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REPORT TO CALGARY POLICE COMMISSION

GOVERNANCE & PERSONNEL COMMITTEE

NOTICE OF MOTION – INTEGRATING TRAFFIC SAFETY ENFORCEMENT

11/12/19



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

Type of Meeting: ☐ Public
☒ In camera

REPORT TITLE:	Notice of Motion - Integrating Traffic Safety Enforcement
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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.

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- 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.

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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

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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

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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

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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

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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.

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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

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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

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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.

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APPENDIX A: RESIDENTIAL TRAFFIC SAFETY STRATEGY UPDATE – 2019



**CALGARY
POLICE
SERVICE**

**RESIDENTIAL TRAFFIC
SAFETY STRATEGY
UPDATE – 2019**

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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.

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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.

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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.

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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

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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

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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

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- 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

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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.

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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.

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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.

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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.

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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.

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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.

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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.
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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)
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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).