



AGENDA

SPC ON COMMUNITY AND PROTECTIVE SERVICES

February 12, 2020, 9:30 AM
IN THE COUNCIL CHAMBER
Members

Councillor G-C. Carra, Chair
Councillor E. Woolley, Vice-Chair
Councillor S. Chu
Councillor D. Colley-Urquhart
Councillor J. Davison
Councillor J. Farkas
Councillor J. Magliocca
Mayor N. Nenshi, Ex-Officio

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the Standing Policy Committee on Community and Protective Services, 2019 December 11
 - 4.2 Minutes of the Standing Policy Committee on Community and Protective Services Re: Civic Partners, 2018 May 14
5. CONSENT AGENDA
 - 5.1 DEFERRALS AND PROCEDURAL REQUESTS
None
 - 5.2 BRIEFINGS
None

6. POSTPONED REPORTS
(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Integrated Traffic Safety Feasibility, CPS2020-0197

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS
None

8.2 NOTICE(S) OF MOTION
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

10.2 URGENT BUSINESS

11. ADJOURNMENT

Members of Council may participate remotely, if required.



MINUTES

SPC ON COMMUNITY AND PROTECTIVE SERVICES

**December 11, 2019, 9:30 AM
IN THE COUNCIL CHAMBER
COUNCIL CHAMBER**

PRESENT:

Councillor G-C. Carra, Chair
Councillor E. Woolley, Vice-Chair
Councillor S. Chu
Councillor D. Colley-Urquhart
Councillor J. Davison
Councillor J. Farkas
Councillor J. Magliocca
Councillor D. Farrell

ALSO PRESENT:

General Manager K. Black
A/ City Clerk J. Palaschuk
Recorder A. de Grood

1. CALL TO ORDER

Councillor Carra called the Meeting to order at 9:31 a.m.

2. OPENING REMARKS

Councillor Carra provided opening remarks.

3. CONFIRMATION OF AGENDA

Moved by Councillor Farkas

That the Agenda for the 2019 December 11 Regular Meeting of the SPC on Community and Protective Services be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Standing Policy Committee on Community and Protective Services, 2019 November 13

Moved by Councillor Davison

That the Minutes of the 2019 November 13 Regular Meeting of the SPC on Community Protective Services be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

Moved by Councillor Davison

That the Committee Recommendations contained in the following Reports be approved in an omnibus motion:

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

5.2.1 2019 Status of Emergency Preparedness in Calgary, CPS2019-1572

5.2.2 Short Term Rental Implementation, CPS2019-1551

5.2.3 Status of Outstanding Motions and Directions (as of 2019 December 11), CPS2019-1570

MOTION CARRIED

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Pest Management Policy, CPS2019-1518

A presentation entitled "Pest Management Policy", dated 2019 December 11 was distributed with respect to Report CPS2019-1518.

Larry Heather addressed Committee with respect to Report CPS2019-1518.

Councillor Farrell introduced a group of Grade 3-4 students from Capitol Hill School in Ward 07, along with their teacher Carl Landra.

Moved by Councillor Farrell

That the Standing Policy Committee on Community and Protective Services recommends that Council:

1. Adopt the proposed Pest Management Policy (Attachment 1); and
2. Rescind the Integrated Pest Management Plan Policy (CSPS017) (Attachment 3).

MOTION CARRIED

7.2 2020-2022 Family and Community Support Services Funding Recommendations, CPS2019-1286

A presentation entitled "2020-2022 Family and Community Support Services Funding Recommendations" dated, 2019 December 11 was distributed with respect to Report CPS2019-1286.

The following speakers addressed Committee with respect to Report CPS2019-1286:

1. Jim Pritchard
2. Robert Perry
3. Larry Heather

Moved by Councillor Woolley

That the Standing Policy Committee on Community and Protective Services recommend that Council:

1. Approve the recommended FCSS allocations of \$9.6 million for 2020, and commitment of \$8.8 million for 2021 and \$8.8 million in 2022, as detailed in the Attachment 1;
2. Authorize access of up to \$500,000 from the FCSS Stabilization Reserve in 2020 for the purpose of funding non-profit organizations for emerging social issues and capacity-building initiatives;
3. Receive the FCSS Funding Framework (Attachment 2) for the Corporate Record, and approve social inclusion as the long-term goal for FCSS funding, and;
4. Receive this report as an item of urgent business at its 2019 December 16 meeting.

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Woolley

That this meeting adjourn at 10:58 a.m.

MOTION CARRIED

The following item has been forwarded to the 2019 December 16 Combined Meeting of Council:

URGENT BUSINESS:

- 2020-2022 Family and Community Support Services Funding Recommendations, CPS2019-1286

The following item has been forwarded to the 2020 January 13 Combined Meeting of Council:

CONSENT:

- Pest Management Policy, CPS2019-1518

The next Regular Meeting of the Standing Policy Committee on Community and Protective Services is scheduled to be held, 2020 January 22 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK



MINUTES

SPC ON COMMUNITY AND PROTECTIVE SERVICES

RE: CIVIC PARTNERS

**May 14, 2018, 8:30 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor D. Colley-Urquhart, Chair
Councillor G-C. Carra, Vice-Chair
Councillor G. Chahal
Councillor S. Chu
Councillor J. Farkas
Councillor R. Jones
Councillor E. Woolley
*Councillor J. Gondek

ALSO PRESENT: General Manager K. Hanson
Acting City Clerk J. Lord Charest
Legislative Assistant M. A. Cario

1. CALL TO ORDER

Councillor Colley-Urquhart called the Meeting to order at 8:34 a.m.

2. OPENING REMARKS

Councillor Colley-Urquhart provided opening remarks and welcomed all the Civic Partners at today's meeting.

3. CONFIRMATION OF AGENDA

Moved by Councillor Chahal

That the Agenda for the 2018 May 14 Meeting of the SPC on Community and Protective Services, Re: Civic Partners, be confirmed.

MOTION CARRIED

4. POSTPONED REPORTS

None

5. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

5.1 2017 Civic Partner Annual Report, CPS2018-0577

The following documents were distributed with respect to Report CPS2018-0577:

- PowerPoint presentation entitled "2017 Civic Partner Annual Report";

- PowerPoint presentation entitled "2017 Civic Partners Annual Report, Calgary Public Library" submitted by the Calgary Public Library Board;
- A packet of documents submitted by Calgary Economic Development Ltd., including:
 - A binder entitled Calgary economic development, be part of the energy;
 - A PowerPoint presentation entitled "2017 Civic Partner Annual Report Calgary Economic Development; and
 - A document entitled "2017 highlights.
- A PowerPoint presentation entitled "2017 Civic Partner Annual Report Calgary TELUS Convention Centre" submitted by Calgary Convention Centre Authority (Calgary TELUS Convention Centre);
- A packet of documents submitted by Tourism Calgary - Calgary Convention & Visitors Bureau, including:
 - A PowerPoint Presentation entitled "Tourism Calgary Report to SPC May 14, 2018;
 - A document entitled tourism Calgary 2017 annual report; and
 - A packet of post cards.
- A PowerPoint presentation entitled "Calgary Technologies Inc. 2017 Civic Partner Annual Report", submitted by Calgary Technologies Inc.;
- A PowerPoint presentation entitled "2017 Civic Partner Annual Report, Fort Calgary", submitted by The Fort Calgary Preservation Society;
- A PowerPoint presentation entitled "2017 Civic Partner Annual Report, Calgary Zoo" submitted by The Calgary Zoological Society;
- A PowerPoint presentation entitled "2017 Civic Partner Annual Report" submitted by Heritage Park Society;
- A PowerPoint presentation entitled "The Hangar Flight Museum, a Museum with Altitude" submitted by Aero Space Museum Association of Calgary (The Hangar Flight Museum);
- A PowerPoint presentation entitled "2017 Civic Partner Annual Report, TELUS Spark" submitted by Calgary Science Centre Society (TELUS Spark);
- A packet of documents submitted by Calgary Centre for the Performing Arts (Arts Commons), including:
 - A PowerPoint presentation entitled "2017 Civic Partner Annual Report, Arts Commons"; and
 - A booklet entitled "2016 2017 Report to the Community".
- A PowerPoint presentation entitled "2017 Civic Partner Annual Report Calgary Arts Development Authority" submitted by Calgary Arts Development Authority Ltd.;
- A PowerPoint presentation entitled "2017 Civic Partner Annual Report Parks Foundation Calgary" submitted by Parks Foundation, Calgary;
- A packet of documents submitted by Calgary Sport Council Society (Sport Calgary), including:
 - A binder entitled "Sport Calgary be part of the energy";
 - A PowerPoint presentation entitled "2017 Civic Partner Annual Report, Sport Calgary be part of the energy";
 - A booklet entitled "2017 Annual Review";
 - A document "Sigler: Celebrating Our World-Class Sports City", dated 2018 February 28;

- A document entitled "New Research reveals significant economic impact of amateur sport in Calgary"; and
- A document entitled "Parks foundation Calgary and sport Calgary announce plans to launch Sport for Calgary Legacy Fund".
- A PowerPoint presentation entitled "2017 Civic Partner Annual Report Lindsay Park Sports Society (Repsol Sport Centre)" submitted by Lindsay Park Sports Society (Repsol Sports Centre);
- A PowerPoint presentation entitled "Silvera for Seniors 2017 Civic Partner Annual Report" submitted by Silvera for Seniors; and
- A packet of documents submitted by VCC Initiatives Ltd. (Vibrant Communities Calgary), including:
 - A Power Point presentation entitled "2017 Civic Partner Annual Report Vibrant Communities Calgary, Enough for All";
 - A booklet entitled "2017 Annual Impact Report, Evaluating Community Outcomes and Impacts", United Way Calgary and Area; and
 - A booklet entitled "Vibrant Communities Calgary, Poverty in Calgary".

The following Civic Partners addressed Council with respect to Report CPS2018-0577:

1. Janet Hutchinson and Bill Ptacek on behalf of the Calgary Public Library Board
2. Steve Allan and Mary Moran on behalf of Calgary Economic Development Ltd.
3. Tom Bornhorst, Clark Grue and Maria Tobias-Antal on behalf of Calgary Convention Centre Authority (Calgary TELUS Convention Centre)
4. Rod McKay, Cindy Ady and Cassandra McAuley on behalf of Tourism Calgary - Calgary Convention & Visitors Bureau
5. Evan Hu, Terry Rock and David Chavez on behalf of Calgary Technologies Inc.
6. Linda McLean and Doug Mills on behalf of The Fort Calgary Preservation Society
7. Gord Olsen, Dr. Clément Lanthier and Len Wolstenholme on behalf of The Calgary Zoological Society
8. Joe Anderson, Alida Visbach and Julie Frayne on behalf of Heritage Park Society
9. Jim Williams and Anne Lindsay on behalf of Aero Space Museum Association of Calgary (The Hangar Flight Museum)
10. Sheila Legget and Barry Crean on behalf of Calgary Science Centre Society (TELUS Spark)
11. Scott Hutcheson, Johann Zietsman, Colleen Dickson and Greg Epton on behalf of Calgary Centre for the Performing Arts (Arts Commons)
12. Patti Pon and Dean Prodan on behalf of Calgary Arts Development Authority Ltd.
13. Sheila Taylor, David Inhaber and Steve Duncan on behalf of Parks Foundation, Calgary

14. Nazir Walji, Murray Sigler and David Benson on behalf of Calgary Sport Council Society (Sport Calgary)

Committee recessed at 11:55 a.m. and reconvened at 12:57 p.m. with Councillor Colley-Urquhart in the Chair.

15. Scott MacDonald, Andrew Wallace and Jeff Booke on behalf of Lindsay Park Sports Society (Repsol Sports Centre)

16. Arlene Adamson and Judy MacLachlan on behalf of Silvera for Seniors

17. Franco Savoia and Patti Dolan on behalf of VCC Initiatives Ltd. (Vibrant Communities Calgary)

Speakers:

1. Lisa Bowes

Moved by Councillor Woolley

That subject to Section 6(1) of the Procedure Bylaw, Committee suspend Section 31(2) eliminating the requirement to receive verbal presentations from members of the public.

ROLL CALL VOTE

For: (4): Councillor Colley-Urquhart, Councillor Carra, Councillor Chu, and Councillor Woolley

Against: (4): Councillor Chahal, Councillor Farkas, Councillor Jones, and Councillor Gondek

MOTION DEFEATED

2. Larry Heather

3. TracyRay Lewis

4. Sandra Sutter

Moved by Councillor Jones

That with respect to Report CPS2018-0577, the following be approved:

That the Standing Policy Committee on Community and Protective Services recommend that Council receive this report for information.

MOTION CARRIED

6. CONFIDENTIAL ITEMS

6.1 URGENT BUSINESS

None

7. ADJOURNMENT

Moved by Councillor Carra

That this meeting adjourn at 2:11 p.m.

MOTION CARRIED

THE FOLLOWING ITEM HAS BEEN FORWARDED TO THE 2018 MAY 28 REGULAR MEETING OF COUNCIL:

CONSENT:

2017 Civic Partners Annual Report, CPS2018-0577

CONFIRMED BY COMMITTEE ON 2018

CHAIR

ACTING CITY CLERK

UNCONFIRMED

**Community Services Report to
SPC on Community and Protective Services
2020 February 12**

**ISC: UNRESTRICTED
CPS2020-0197**

Integrated Traffic Safety Feasibility

EXECUTIVE SUMMARY

Council has directed Administration to collaborate with the Calgary Police Service (CPS) to determine the feasibility of establishing an integrated traffic enforcement strategy that would draw upon a range of law enforcement resources, including police officers, peace officers and technology to improve traffic safety in residential areas. Reducing major injury and fatality collisions among vulnerable road users is a top priority of The City's Safer Mobility Plan, which identifies enforcement as one of the five pillars of transportation safety. This report presents a comprehensive set of policy and practice changes that would be required to create an integrated traffic safety program with municipal peace officers. Due to the expected duplication of services, as well as the potential for increased costs and risks to personnel, Administration is not recommending an integrated traffic safety strategy at this time.

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Community and Protective Services receive this report and presentation for the Corporate Record.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2019 July 29 Council directed Administration through a Notice of Motion to investigate, utilizing comparisons of other jurisdictions, the feasibility of establishing an integrated traffic safety enforcement, education and technology strategy and report back to the Standing Policy Committee on Community and Protective Services no later than 2020 Q1. Council also requested its two representatives on Calgary Police Commission (Councillors Gondek and Sutherland) to ask Calgary Police Commission and CPS to work with Administration to provide an update on the Residential Traffic Enforcement Strategy and investigate the feasibility of establishing an integrated traffic safety strategy.

BACKGROUND

Administration

In Calgary, initiating traffic stops and enforcing moving violations under the Traffic Safety Act (TSA) is almost exclusively the jurisdiction of the CPS. In order to perform these duties, Community Peace Officers (CPOs) must be appointed as Community Peace Officer – Level 1 by the Alberta Solicitor General. Currently, most peace officers employed by Calgary Community Standards (CCS) are designated as CPO – Level 2 and are only authorized to enforce non-moving violations of the TSA. The exceptions are Livery Transportation Officers, who have CPO - Level 1 authorities and can conduct traffic stops for the purpose of an inspection pursuant to the Livery Transport Bylaw, and only on roadways with posted speed limits of less than 60 km/hr. Following recommendations set out by the Lazenby Inquiry, all CCS CPOs are currently being transitioned from Level 2 to Level 1, which will expand their authorities to cover moving violations. The transition is expected to be completed by 2022 April 30. In addition, Calgary Transit is currently working on a Traffic Safety Plan which, if approved by the Alberta Solicitor General, would allow their CPO – Level 1 officers to enforce the TSA on transit-only roadways governed by the TSA, such as 7 Avenue S in the downtown core.

**Community Services Report to
SPC on Community and Protective Services
2020 February 12**

**ISC: UNRESTRICTED
CPS2020-0197**

Integrated Traffic Safety Feasibility

Calgary Police Service

In response to a previous Council Notice of Motion, CPS proposed and established the Residential Traffic Enforcement Unit (RTEU) in 2016 to address residential traffic safety. Subsequent updates to CPS's residential traffic strategy, including an emphasis not just on enforcement, but also on evaluation, education and engagement, resulted in the RTEU being renamed the Residential Traffic Safety Unit (RTSU). CPS's response to the current Notice of Motion as well as an update to the Residential Traffic Safety Strategy are included in Attachment 1.

Provincial Government

Effective 2019 December 01, the Government of Alberta announced a temporary freeze up to two years on municipalities being able to:

- Install new photo radar equipment
- Upgrade existing photo radar devices
- Add new photo radar locations.

The provincial government announced that starting 2020 January, they will work with police services and municipalities to establish stronger data and reporting requirements including: restrictions, site selection, enhanced data collection, and enhanced traffic safety plans.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Leading Practices

An overview of the practices of other Alberta and Canadian jurisdictions is included in Attachment 2. Almost all smaller Alberta municipalities surveyed have some form of peace officer traffic enforcement. However, Administration could not find an example of a large Canadian municipality (population greater than 500,000) where municipal peace officers regularly enforce moving violations of the TSA using self-initiated traffic stops.

Timeline

More than two years would be required to implement a peace officer moving traffic violation enforcement program due to the following:

- Peace Officer Appointments – A plan for transitioning peace officers under Calgary Community Standards from CPO – Level 2 to CPO – Level 1 is currently underway and the expected date to complete this transition is 2022 April 30.
- Peace Officer Authorities – After transition to CPO – Level 1, a request to amend the authorities on the appointment would be required to the Public Security Division of the Alberta Solicitor General. The Public Security Division may:
 - Require additional information
 - Implement new policies or procedures, and/or
 - Impose new terms or conditions on the appointment
- Memorandum of Understanding (MOU) – the Solicitor General, per the *Peace Officer Act*, requires that a formal MOU be signed between CPS and The City in order for CCS to employ peace officers in Calgary. The current MOU is in effect until 2021 December 22, and any new amendments and conditions would require sign-off by CPS and CCS.

**Community Services Report to
SPC on Community and Protective Services
2020 February 12**

**ISC: UNRESTRICTED
CPS2020-0197**

Integrated Traffic Safety Feasibility

- Traffic Safety Plan (TSP) – this plan must be created, approved by CPS, and submitted to the Public Security Division every three years, and must contain a variety of components including the most recent collision data from CPS.
- Internal Policy Amendments – Traffic enforcement would be a significant addition to CCS' current mandate of enforcing 24 municipal bylaws and 10 provincial statutes. CCS internal policy amendments would be required to integrate this new directive without compromising existing calls for service, while authorizing CCS peace officers to engage in traffic stops or moving violations.

Pilot/Comprehensive Program

Administration examined two potential scenarios to evaluate feasibility. The first is a pilot program comprising one sergeant and nine peace officers. This pilot scenario would approximate the current RTSU overseen by CPS. The expected coverage for a pilot scenario would be three peace officers available for each day shift and one available for each evening shift, city-wide. It is important to note that CPS's RTSU program currently employs photo radar but due to the provincial suspension photo radar would not be available to a potential program with CCS.

The second scenario proposed would be a comprehensive residential traffic safety program with 36 officers, three sergeants and one inspector. This program would allow for the deployment of 12 peace officers for each day shift, and six for each evening shift. Under this scenario, at least one peace officer could be assigned to each Ward per day. For both scenarios Administration included consideration of a body worn camera program for peace officers. This would be a new program for CCS staff that would mirror the current practice of CPS.

Costs

Costs associated with implementing a peace officer moving violation enforcement program, even on a pilot scale, would be substantial. A breakdown of estimated costs is included in Attachment 3. In total, a comprehensive program comprising 36 officers would result in a net cost \$5.5M in the first year and have ongoing net costs of at least \$4.1M annually. A pilot program of nine officers would be expected to cost almost \$1.7M in the first year and have ongoing costs of at least \$1.2M annually.

Benefits

In addition to the noted costs, Administration investigated the potential for savings to the combined budgets of CCS and CPS. However, an integrated traffic enforcement program is expected to increase costs beyond those currently incurred by CPS to enforce moving traffic violations. As noted in Attachment 1, salaries for CPOs and CPS constables are roughly equivalent, and the establishment of an integrated traffic safety program would also require training and initialization costs. In addition to these costs, integrated traffic enforcement would result in duplication of service. CPOs are not capable of enforcing most criminal code violations, including impaired driving and outstanding criminal warrants. As a result CPS officers would still be required to respond to situations involving the criminal code. In these instances, both a CPO and a CPS officer would be required to address a situation which is currently addressed by one CPS officer.

**Community Services Report to
SPC on Community and Protective Services
2020 February 12**

**ISC: UNRESTRICTED
CPS2020-0197**

Integrated Traffic Safety Feasibility

Stakeholder Engagement, Research and Communication

Administration has worked extensively with CPS to understand the current Residential Traffic Safety Strategy, as well as internally with Finance, Law, and Transit to understand the feasibility of an integrated traffic safety approach. Administration contacted several other Albertan and major Canadian municipalities to gain an understanding of approaches to similar concerns across the country.

A communications plan would be essential for an integrated traffic safety project to ensure that Calgarians understood the change in traffic enforcement. It would be critical for all Calgarians to understand the change in traffic safety approaches and that Community Peace Officers would have the authority to conduct moving traffic violation enforcement.

Strategic Alignment

This report aligns with the Citizen Priority of A Well-Run City. Specifically, Council's directive to "work on improving the value of municipal services delivered by simplifying and streamlining processes and procedures, cutting red tape, eliminating service silos, and discontinuing those services that The City should not be providing."

Social, Environmental, Economic (External)

Traffic safety continues to be a high priority for Council and for Calgarians. As indicated in Attachment 1 the Traffic Safety Plan (2018-2021) was created to deliver a coordinated response to traffic safety issues in Calgary. The report indicates some early initial successes, including record low year-end totals for reportable fatal collisions in 2017 and 2018. CPS has expressed a willingness to work collaboratively to enhance CPS response under the framework of the traffic safety strategy.

Financial Capacity

Current and Future Operating Budget:

A chart outlining the estimated current and future operating budget for implementing a pilot program for integrated traffic safety is included in Attachment 3.

Current and Future Capital Budget:

A chart outlining the estimated current and future operating budget for implementing a pilot program for integrated traffic safety is included in Attachment 3.

Risk Assessment

Multiple risks were identified [by CPS] in Attachment 1 including physical risks to officers conducting moving traffic violation enforcement. There is also a potential for criminal code offences to be non-enforceable if they occur during a traffic stop conducted by a peace officer. Extensive training would be required for an Integrated Traffic Safety program both for the safety of the officers conducting enforcement as well as the general public.

The City could also face a reputational risk with integrated traffic enforcement. A public education campaign would be required to mitigate any potential confusion from the general

Community Services Report to
SPC on Community and Protective Services
2020 February 12

ISC: UNRESTRICTED
CPS2020-0197

Integrated Traffic Safety Feasibility

public. Transparent reporting would also be required to help mitigate concerns of this enforcement approach being used as a method of generating municipal revenue.

REASON(S) FOR RECOMMENDATION(S):

Given the duplication of resources and systems, coupled with the Calgary Police Service's willingness to address traffic safety concerns through reinforcement of existing strategies, Administration is not recommending an integrated traffic strategy at this time. Establishing a municipal peace officer traffic enforcement program would increase risks and costs.

ATTACHMENT(S)

1. Attachment 1 – Calgary Police Commission Report and Residential Traffic Safety Strategy Update - 2019
2. Attachment 2 – Leading Practices of Canadian Municipalities
3. Attachment 3 – Estimated Costs to Calgary Community Standards of Integrated Traffic Safety Program

ISC: Protected A

REPORT TO CALGARY POLICE COMMISSION

GOVERNANCE & PERSONNEL COMMITTEE

NOTICE OF MOTION – INTEGRATING TRAFFIC SAFETY ENFORCEMENT

11/12/19



ISC: Protected A

Intent of Report: ☐ For recommendation
☒ For approval
☐ For information

Type of Meeting: ☐ Public
☒ In camera

REPORT TITLE:	Notice of Motion - Integrating Traffic Safety Enforcement
AUTHOR:	Jamie Budd, Business Strategist Leslie MacRae-Krisa, Manager, Business Strategy & Research
EXECUTIVE SPONSOR:	A/DC Steve Barlow

ISSUE & STAKEHOLDERS

On July 29, 2019 a Notice of Motion (NOM) titled “Integrating Traffic Safety Enforcement” (C2019-980) was tabled at Calgary City Council. The NOM requested the Calgary Police Service provide an update on the Residential Traffic Enforcement Strategy and investigate the feasibility of establishing an integrated traffic safety strategy. An integrated traffic safety strategy would have implications for the existing strategy and the Residential Traffic Safety Unit, as well as the City of Calgary.

The Calgary Police Service remains committed to working with community partners to address traffic safety in the city. It has always been a high priority as we are aware that it is an important issue to citizens. Through a combination of education, prevention and enforcement, we have seen tremendous success in both driver and pedestrian safety.

The CPS recommends maintaining the current approach to address safety issues in Calgary. This is further supported by the following:

- The CPS has implemented a comprehensive Traffic Safety Plan (2018-2021) that delivers a coordinated response to traffic safety issues in Calgary. This includes the Traffic Response Unit, Alcohol & Drug Recognition Expert Unit, Mandatory Alcohol Screening (MAS), Collision Reconstruction Unit, Specialized Traffic Enforcement Unit, and Residential Traffic Safety Unit. This plan is monitored, evaluated and updated every four years to meet Calgary’s traffic safety needs.

|SC: Protected A

- Collision and Traffic Service Request data does not indicate that traffic safety is declining in Calgary. Regular engagement with citizens is a critical component of traffic safety and their concerns are regularly solicited and addressed by the Residential Traffic Safety Unit (RTSU).
- The *Residential Traffic Safety Strategy* promotes an integrated approach to traffic safety, with the RTSU working closely with community partners (City of Calgary, Government of Alberta, community associations, schools, etc.) to address the priorities of education, engagement, enforcement, and evaluation.
- Traffic enforcement by the CPS is already accounted for in standard operating budgets and current infrastructure and resourcing meets traffic safety needs.
- Due to the infrastructure considerations, especially for a separate City administered program, CPS data indicates that the return on investment for the City on creating an additional residential enforcement program may not meet cost savings or revenue expectations in the short term.
- Should there be a desire to increase traffic safety engagement, education, or enforcement, the CPS is well equipped to scale resources to meet such demand.
- Police officers are cross trained and able to respond to other police and public safety incidents that may occur during traffic stops. With respect to officer safety over 200 traffic stops result in assault against the officer, vehicle theft, and bail violations/at large offences each year, 30 of which include weapon offences. When considering public safety directly, over 200 traffic stops annually result in impaired offences, over 200 result in drug offences and another 100 result in other criminal code traffic offences. It will be important to mitigate such incidents requiring attendance/backup by a CPS officer.
- Further, traffic stops may involve federal (criminal) and provincial (Traffic Safety Act) driving offences. Criminal offences must be investigated by police officers. Traffic stops conducted by non-police officers will often make the criminal offences non-enforceable via a number of Charter issues.

The CPS recognizes traffic safety as a significant public safety issue in our communities and applauds Council's efforts in addressing these concerns. However, we believe that the approach taken by the CPS to address traffic safety issues as outlined in the report is the preferred course of action.

BACKGROUND & BENCHMARKING

In 2016 Council put forth a Notice of Motion (NM2016-05) requesting that the Calgary Police Service (CPS) develop residential traffic enforcement options in conjunction with its key City and community stakeholders.

ISC: Protected A

These options were to focus on:

- Targeting high risk residential areas such as school and playground zones along with other pedestrian rich locations;
- Utilizing citizen feedback through the Traffic Safety Request (TSR) system to inform operational response;
- Emphasizing proactive public education to enhance public awareness;
- Sharing traffic enforcement data with City partners to support further intervention approaches when needed, including traffic calming measures.

At the time, a potential partnership with Animal Bylaw Services (ABS) at the City of Calgary was explored to enhance traffic enforcement specifically in residential areas. However, research into an integrated model concluded that it would not be practical for either partner given the potential for duplication, and complexities around training and supervision. All partners agreed that an integrated enforcement model was not the best course of action.

To address Council's request, the CPS instead proposed and established the Residential Traffic Enforcement Unit (RTEU) in 2016 as the most optimal option to address residential traffic safety, given ease of implementation, and ability to leverage personnel already designated to traffic education and enforcement resulting in an immediate increase in capacity to respond to public residential traffic concerns. In addition, the frequency of education and enforcement could be increased in high risk traffic areas such as playground/school zones and high-density pedestrian locations. The Residential Traffic Enforcement Strategy (2016) was also created, identifying the strategic priorities, objectives and outcomes for the unit. A 2017 update on the Strategy highlighted the progress of RTEU and beyond enforcement, emphasized the importance of evaluation, education and engagement with partners agencies and citizens to improve traffic safety in Calgary. The unit name also changed accordingly to Residential Traffic Safety Unit (RTSU). The updated Residential Traffic Safety Strategy committed CPS to working closely with the City of Calgary to identify traffic safety concerns and work with city departments (e.g., Bylaw Services, Roads, Transportation, Transit, etc.), Councilors offices, the Government of Alberta, community associations, schools and citizens to solution areas of concern.

The overall objective of the CPS' traffic education and enforcement program is to address the transportation safety principles of improving road safety by examining locations high-risk to citizens or enforcement officers, with high frequency offending, high collision and/or high pedestrian volume. The CPS Traffic Safety Plan (2018-2021) includes RTSU as one part of a focused response program that also involves the Collision Reconstruction Unit, Alcohol/Drug Recognition Unit, Traffic

ISC: Protected A

Service Request program, Strategic Traffic Unit, District Community Resource Officers, and special operations (e.g., Operation Road Hammer).

In the current NOM (C2019-0908), Council has requested an update on the Residential Traffic Enforcement Strategy (now Residential Traffic Safety Strategy). The 2019 update of the strategy (see Appendix A) demonstrated significant progress on the actions identified in the previous update (2017). Since 2016, data shows reductions in the high severity collision categories, despite increases in total collisions overall (+12%) and population growth (+3%):

- 2017 & 2018 registered historically low year-end totals for reportable fatal collisions at 11 and 16 respectively.
- 2018 registered decreased volumes for pedestrian fatal collisions (n=8).
- Pedestrian collisions decreased by 9% in 2018 (compared to 2016).
- Collisions involving vulnerable road users (pedestrian, bicyclists, motorcyclists) decreased by 26% in 2018 (compared to 2016).
- RTSU has deployed over 14,000 times in residential communities across Calgary.

RTSU continues to expand its engagement with the community, increasing avenues for soliciting information from citizens who identify traffic concerns. Specifically, RTSU manages the Traffic Service Request (TSR) system. Citizens can submit traffic safety concerns online (featured on the CPS home page and linked from other City of Calgary web pages) and marketed through public engagement events and social media. TSRs are monitored daily by a member of RTSU and assigned accordingly for further investigation. Once actioned, complainants are contacted and apprised of results and actions. Since 2016, the number of TSRs has decreased year-over-year despite continued proactive citizen engagement, indicating that citizen concerns are being addressed and sustainable changes to driving patterns have been realized. The number of TSRs assigned to Districts and Traffic Response Teams have also decreased significantly, allowing for reduced workload for these teams and increased available time to address other crime issues.

RTSU also regularly attends all City Wards in sequential rotation, enforcing traffic safety at every playground zone with an established photo radar site at least twice per year. RTSU also conducts regular school blitzes (two per week, except during back to school blitz in September, which observes 10 per week) and works directly with schools to help find solutions to problem traffic areas around the school and surrounding area.

RTSU has expanded and strengthened its internal and external partnerships, most notably working with Calgary's school boards and 158 Community Associations. It has also worked on building and streamlining

ISC: Protected A

a multi-disciplinary approach to addressing traffic issues. For example, the RTSU is often able to expedite infrastructure solutions through its strong relationship with City of Calgary Councilor Offices, Calgary Roads and Transportation departments.

The CPS monitors the performance of the strategy and continues to develop more effective measures of success. Areas of focus for the RTSU in 2020 include improving measurement, collection, and tracking of performance data, continuing to work closely with Public Affairs/Media Relations Unit (PAMRU) to expand awareness of the program through social media, and focus on public engagement to proactively identify areas of concern by the community, opportunities for traffic enforcement, and improvements in Calgary's road network.

The Integrating Traffic Safety Notice of Motion requests that Calgary Police Service again explore the feasibility of partnering on an approach to traffic safety and enforcement through the use of City of Calgary Peace Officers (CPOs). A scan of other jurisdictions revealed that while traffic enforcement is the sole responsibility of the police service in some municipalities, others (e.g., Lethbridge) have moved to a hybrid model of enforcement. For example, in the case of Edmonton, the primary responsibility for photo enforcement falls with the City of Edmonton, where all moving violations are under the jurisdiction of the Edmonton Police Service.

IMPLICATIONS

The feasibility for CPS of an integrated approach to traffic enforcement was explored, and the implications to staffing, finances, systems/facilities, and policy are discussed below to address Council's NOM (C2019-980).

STAFFING

The staffing implications to the CPS must consider existing resources dedicated to traffic safety and enforcement, and training and supervision of City of Calgary Peace Officers

An integrated strategy must emphasize coordination with City of Calgary CPOs to reduce overlap or duplication, both from an organizational efficiency and a public perception/reputational perspective to ensure there is not over-enforcement. CPOs would also require training to work alongside Police Officers and ensure seamless integration. Supervisory responsibilities would also have to be considered and negotiated. The CPS would need to assess the implications of the City of Calgary introducing

|SC: Protected A

CPOs for residential traffic enforcement on its own compliment of staff dedicated to photo enforcement.

To enforce moving violations under the Traffic Safety Act, City of Calgary Peace Officers would be required to be Level 1 officers and would require appointment under the Public Security and Peace Officer Program to enforce moving violations. Currently, City of Calgary Livery Transportation Officers are Level 1 CPOs, but Calgary Community Standards Animal and General Bylaw Officers are Level 2. The City of Calgary is currently transitioning all CPO-Level 2 officers employed by Calgary Community Standards to Level 1. The expected completion of this transition is December 31, 2021.

The City of Calgary and the CPS would need to explore the implications of Transit and/or Bylaw Officers being transitioned from their existing duties to perform traffic enforcement and impacts on current service provision. There may also be downstream implications for Calgary Police Service of those duties not being performed.

FINANCIAL

The financial implications to the CPS would potentially be two-fold:

- Revenue: currently, the Province retains 13% of summons revenue for the victims of crime fund and another 27% as an administration fee, for a total of 39%. The remaining 60% is provided to the City of Calgary, and all of which is included in the CPS' budget. With the most recent provincial budget, the summons revenue formula will change to reflect a 13% increase in the administration fee, resulting in only 47% of the revenue being returned to the City, and equates to an approximately \$10 million reduction to the CPS budget. With a shared responsibility for traffic enforcement, the CPS and the City of Calgary would need to explore whether and how the current allocation of revenue would be further altered. The issue of whether tickets issued by City of Calgary CPOs will be under the Traffic Safety Act or under a bylaw would also need to be addressed; bylaw tickets would not be subject to the revenue-sharing arrangement with the province.
- The in-kind contributions from the CPS to develop an integrated strategy and provide ongoing training and supervision to City of Calgary CPOs would need to be considered.

The CPS is well equipped to address current traffic enforcement needs with existing infrastructure. If an increase in automated enforcement is desired, the costs to set up each unit and salary costs for various staffing options would need to be considered (see table below). Commissionaires currently conduct automated traffic enforcement activities and remain the

ISC: Protected A

most cost-effective approach given salary costs. Salary ranges for Peace Officers start higher than CPS Constables, although are similar at higher tenure. Depending on staffing requirements and training needs, transferring traffic enforcement duties to Peace Officers may not result in cost savings.

The CPS 2019 annual budget currently allocates \$7.1 million to automated enforcement and RTSU (see Appendix B for details). Should there be a desire to increase automated enforcement, this program can be expanded accordingly with additional resourcing.

Cost of Automated Enforcement	
One time set up	\$68,023 per vehicle ¹
Annual salary costs per officer ²	
Commissionaire	\$69,160
Police Officer	\$69,659 - \$107,162 ³
Peace Officer	\$79,339 - \$106,046 ⁴

SYSTEMS / FACILITIES

Manned traffic enforcement conducted by Peace Officers such as Bylaw officers and Sheriffs is currently common practice in Alberta. It is recommended that if plans for integrated traffic enforcement move forward, the interaction between Peace Officers and police counterparts be closely examined further to determine and establish information sharing and police response considerations. Inter-agency communication processes involving Calgary 911 should be reviewed for the appropriate sharing of officer safety information contained in CPIC, Sentry and CAD – SPAD with Bylaw officers conducting traffic stops. The process of how CPS is engaged when criminal activity is observed by Bylaw officers during a traffic stop should also be established and legal implications addressed (e.g. impaired, weapons, drugs, vehicle flight event, etc.). For example, if Bylaw officers conduct a traffic stop where the driver is impaired, a delay in CPS attendance would impede the ability to prosecute the offence. Finally, to ensure CPS continues to have the data to properly administer traffic education and enforcement processes, a process and agreement for sharing Bylaw traffic enforcement data with CPS should be established.

POLICY (may include training implications)

¹ 2018 actual one time set up cost for vehicle and equipment. Note that this does not include staff training costs or equipment maintenance and support costs.

² Based on 40-hour work week.

³ Estimated annual salary range for 5th class (new hire) and 1st class Constable. Note wages may change in 2020 due to Calgary Police Association collective agreement negotiations.

⁴ Annual salary range based on 2020 wages for new hire and step 5 of pay grade 10.

|SC: Protected A

The existing Memorandum of Understanding (MOU) between the City of Calgary and Calgary Police Service only provides limited powers for CPOs with a Level 1 designation to conduct a traffic stop for the purpose of inspection. The current MOU expires in 2021.

Policy will have to be updated to ensure that CPS traffic officers are trained to work with City of Calgary Peace Officers, and roles/jurisdiction are clear regarding the approach to enforcement and provincial compliance requirements (e.g. moving violations vs. automated enforcement). For example, Alberta Automated Traffic Enforcement (ATE) Technology Guideline¹, "requires the ATE strategy to be evaluated annually to ensure ATE is focused on traffic safety outcomes". ATE technology sites must be approved by the police service of the jurisdiction and must meet one or more of these criteria:

- Areas or intersections where conventional enforcement is unsafe or ineffective;
- Areas or intersections with an identifiable, documented history of collisions;
- Areas or intersections with an identifiable, documented history of speeding problems;
- Intersections with an identifiable, documented history of offences;
- Intersections near schools, post-secondary institutions, or other areas with high pedestrian volumes
- School and playground zones or areas;
- Construction zones; or
- Areas where the public or a community has expressed concerns related to speeding.

OTHER CONSIDERATIONS

There are a number of additional factors that must be addressed in an integrated approach:

- Bylaws have a designated court system that runs parallel to Provincial Traffic Court. Bylaw court does not have jurisdiction over TSA offences and bylaw tickets do not result in demerits, nor do they link into the provincial demerit regime. In addition, Bylaw prosecutors are not trained in traffic law prosecutions. Different processes for bylaw vs. TSA summonses may lead to a dual court structure and be frustrating for both the public and the justice system.
- Unpaid bylaw summonses more frequently result in a warrant for arrest, which would add to CPS officer workload. This differs from most summonses written under the TSA, which if unpaid, results in a penalty and are applied to the cost of vehicle registration. Further, bylaw tickets do not result in license demerits, nor do they link into the provincial demerit regime.
- Potential residential speed limits change currently discussed by Council may also impact enforcement needs and resources

ISC: Protected A

IV. RISK ASSESSMENT

The risks associated with integrating Calgary's approach to traffic safety and enforcement were also explored:

- Mandatory Alcohol Screening will be rolled out to all districts in 2019, at which point anyone pulled over by police will be screened for impaired driving. Bylaw officers are not authorized to conduct these tests.
- The start-up costs of adding additional traffic units and administrative support (e.g. to process traffic enforcement as bylaw tickets) is a budget consideration in a time of financial constraint.
- A lack of strategic inter-agency coordination of traffic safety functions and communication may result in service delivery inefficiencies, non-compliance risk with provincial guidelines, reputational risk with citizens.
- There is a potential risk to Peace Officers if they are doing moving enforcement as they are not cross trained to do other types of enforcement outside the TSA if a traffic stop leads to other offences. Out of the approximately 100,000 traffic enforcement related traffic stops conducted each year by CPS, over 1000 result in the detection of a criminal offence. With respect to officer safety, a handful of traffic stops each year result in a police officer being assaulted, while roughly 30 result in weapons offences. When considering public safety directly, well over 200 traffic stops annually result in impaired offences, over 200 result in CDSA (drug) offences and another 100 result in other criminal code traffic offences. It will be important to mitigate such incidents requiring attendance/backup by a CPS officer.
- Offences chosen for charging generally follow from federal laws, to provincial to municipal in order of importance. Jurisdictional issues arise if municipal offences are prioritized at the expense of the provincial / federal offences. Further, Bylaw officers are not trained to investigate criminal and some provincial offences.
- If the City is not proposing growth to their current contingent of Peace Officers, Transit or Community Standards service levels may be impacted and have potential downstream impacts for the CPS (e.g. responding to more bylaw-related calls).

CALGARY POLICE SERVICE POSITION & RECOMMENDATIONS

Based on the analysis to date, the benefits of an integrated approach to traffic safety where City of Calgary Peace Officers assume some

ISC: Protected A

responsibility for traffic enforcement would not enhance the CPS' approach to traffic safety or produce significant cost savings.

It has been well established that the CPS has the expertise and the infrastructure to deliver a comprehensive traffic safety approach in Calgary. If the community perceives additional issues, the CPS will work collaboratively with citizens, community partners, and the City of Calgary to explore options for enhancing our response under the framework of the existing traffic safety strategy.

ISC: Protected A

APPENDIX A: RESIDENTIAL TRAFFIC SAFETY STRATEGY UPDATE – 2019



**CALGARY
POLICE
SERVICE**

**RESIDENTIAL TRAFFIC
SAFETY STRATEGY
UPDATE – 2019**

ISC: Protected A

INTRODUCTION

In 2016 Council put forth a Notice of Motion (NM2016-05) requesting that the Calgary Police Service (CPS) develop residential traffic enforcement options in conjunction with key City and community stakeholders. These options were to focus on:

- Targeting high risk residential areas such as school and playground zones along with other pedestrian rich locations;
- Utilizing citizen feedback through the Traffic Safety Request (TSR) system to inform operational response;
- Emphasizing proactive public education to enhance public awareness; and
- Sharing traffic enforcement data with City partners to support further intervention approaches when needed, including traffic calming measures.

The CPS Residential Traffic Enforcement Unit (RTEU) was created in the spring of 2016, composed of one Sergeant, four Constables, four Peace Officers, and one analyst. The Unit was created with existing Traffic Section manpower and was viewed as the most optimal option to address residential traffic safety due to ease of implementation, more efficient use of designated personnel, and increased capacity to address specific traffic concerns driven by residents. It also afforded CPS the opportunity to engage in proactive enforcement in high risk traffic areas such as playground/school zones and high-density pedestrian locations.

In 2016, the *Residential Traffic Enforcement Strategy* was created, outlining the Unit's initial goals, objectives, activities and anticipated outcomes. In 2017 the Strategy was updated, highlighting the progress of RTEU against the objectives and outcomes established in the original strategy. The name of the strategy was updated to the *Residential Traffic Safety Strategy* to better reflect a broader scope than enforcement, and an expanded role of the RTEU. The unit name also changed accordingly to Residential Traffic Safety Unit (RTSU).

The mandate of the RTSU is to address residential traffic safety. The Strategy focuses on citizen feedback to identify problem areas that shape an operational response, focused on enforcement, education, targeted visibility and collaboration with partners.

This document serves as the second update on the Strategy.

STRATEGIC PRIORITIES

The *Residential Traffic Safety Strategy* includes multiple elements to address residential traffic safety from different perspectives, taking a collaborative approach to ensure success. The RTSU works together with community partners to achieve the desired result of safety for all road users. The current strategy works to promote residential road safety in Calgary by focusing on four interconnected priority streams: EVALUATE; ENGAGE; EDUCATE and ENFORCE.

ISC: Protected A

These priority streams are supported by detailed objectives, action items and performance measures to guide the work. They also build on work within the Service and across its partners:

- **Evaluate:** Consolidate data resources to support operational performance.
- **Engage:** Communicate and work with citizens, The City of Calgary and community partners to understand and resolve traffic safety issues.
- **Educate:** Implement initiatives to create awareness, educate the community and prevent behaviours that contribute to unsafe roadways.
- **Enforce:** Be proactive by deploying enforcement resources based on targeted, evidence based and high-risk locations. Be responsive to community concerns.

STRATEGIC ALIGNMENT

CPS 2019-2022 Service Action Plans

The CPS Service Action Plans outline the commitments the CPS has made to ensuring that Calgary is safe, diverse, inclusive, and inspired. The Residential Traffic Safety Strategy advances the following strategic priorities:

Crime and Safety

Objective A2: Keep our roads safe through education and enforcement.

Action Plan (A2.1): Update and improve the Traffic Safety Plan.

Action Plan (A2.2): Monitor the performance of traffic education and awareness programs.

The strategy also advances the following 2019-2022 Council Directive:

A City That Moves

Council Directive (M1): Council's primary concern is with the safety of all Calgarians, therefore all modes of transportation must be safe.

CPS Traffic Safety Plan 2018-2021

The CPS Traffic Section is committed to ensuring road safety for all users. Following the Vision Zero framework, the Traffic Safety Plan ensures that the CPS, in collaboration with partners, promotes the five E's of transportation safety: Engagement, Engineering, Education, Enforcement, and Evaluation. Focus areas for the CPS include speed compliance, intersection safety, residential safety, and alcohol and drug impaired driving.

Calgary Safer Mobility Plan 2019-2023

The CPS supports The City of Calgary Safer Mobility Plan and its vision of Calgary having mobility free of major injuries and fatalities. Through collaborative partnerships, the CPS contributes to the plan's targets of reducing major injury and fatality collisions and vulnerable road user collisions.

ISC: Protected A

CURRENT STATE

The efforts of the RTSU yielded reductions in many key collision categories since 2016 despite increases in total collisions (+12%) and population (+3%) (population data not shown):

Collision Statistics	2016	2017	2018	Change 2016-2018	
Total city-wide*	43,369	46,021	48,592	↑	12%
Fatal	26	11	16	↓	-38%
Injury*	2,430	2,646	2,496	↓	3%
Pedestrian*	431	415	392	↓	-9%
Pedestrian Fatal*	10	2	8	↓	-20%
Pedestrian Injury*	356	341	308	↓	-13%
Total on residential roadways	10,014	10,111	9,944	↓	-1%

↑ Increase in collisions
 ↓ Decrease in collisions
 ■ No change in collisions

*Source: City of Calgary Annual Collision Report

Highlights include:

- Record low year-end totals for reportable fatal collisions two years in a row (2017 & 2018) at 11 and 16 respectively;
- Record low year-end total for fatal pedestrian collisions in 2017 (n=2) and a 20% decrease for 2018 as compared to 2016;
- Reportable injury collisions were high in 2017 (n=2,646), but decreased 6% in 2018 (n=2,496);
- 9% decrease in reportable pedestrian collisions in 2018 representing the continuation of an ongoing decline since 2016.

WHAT IS WORKING?

RTSU deploys across all Wards & Playground Zones.

RTSU deploys throughout City Wards in sequential rotation, ensuring all areas are attended regularly. Every playground zone with an established photo radar site is attended at least twice per year and those that did not receive regular enforcement in the past now observe increased and sustained visible police presence. RTSU has received dozens of compliments from residents while deployed in these areas:

Spent lengthy time in the zone. Four people stopped to talk to me and 1 fellow suggested that we should be here on the weekends as he thinks people forget the zone is in effect on there weekends. Had no less that 15 drivers give me the thumbs up for being there. Two different people brought me coffee.

ISC: Protected A

Thank you cards given to an officer enforcing traffic safety in McKenzie Town.



Citizens have more avenues to provide information about traffic safety concerns.

Opportunities for citizens to submit information on problem areas and discuss their concerns directly with a police officer have broadened significantly. Citizen information is obtained through TSR submissions, ward open houses and community association meetings, daily school blitzes, and community special events. Citizens also approach officers during enforcement in the community:

Resident who lives at this address came out to ask for help in addressing the problem at the intersection. It's a marked crosswalk with activation lights. She stated that... vehicles are not stopping with the lights activated for students to cross. I told her about the TSR process and how she can bring the problem to the attention of our Sworn Officers for them to come have a look at the area / problem. She was very happy to have us there as photo radar as well, 2 violations while talking to her. Speed issues here throughout the day and early evening.

Traffic safety partnerships have expanded and strengthened.

RTSU has established many new relationships with traffic safety partners since its inception in 2016 and continues to create new relationships every year. RTSU increased the number of traffic safety partners by 92% from 2017 to 2018 (14 to 27) and currently works closely with 171 community partners, including 158 Community Associations which were contacted by RTSU. Contact with partners is ongoing with community members approaching RTSU during enforcement:

Had a lengthy conversation with the Community Association President. He was very happy to have us in the community paying attention to all the playgrounds/schools in the area. Discussed several areas that he felt we could look at in the future. Told him about the unit and what we offered the areas throughout the city. He said he was going to pass on info through his community newsletter.

RTSU also conducts Traffic Road Tours with City Councillors, their staff, and key City representatives (e.g. Director of Roads, GM of Transportation). These are key opportunities to

ISC: Protected A

have multiple City stakeholders meet and discuss concerns in the Ward brought forth by residents, and then physically visit locations to further learn about the issue and discuss potential remediation strategies. Residents have expressed their satisfaction with this coordinated approach:

Thank you to [RTSU Constables] for your involvement and giving me the time and attention and advocating for me and the other parents. After my telephone conversation with you on June 19, responding to my TSR I filed on June 5, you were quick to respond and give me suggestions on the ways to improve the area – I felt confident that I was FINALLY going to get somewhere. You met with a City of Calgary representative soon after and I was lucky enough to see you and your team at the school just days after our talk, observing, addressing, maybe even made a little money while seeing ALL of my safety concerns!



Traffic resolution processes are streamlined.

Through partnerships cultivated by RTSU, processes have been developed that streamline a multi-disciplinary approach to actioning traffic issues. This collaborative effort allows for sustainable solutions to road safety for all users.

Traffic Service Request (TSR) system is more efficient and effectively addresses citizen concerns.

RTSU took over the role of managing TSR in 2016. Since this time, the number of TSRs has decreased year-over-year, indicating that citizen concerns are being addressed and sustainable changes to driving patterns have been realized. The number of TSRs assigned to Districts and Traffic Response Teams have also decreased significantly, allowing for reduced workload for these teams and increased available time to address other crime issues.

Warning Ticket Program educates and builds positive interactions with citizens.

RTSU officers can issue verbal warnings as well as written warning tickets based on their discretion, giving them the opportunity to have a more positive interaction, open dialogue and

ISC: Protected A

ultimately educate citizens about traffic safety. Anecdotal feedback has been positive from both citizens and officers:

Citizen took pics of our "RTSU" signage and said she loves this and is going to post on Instagram. She said it's respectful and promotes dignity rather than getting a speeding ticket in the mail.

RTSU participates in Crime Reduction Strategy (CRS) meetings to coordinate traffic safety response.

RTSU members attend District CRS meetings and work with Community Resource Officers (CROs) to resolve traffic concerns. This relationship has been mutually beneficial as RTSU is able to address concerns and CROs and District officers are able to provide valuable information on problem areas to focus on.

RTSU resolves traffic safety concerns from Calgary schools.

RTSU supports Community and Youth Services Section (CYSS) in traffic safety programs for Calgary's schools. RTSU also conducts regular school blitzes (2 per week, except during back to school blitz in September, which observes 10 per week) and works directly with schools to help find solutions to problem traffic areas around the school and surrounding area. RTSU is often able to expedite infrastructure solutions through its strong relationship with City of Calgary Roads and Transportation Departments. RTSU members have received many thanks from parents, students, and school staff:

Parents thanking us for attending during the first week of school. Lots of high fives with kids and good discussions with parents about traffic safety. Big thanks from both principals of the schools today. One new family just immigrated to Canada and was first concerned when they saw all the police presence during the blitz. She was happy to learn that there was no immediate safety concerns at the time but was interested to be informed about the rules and laws regarding driving and walking children within the playground zones.

RTSU engages the public through the CPS Traffic Ambassadors Program. RTSU is actively involved as CPS Traffic ambassadors at special events such as the Calgary Motorcycle Show, the Calgary Stampede Parade and events at the Alberta Children's Hospital.

WHAT CAN BE IMPROVED?

- Collection and tracking of performance measurement data based on a Results Based Accountability (RBA) model. Some data gathering has been problematic due to issues with provincial and CPS systems.
- The following performance measures are to be developed:
 - Issues resolved with community partners

ISC: Protected A

- Satisfaction of community partners
- Ward meeting survey feedback
- Councillor feedback
- Citizen satisfaction
- Increased citizen knowledge about traffic issues/CPS
- Citizen satisfaction with TSR program
- Continue to work closely with Public Affairs/Media Relations Unit (PAMRU) to expand awareness of the program through social media.
- Continued expansion of partnerships and collaborative opportunities for engagement and education.

OUR PARTNERS

Internal partners include:

- CPS Traffic Section
- Districts 1-8, including CROs
- Community & Youth Services Section (SROs)
- Strategic Services Section
- Strategic Communications Section

External partners include:

- City of Calgary
 - Calgary Neighbourhoods
 - Bylaw Services
 - Livable Streets
 - City of Calgary Roads
 - City of Calgary Transportation
 - Calgary Transit
 - Parking Authority
 - Councillors Offices
 - Safe Passing
- Alberta Infrastructure
- Alberta Traffic Safety
- Alberta Transportation
- Calgary Community Associations
- Calgary Public and Separate School Boards
- Alberta Motor Association
- Vision Zero Advocate Institute
- Federation of Calgary Communities
- Southland Transportation

ISC: Protected A

PERFORMANCE MEASURES			
	2017	2018	2019
Evaluate			
# collisions - residential	10,111	9,944	5,810
# collisions - vulnerable road users	996	891	480
Collision rate - residential	811.3	784.6	451.9
Collision rate - vulnerable road users	79.9	70.3	37.3
# of citizen compliments	43	57	89
Engage & Educate			
# of community meetings attended	14	17	28
# of citizen contacts	100s	100s	100s
# of written warnings issued*	371	358	421
Enforce			
# TSRs submitted	1,597	1,311	661
# TSRs cleared	1,176	954	444
# TSRs assigned to Districts	252	234	139
% TSRs cleared	74%	73%	67%
% TSRs assigned to Districts	16%	17.8%	21%
# of deployments	5,260	5,621	3,376
# of deployments in playground zones	4790	5182	2767
# summonses - manned	2,783	1,990	1,156
# summonses - photo radar	9,922	6,048	3,214
# of photo radar site evaluations	1,409	1,795	744
# of new enforcement sites	N/A	11	8

*Note that many warnings are given verbally and are not currently tracked by RTSU.

ISC: Protected A

STRATEGIC PRIORITIES UPDATE

EVALUATE	
Strategic Objective: Consolidate data resources to support operational performance.	
Action	Progress
Continue to work with traffic analysts to ensure target areas are evidence-based.	<ul style="list-style-type: none"> Analysts work with RTSU to maintain current list of active photo radar locations in residential areas for RTSU deployment. RTSU advises on new established photo radar sites to be added for regular deployment. Analysts liaise with RTSU regarding deployment to new problematic locations derived from collision data analysis.
Further develop meaningful and sustainable performance measures in consultation with Analysts and Business Strategists.	<ul style="list-style-type: none"> Ongoing process as the role and scope of RTSU evolves. Informed by available data collection systems and resourcing (CPS & Provincial).
Collate and track data on residential traffic issues brought to the attention of the RTSU from various sources such as TSRs, Community Association Meetings, Ward open houses, school blitzes, CRO's/SRO's, Ward Road Tours etc.	<ul style="list-style-type: none"> Processes, resourcing and available data collection systems to be reviewed and opportunities identified for 2020.
Develop a reporting structure for Unit activities that can be the basis of regular evaluation of this strategy.	<ul style="list-style-type: none"> An RTSU member oversees data entry of measures collected to ensure data reliability and accuracy. Analyst reports on performance measures and adds context. Analyst liaises with RTSU when gaps are identified.

ISC: Protected A

ENGAGE	
Strategic Objective: Communicate and work with citizens, The City of Calgary, and community partners to understand and resolve traffic safety issues.	
Action	Progress
Collaborate with The City of Calgary partners to plan and attend the next round of Ward Traffic Safety meetings.	<ul style="list-style-type: none"> City Councillors/staff, RTSU members, and key City representatives (Director of Roads, GM of Transportation) meet regularly with residents to discuss traffic concerns in the Ward, and physically visit locations to further learn about the issue and discuss potential remediation strategies. Discuss with City Councillors to determine whether Ward meetings are required in addition to regular meetings with community associations going forward to limit duplicity and streamline and focus efforts.
Collaborate with The City partners and Councillor Offices to resolve issues identified from many data sources identified above.	<ul style="list-style-type: none"> RTSU has experienced numerous successes relating to infrastructure change and working with key partners such as Councillor Offices and City Managers. Recent examples include: <ul style="list-style-type: none"> Installation of dual turn signals at 17 Av & 68 St SE Pilot project on Hidden Creek Bv involving line painting to ease resident's concerns regarding speeding and parking along roadway Installation of traffic calming curbs at Strathcona Hill & Stradwick Rise SW following 2 years of collaborated efforts Playground zone extension/crosswalk sleeves installed at Harvest Hills Drive & Harvest Oak View NE (RTSU compliment sent to Chief Neufeld) Projects in progress include traffic calming at Country Hills Dr & Country Hills Gate NW consisting of vertical flexible delineators to direct traffic at a local playground zone, safety assessment at 85 St and Wentworth Dr SW following two recent pedestrian collisions, and ongoing work at numerous schools in all the wards to improve crosswalk safety and signage issues (ie Calgary Arts Academy, St. Alphonsus School).
Work together with community associations/groups and schools to understand areas of concern,	<ul style="list-style-type: none"> Each RTSU member is assigned 20 communities and works closely with community association members to address specific community traffic concerns.

ISC: Protected A

and communicate results back to residents.	<ul style="list-style-type: none"> – RTSU members attend community association meetings to inform and educate on strategies and provide information and content for Community Newsletters.
Engage Strategic Communications Section to develop a communication plan regarding RTSU activities including social media.	<ul style="list-style-type: none"> – RTSU communicates regularly with Strategic Communications to advise of current programs and operations. – RTSU works with PAMRU to post updates on social media and have recently been featured in a new video highlighting school zone safety. – The unit also works with AMA to advise on a safety patrol videos.
Actively seek other community and business partnerships to help promote the message of residential traffic safety and define existing partnerships.	<ul style="list-style-type: none"> – RTSU sits on several traffic safety committees including the LRT Crossing Review Committee, Calgary Board of Education Traffic Safety Committee, Calgary Truck Route Committee, and the Residential Speed Limit Core Team Committee. Each committee provides opportunity to learn about potentially new traffic concerns that are arising. – RTSU engages Traffic Safety Partners (e.g., City of Calgary Transportation, City of Calgary Roads, Alberta Office of Traffic Safety, Public and Separate School Boards, Calgary Livable Streets, Alberta Infrastructure, Calgary Parking Authority, Alberta Motor Association, Southland Transportation (school bussing), Commercial Vehicle Safety Alliance, Safe Passing).
Promote the TSR program to engage citizens with CPS in resolving traffic issues in their communities.	<ul style="list-style-type: none"> – RTSU speaks about this system at every community meeting and presentation they make. The value here is readily apparent as it supports grass-roots solutions that are both sustainable and inclusive of the community we serve to protect.
Engage District CROs to share information and target problem areas.	<ul style="list-style-type: none"> – RTSU members regularly attend District Crime Reduction Meetings to discuss key traffic concerns in those geographic areas. – The RTSU has developed collaborative relationships with District CROs and combine resources to provide positive outcomes in traffic safety. – The RTSU provides each District with information gathered from the TSR system to ensure there are no gaps in information sharing.

ISC: Protected A

EDUCATE	
Strategic Objective: Implement initiatives to create awareness, educate the community, and prevent behaviours that contribute to unsafe roadways.	
Action	Progress
Use Warning Tickets and verbal warnings to engage the public in a dialogue about traffic safety.	<ul style="list-style-type: none"> – The Warning Ticket Program continues to provide a formalized way of educating members of the public who have committed driving infractions. It is one of the most effective means to garner greater compliance as police officers can have a conversation with a driver, detailing what the officer has observed and why the drivers action diminishes road safety. – The full potential of the Warning Ticket Program will be realized with e-ticketing is available, which will allow better tracking of offenses and progressive enforcement action.
Work together with community associations/groups and schools to share ideas on how to educate residents or create awareness of either specific local or general traffic issues.	<ul style="list-style-type: none"> – RTSU regularly conducts school blitzes and interacts with school staff, parents and children regarding traffic safety as well as school specific traffic issues. – RTSU attends community events (i.e., Mom and Tots Motorcycle Show, Red Ribbon Campaign, Samaritans Purse, MADD golf tournament, Stampede events, community barbecues and school traffic safety events) to educate and promote traffic safety messaging and engage with citizens in an informal setting.
Engage partners to promote awareness campaigns and/or create educational programs.	<ul style="list-style-type: none"> – RTSU works closely with partners to increase awareness of traffic safety. Specifically, RTSU has worked closely with Alberta Motor Association (AMA) to align messaging and share resources. AMA has contributed to the Canadian Association of Chiefs of Police Traffic Committee's national traffic safety and awareness programs.

ISC: Protected A

ENFORCE	
Strategic Objective: Be proactive by deploying enforcement resources based on targeted, evidence based and high-risk locations. Be responsive to community concerns.	
Action	Progress
<p>Coordinate the TSR program, assigning enforcement resources as necessary.</p> <p>Continue to respond to TSRs with a focus on resolving issues where possible, communication with partners and citizens, and exemplary customer service.</p>	<ul style="list-style-type: none"> – The CPS Traffic Service Request (TSR) application is featured on the CPS home page and designed to provide a quick and easy way for citizens to bring issues to the attention of RTSU. – TSRs are monitored daily by a member of RTSU and assigned accordingly for further investigation. – Once actioned, complainants are contacted and apprised of results and actions going forward. The number of TSRs have decreased steadily in recent years, likely increased face-to-face interaction with citizens, increased opportunity for the public to access an RTSU member directly, and increased collaboration with traffic safety partners effecting more sustainable and permanent solutions to ongoing traffic concerns.
<p>Support the Community and Youth Services Section/SROs when needed, to increase safety in areas surrounding schools by providing enforcement activity.</p>	<ul style="list-style-type: none"> – TSU conducts two school blitzes per week, often with the Checkstop bus for increased visibility at the school. Year-to-date there have been approximately 1200 deployments by RTSU relating to school blitzes. – Every playground zone with an established photo radar site is attended at least twice per year for enforcement. – All playground zones located within a school zone are re-attended every September during RTSU's Back to School program for high visibility, enforcement and education. – The RTSU Back to School program runs for the entire month of September and includes a minimum of 10 school blitzes per week.
<p>Change shift patterns for RTSU officers to provide better coverage Monday through Friday.</p>	<ul style="list-style-type: none"> – RTSU members change shifts as required, demonstrating flexibility and commitment to ensuring adequate coverage.
<p>Partner with Traffic Response Units to share information and coordinate enforcement efforts (e.g., coordinate with Checkstop teams).</p>	<ul style="list-style-type: none"> – The RTSU Sergeant attends all NCO meetings and liaises regularly with TRU members and Sergeants.

ISC: Protected A

Continue to target manned and automated enforcement efforts based on consolidated data gathering.	<ul style="list-style-type: none">– RTSU conducts regular Photo Radar site evaluations to further assess reported traffic concerns received through citizen feedback. No tickets are issued during a site evaluation.– Site evaluations since 2018 have resulted in 19 new enforceable Photo Radar sites in residential neighborhoods.
---	---

ISC: Protected A

APPENDIX B: CPS AUTOMATED TRAFFIC ENFORCEMENT BUDGET

Estimated Revenue		Residential Program
# of Tickets (YTD July 2019)	4,370	7,500
Speeding Ticket Fine 1-15km/hr over (\$78-120)	\$	120.00
Total Fine before deductions	\$	900,000.00
Less Victim of Crime - 13%		117,000.00
Less Admin Fee - 26%		203,580.00
Total Revenue (100% collection)	\$	579,420.00

2019 Annual Operating Budget	Photo Radar	Residential Program
Sworn Members Budget	\$ 2,120,457.64	\$ 692,756.16
Commissionaire Budget ³	2,653,221.25	277,704.00
Operating Budget	85,488.00	24,819.10
Information Technology Support- 5% time (Est) ⁵	5,841.65	151.88
Ticket Control Unit (51.53%)	1,219,803.32	31,714.89
2019 Total Operating Budget	\$ 6,084,811.87	\$ 1,027,146.02

Operating Cost Loss	\$ (447,726.02)
----------------------------	------------------------

2018 Actual One Time Set Up Cost	
Training - 6 month F/T per Commissionaire	\$ 34,713.00
Cost to Equip Vehicle	
Vehicle	37,000.00
Redflex Vehicle Mounted Computer	9,144.00
Camera w/o Lens	10,450.00
Vehicle Mounted Radar Antenna Enclosure	1,864.00
Flashlite Half Sized Head Assembly	2,920.00
Portable Radio	6,186.00
Labour to install equipment (6-8 hours)	458.75
Total One Time Cost	\$ 102,735.75

Notes:

¹ Total assumed revenue is based on 100% collection and no dismissal at Court level.

² Residential Traffic Safety Unit have 4 sworn members and 4 photo radar operators (Commissionaires). It is overlooked by one Sergeant position.

³ Commissionaire budget does not include overtime for Commissionaires to attend court on their day off. Overtime is 1.5 of current hourly salary at \$33.25. 14 photo radar vehicles - 10 assigned to Photo Radar and 4 to Residential Traffic Safety Unit.

⁴ Estimated operation budget is allocated based on 9 of 31 members (sworn plus Commissionaires) are allocated to the Residential Traffic Safety Unit.

⁵ Based on 5% of the highest salary range for Information Technology to perform daily download.

⁶ Estimated 2.6% of tickets written from Traffic and Photo Radar is for the Residential Traffic Program (2019).

Leading Practices of Canadian Municipalities

Municipality	Population	Other Agencies	Traffic Laws enforced by Peace/Bylaw Officers
Calgary	1,336,000	Calgary Police Service	<ul style="list-style-type: none"> Moving traffic violations enforced by police service
Alberta			
Red Deer	103,588	RCMP	<ul style="list-style-type: none"> Municipal peace officers enforce Traffic Safety Act (TSA) Municipal peace officers enforce commercial vehicle violations
Lethbridge	101,482	Lethbridge Police Service	<ul style="list-style-type: none"> Moving traffic violations enforced by police service (police service employs peace officers for traffic enforcement)
Airdrie	70,564	RCMP	<ul style="list-style-type: none"> Municipal peace officers enforce TSA
St. Albert	66,082	RCMP Photo Radar	<ul style="list-style-type: none"> Municipal peace officers enforce TSA
Medicine Hat	63,260	Medicine Hat Police Service	<ul style="list-style-type: none"> Moving traffic violations enforced by police service (police service employs peace officers for traffic enforcement)
Major Canadian Municipalities			
Vancouver	675,218	Vancouver Police Service	<ul style="list-style-type: none"> Moving traffic violations enforced by police service
Edmonton	981,280	Edmonton Police Service	<ul style="list-style-type: none"> Moving traffic violations enforced by police service. Municipal peace officers enforce commercial vehicle violations Municipal peace officers conduct photo radar enforcement.
Winnipeg	749,534	Winnipeg Police Service	<ul style="list-style-type: none"> Moving traffic violations enforced by police service
Toronto	2,930,000	Toronto Police Service	<ul style="list-style-type: none"> Moving traffic violations enforced by police service
Ottawa	994,837	Ottawa Police Service	<ul style="list-style-type: none"> Moving traffic violations enforced by police service
Waterloo Region	535,154	Waterloo Regional Police Service	<ul style="list-style-type: none"> Moving traffic violations enforced by police service
Montreal	1,780,000	Service de Police de la Ville de Montreal (SPVM)	<ul style="list-style-type: none"> Moving traffic violations enforced by police service (police service employs peace officers for traffic enforcement)

Estimated Costs to Calgary Community Standards of Integrated Traffic Safety Program

Estimated Operating Expenses				
	Initialization(1st year)		Ongoing Annual	
Type of Program	Pilot (9 Officers, 1 Sgt)	Comprehensive (36 Officers, 3 Sgts, 1 Inspector)	Pilot (9 Officers, 1 Sgt)	Comprehensive (36 Officers, 3 Sgts, 1 Inspector)
Officers/Sergeants/Inspectors	\$1,200,000	\$4,800,000	\$1,200,000	\$4,800,000
Standard Equipment	\$30,000	\$120,000	\$30,000	\$120,000
Vehicles	\$61,600	\$154,000	\$61,600	\$154,000
Traffic Enforcement-Specific Training	\$150,000	\$600,000	\$37,500	\$150,000
Public Education Campaign	\$50,000	\$50,000	-	-
Court Liaisons	\$200,000	\$400,000	\$200,000	\$400,000
Backfill Strategist Position	\$117,000	\$117,000	-	-
Body Worn Camera Program	\$114,000	\$254,000	\$114,000	\$254,000
Office & Parking Space*	\$25,000	\$100,000	\$25,000	\$100,000
Total Expenditure	\$1,947,600	\$6,595,000	\$1,668,100	\$5,978,000
Estimated Revenue				
Tickets**	\$987,079	\$3,948,316	\$987,079	\$3,948,316***
Provincial Administration Fee (40%)	(\$394,832)	(\$1,579,326)	(\$394,832)	(\$1,579,326)
Victim Services Fund (13%)	(\$128,320)	(\$513,281)	(\$128,320)	(\$513,281)
Gross Estimated Revenue	\$463,927	\$1,855,709	\$463,927	\$1,855,709
Net Operating				
Net Operating Deficit	\$1,483,673	\$4,739,291	\$1,204,173	\$4,122,291
Estimated Capital Expenses				
	Pilot (9 Officers, 1 Sgt)	Comprehensive (36 Officers, 3 Sgts, 1 Inspector)		
Traffic Enforcement-Specific Equipment (Laser Speed Guns, Radios)		\$82,500		\$330,000
Office & Parking Space		\$112,500		\$450,000

*Estimated cost of rent should municipal properties not be available.

**Ticket revenue based on Calgary Police Service's Residential Traffic Safety Unit revenue 2019.

***Ticket revenue would be expected to fall in subsequent years due to increased awareness/compliance. Future modelling is not available for this data.