plans for the Strategy.

Second, the individual members of the SC will be charged with committing their organizations to implementing components of the Strategy and seeing those actions through to successful completion.

The roles and responsibilities of the Steering Committee are as follows:

1. Commit to promoting and supporting the goals of the LRSS both inside their organization and publically.
2. Assist in revising the London-Middlesex Road Safety Committee mission and goals to align with the LRSS project. Contribute to developing mission, vision and goals for the LRSS.
3. Review and provide comments expeditiously on the accuracy and applicability of information provided to the committee about the state of road safety in London-Middlesex.
4. Provide technical information or advice wherever it assists in the development of the LRSS.
5. Review and provide comments expeditiously on the final short- and long-term plans for the LRSS presented to the SC. Assist through constructive debate to resolve issues.
6. Act as the final decision-making body (subject to London City Council review) in defining the Strategy.
7. Ensure decisions affecting the member's agency are aligned with the member's agency goals.
8. Assess the internal capabilities of the member's own agency to provide more or different road safety related services.
9. Commit to delivering the agreed upon programs supporting the LRSS in a timely and effective manner.
10. Agree to work co-operatively with other agencies in shared projects.
11. Agree to share information whenever it benefits the overall project.
12. Commit to attendance at all meetings – define an alternate for those meetings for which it is unavoidable to miss.

The roles and responsibilities of the Steering Committee Chair are as follows:

1. Undertake the necessary actions to expand the basic London-Middlesex Road Safety Committee to meet the mandate of the LRSS. That may include gaining compliance with revising the LMRSC mandate, explaining to prospective members their roles and assuring their commitment to the goals of the project.
2. Approve the proposed meeting schedule.
3. Do his/her best to make time for the LRSS within existing meetings or schedule as per the consultant's suggested dates, in order to keep the LRSS on schedule.
4. Assist in developing a charter for the LRSS members.
5. Make the purpose of each meeting clear and explain the agenda at the start of each meeting.
6. Keep each meeting moving and on track by managing the input and communications.
7. End each meeting with a summary of decisions and assignments.
8. Review minutes.
9. Assist in keeping the SC members interested and committed to the task, from Strategy development through implementation.
10. Follow up with members on behalf of the LRSS when issues arise.

Steering Committee members

- **City of London.**
- **Middlesex County**
- **Ministry of Transportation Ontario** (Provincial government agency)
- **London Police Service** (local police service)
- **Ontario Provincial Police** (Provincial police service)
- **Canadian Automobile Association (CAA)** (motor club with National presence)
- **Young Drivers of Canada** (driving school franchise with presence in British Columbia, New Brunswick, Newfoundland and Labrador, Nova Scotia, and Ontario)
- **London Block Parent Program** (volunteer community program with presence in Alberta, British Columbia, Manitoba, Ontario, New Brunswick, Newfoundland and Labrador, Nova Scotia, Prince Edward Island, Québec, Saskatchewan and Yukon)
- **London Health Sciences Centre** (local hospital network/teaching hospital)
- **Middlesex-London Health Unit** (regional public health support organization)